

**Department of Decentralisation and Local Development  
Ministry of Interior and Security  
Abobo Commune  
Yopougon Commune  
Republic of Cote D'Ivoire**

**THE PROJECT FOR COMMUNITY  
REINFORCEMENT TOWARDS SOCIAL  
COHESION IN GRAND ABIDJAN PHASE II  
(COSAY2)**

**PROJECT COMPLETION REPORT**

**MAY 2023**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

**ORIENTAL CONSULTANTS GLOBAL CO., LTD.**

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## Executive Summary

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### (1) Outline of the Project (Chapter 1)

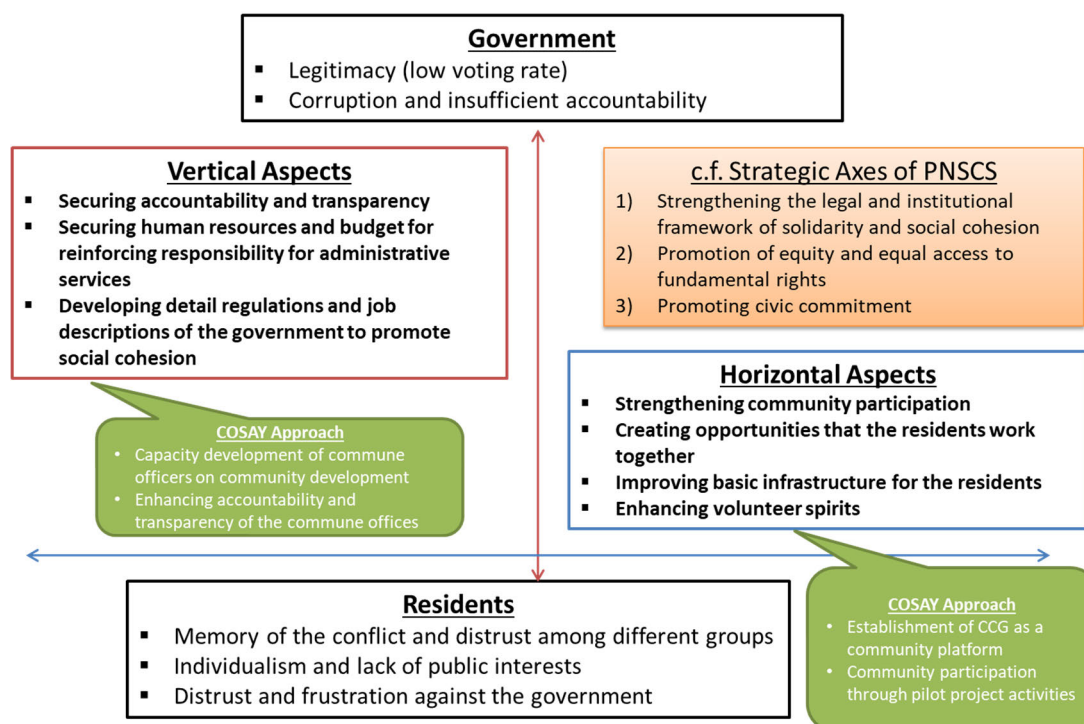
#### 1) Background, Rationale and Summary of the Project

Cote d'Ivoire has been socioeconomically stagnated for more than a decade due to turmoil resulting from coups d'état or other conflicts. Additionally, the 2010 presidential election caused post-electoral violence, particularly in Abobo and Yopougon Communes in Greater Abidjan, due to a high level of social disharmony. Given this, the Government of Cote d'Ivoire has developed the National Social Cohesion Programme (PNCS 2012–2015) and the National Policy on Solidarity and Social Cohesion (PNSCS 2016–2020). Japan International Cooperation Agency (JICA) echoed this by implementing the technical cooperation project named “The Project on the Reinforcement of Communities for Promoting Social Cohesion in Greater Abidjan” (COSAY Phase 1) from July 2013 to June 2016 to promote social cohesion in the above-mentioned two communes.

Although the presidential election in 2015 took place peacefully, lack of social cohesion remained high due to vertical distrust between the commune offices in Abobo and Yopougon and community residents, and horizontal disrespect between community residents across different social segments. To this end, the Cote d'Ivoire government has called on JICA for a successor project to continuously support social cohesion in Abobo and Yopougon Communes through provision of assistance on community participation in planning, and implementation of the delivery of public goods and services at the local level.

Based on the above request, JICA and the Ministry of Interior and Security (MIS) have implemented “The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II” (COSAY Phase 2) since November 2017.

The figure below summarises the vertical and horizontal challenges of social cohesion in view of state (the government) - society (residents) relations in a governance structure, and the strategic axis which the COSAY Project highlighted. In order to improve the horizontal relationality (between residents), the COSAY Project supported the development of social infrastructure and Joint Management Committees (CCG) as the key factors for social cohesion. Also, the Project underlined the public-private interactions that encourage local residents to work together and enhance mutual trust. In turn, in order to improve the vertical relationality (between the government and residents), the Project provided on-the-job training (OJT) for capacity development of public services in the local government.



In line with the above-mentioned national programme and policy, the COSAY Project focused on strengthening co-working and collaboration among the residents in conflict-affected areas to promote social cohesion. The Project selected Abobo and Yopougon Communes as the target areas because these communes were the most conflict-affected areas in Greater Abidjan during the post-electoral crisis. The rehabilitation works for basic infrastructures such as schools were considered to be useful tools for promoting collaboration among the residents in conflict situations. This is because the rehabilitation and construction of community infrastructure can positively affect residents facing deteriorated living conditions and increased unemployment. The COSAY Projects facilitated local residents to work together for their common benefits and goals.

Although the COSAY Project dealt with public services related to rehabilitation and construction works which the population were most interested in, the Project emphasised that its objective was not infrastructure development, but promoting social cohesion. The Project also promoted participatory development and volunteerism in the communities through community dialogues and community actions.

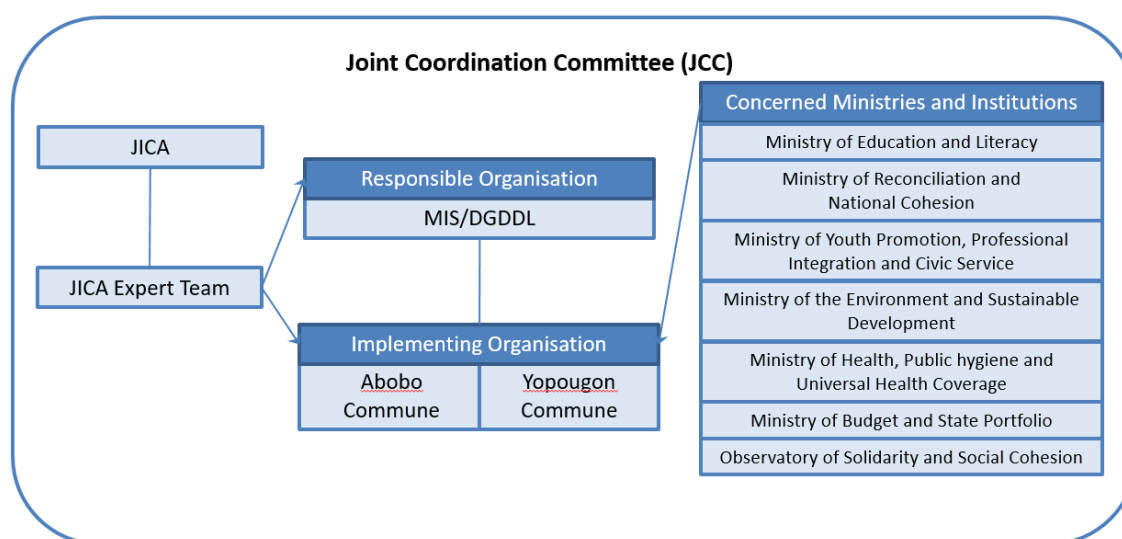
The outline of the Project can be summarised as shown in the table below.

<b>Project Name</b>	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II
<b>Project Period</b>	November 2017 – July 2023 (5 years and 9 months)
<b>Target Area</b>	Abobo Commune and Yopougon Commune in Greater Abidjan
<b>Target Group</b>	- People living in Abobo Commune and Yopougon Commune - Staff of Abobo Commune and Yopougon Commune

<b>Counterpart</b>	<ul style="list-style-type: none"> <li>- Department of Decentralisation and Local Development (DGDDL), Ministry of Interior and Security (MIS) (Responsible Organisation)</li> <li>- Abobo Commune Office, Yopougon Commune Office (Implementing Organisations)</li> </ul>
<b>Overall Goal</b>	Social cohesion and harmony is promoted in the target communes.
<b>Project Purpose</b>	Methodology for public service delivery with considerations for social cohesion is consolidated in the target communes.
<b>Output</b>	<ol style="list-style-type: none"> <li>1. The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence-based planning considering social cohesion.</li> <li>2. CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.</li> </ol>

## 2) Project Management Structure

A Joint Coordinating Committee (JCC) was established in order to facilitate inter-organisational coordination as shown in the figure below. At a practical level, Working Groups were established in Abobo and Yopougon Communes, and both the counterparts and the JICA Expert Team participated in the meetings to monitor the Project activities.



## (2) Project Activities (Chapter 2)

### 1) Activities for Evidence-based Planning (Output 1)

To achieve the Output 1 “The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence-based planning considering social cohesion.”, the activities listed below were conducted.

- Activity 1-1     Develop the framework for social survey and social infrastructure database
- Activity 1-2     Conduct social survey on social cohesion in the target communes based on the survey framework

- Activity 1-3 Collect and analyse information needed for the social infrastructure database based on the framework
- Activity 1-4 Issue a regulation for the utilisation of social and infrastructure databases for the three-year plan and project formulation in each target commune
- Activity 1-5 Modify TORs of the responsible departments and the job descriptions of the commune officers for the utilisation of social and infrastructure databases for the three-year plan and project formulation
- Activity 1-6 Prepare the three-year plans for FY2020-2022 considering the issued regulation
- Activity 1-7 Develop indicators in measuring the achievements of social cohesion
- Activity 1-8 Conduct periodic monitoring on social cohesion
- Activity 1-9 Conduct baseline survey on social cohesion in the project areas
- Activity 1-10 Conduct endline survey in the project areas

## 2) Activities for Methodology for Promoting Social Cohesion (Output 2)

To achieve the Output 2 “Methodology for promoting social cohesion is established in the target communes CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.”, the activities listed below were conducted.

- Activity 2-1 Review the Phase 1 activities
- Activity 2-2 Follow-up the Phase 1 activities if the intervened area faced challenges on social cohesion
- Activity 2-3 Identify the candidates of the pilot projects Type 1 from the three-year plans (FY2018 and FY2019) and the candidates of the pilot projects Type 2 based on the results of the social survey and the social infrastructure database
- Activity 2-4 Select 2 pilot projects in each target Commune in FY 2018 and FY 2019 (Type 1), and 2 pilot areas (Type 2) in each target Commune based on the selection criteria
- Activity 2-5 Hold consultation with resident representatives to increase their understanding of the pilot project
- Activity 2-6 Conduct community profiling in the target areas of the pilot projects
- Activity 2-7 Establish CCGs with wider community representation as the platform for collaboration
- Activity 2-8 Support an ex-CCGPP (or their successor organisations) of COSAY Phase 1 in each target commune for their continuous efforts
- Activity 2-9 Conduct the necessary training programmes (such as conflict resolution, project planning, fundraising) for CCGs, ex-CCGPPs and the counterparts.

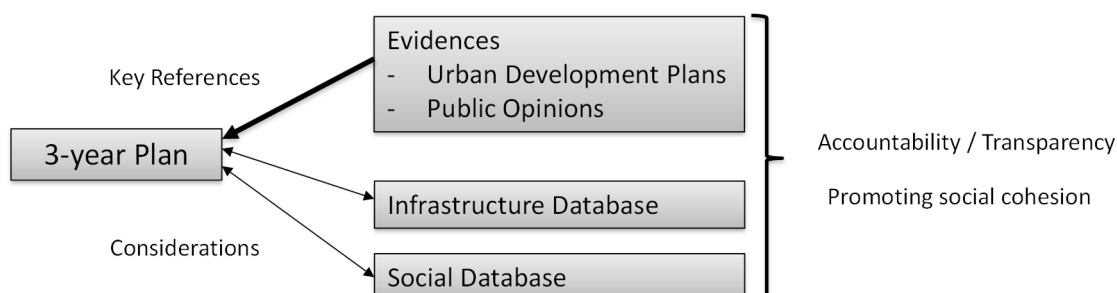
- Activity 2-10 Formulate and practise community actions for promoting social cohesion and development in the target areas.
- Activity 2-11 Select an infrastructure project and a non-infrastructure project (as pilot project type 2) at each target area.
- Activity 2-12 Design, prepare and implement the pilot projects and carry out joint monitoring.
- Activity 2-13 Compile good practices and lessons learnt from the implementation of the pilot projects type 1 and type 2
- Activity 2-14 Issue a regulation concerning the establishment and monitoring of CCGs and successor associations in each target commune.
- Activity 2-15 Modify the TORs of the responsible departments and the job descriptions of the commune officers for the establishment, and monitoring of CCGs and successor associations.
- Activity 2-16 Secure the budget for establishing a CCG for 2 projects under the three-year plan (FY2020) in each target commune.
- Activity 2-17 Share the updated COSAY methodology with the staff of other communes in Greater Abidjan and relevant actors who are interested in social cohesion.

### 3) Summary of Signature Activities

Although the details of each activity mentioned above are described in the main report, the signature activities are summarised below.

#### a) Social and Infrastructure Database

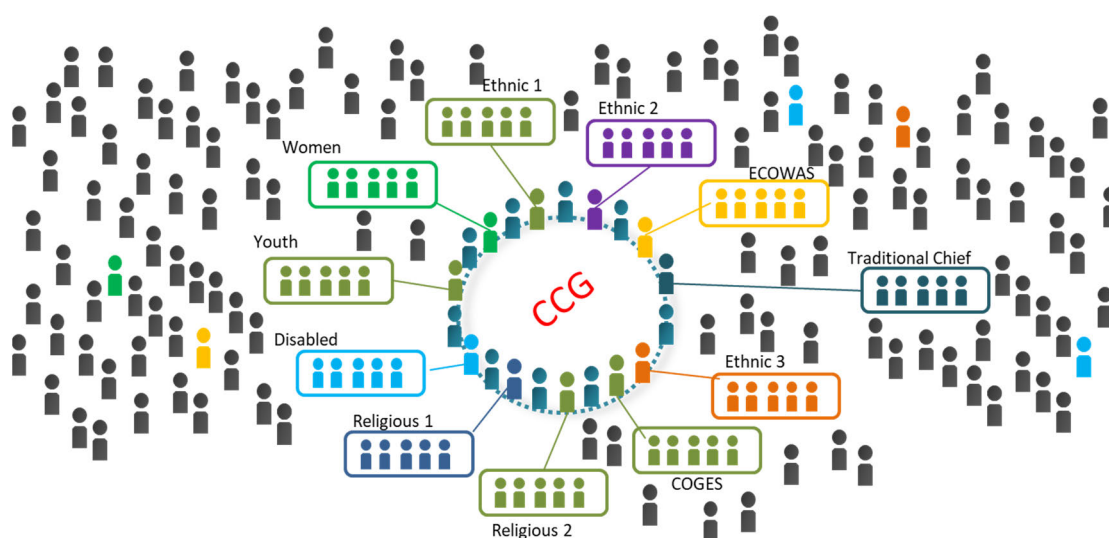
Although a project for establishing a CCG is selected from the 3-year plan, there are cases in which there is no suitable project in the 3-year plan. There was no construction project at the site where social tension was high. Therefore, various factors should be considered during the preparation process of the three-year plan. During the drafting of the three-year plan, it is necessary to list the possible infrastructure projects located in areas where social tension is high. In this regard, the infrastructure inventory (infrastructure database) and results of the social surveys (social database) under the COSAY Project were referred to when the three-year plan was prepared by the commune office.



It is important to consider the infrastructure inventory data such as the damage level of facilities and social tensions in the areas, although the three-year plan is prepared based on the priority of existing urban development plans. This helps not only to list suitable projects that promote social cohesion, but also to secure the accountability of the commune office through evidence-based planning.

### b) Enhancing Community Participation through Establishing CCGs

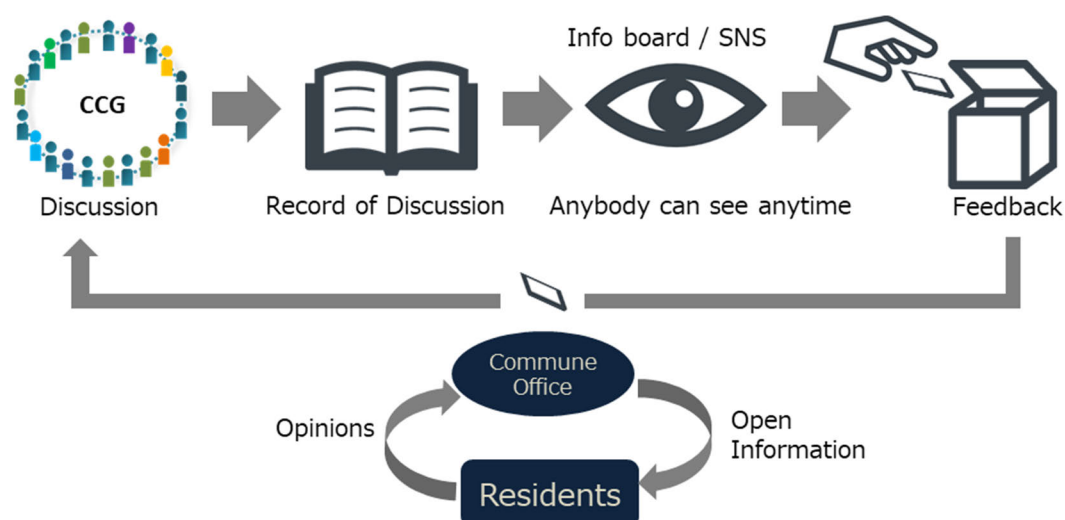
The COSAY Project introduced a co-working mechanism through the establishment of an interface between the residents and the commune offices. The interface, referred to as a joint management committee (CCG), facilitated the inclusion of the local population from different segments/affiliations in the target areas. As a communicative space, CCG allowed its members to solve problems in the community through dialogues and actions and, as the representatives of residents, exchange opinions with the commune officers.



### c) Enhancing Accountability: Gain trust from residents

Accountability and transparency will enable the government to gain trust from the residents, as most of the residents distrust their neighbours and the government due to the conflict-torn experience in the past. The commune office is required to disclose public information, including its plans, decisions and execution. Similarly, a CCG shall be accountable to the local residents regarding its discussions and decisions made with the commune office. Thus, the COSAY Project highlighted the capacity-building of commune officers and CCG members concerning accountability.





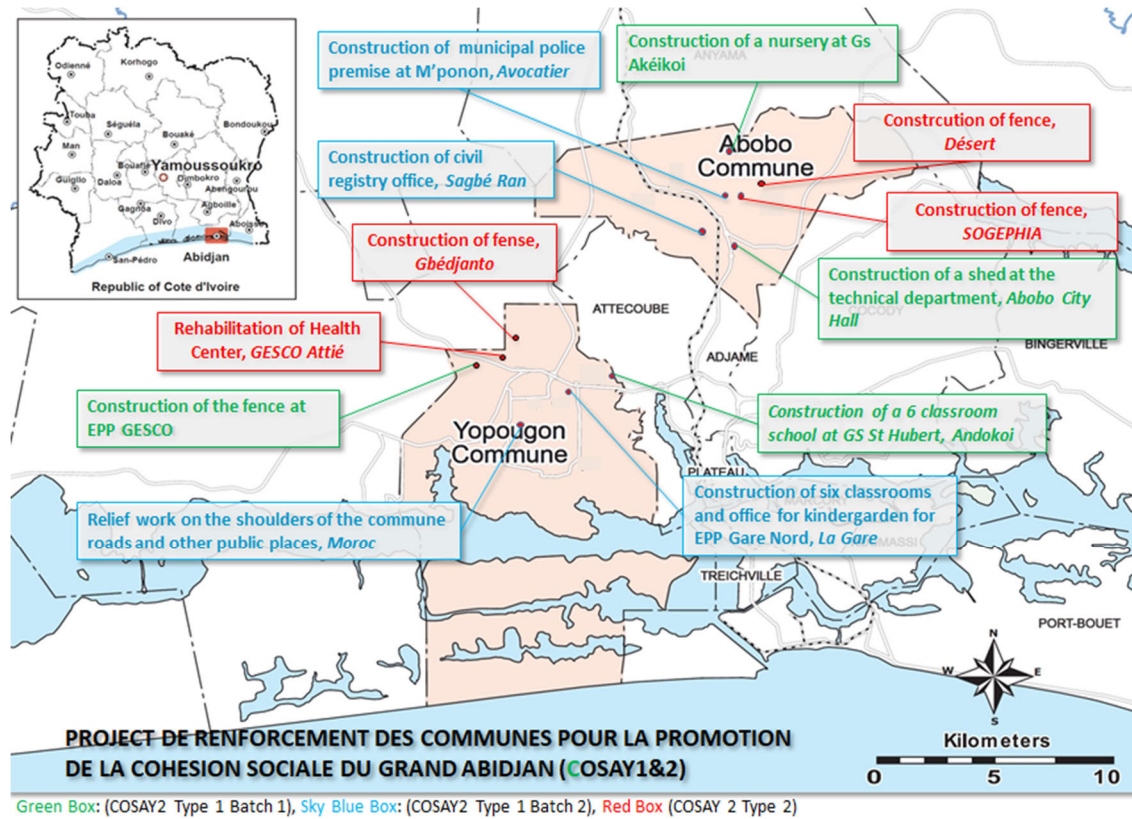
#### d) Capacity Development of the Counterparts and CCG members

In addition to capacity development through daily activities (OJT), in total, 1,632 of the counterparts and CCG members participated in the training programmes summarised in the table below. The C/Ps facilitated some training sessions such as the PPC training sessions as the instructors.

Training Programme	No. of Participants (person/day)	Timing
Kick-off Workshop	20	Nov. 2017
Japan's Experience and KAIZEN	17	Mar. 2018
Infrastructure Database	17	Apr.2018
Supplemental Training on Infrastructure Database	14	Sep. 2018, Jul. 2019
Participatory Rapid Appraisal (PRA)	83	Jan. 2019
Project Cycle Management (PCM)	80	Mar. 2019
Workshop on the COSAY Method	23	Mar. 2019
Training in Japan: Promoting Social Cohesion	8	Jun. 2019
Public Private Cooperation Training (TOT Training)	28	Jun. 2019
Public Private Cooperation Training (PPC1)	244	Jul. – Aug., Nov. 2019
Safety Management Training	5	Nov. 2019
Public Relations Training	42	Dec. 2019, Feb. 2020
Maintenance Training	55	Feb. 2020
Public Private Cooperation Training 1 (PPC1)	34	Jun. 2020
Public Private Cooperation Training 2 (PPC2)	347	Jun.-Jul. 2020
Sensitisation on COVID-19 and Social Cohesion	370	Jun.-Jun. 2020
Training on Peacebuilding	121	Sep. 2020
Workshop on COSAY Methodologies 2-1	32	Feb. 2021
Workshop on COSAY Methodologies 2-2	13	Feb. 2021
Final Seminar	60	Jul. 2021
Wrap-up Workshop	19	Mar. 2023

### e) Pilot Projects

The COSAY Project implemented 12 pilot projects to examine efficacy of the COSAY methodologies in the field. The pilot projects are divided into two types named Type 1 (financed by the commune offices) and Type 2 (financed by JICA) as plotted in the figure below.

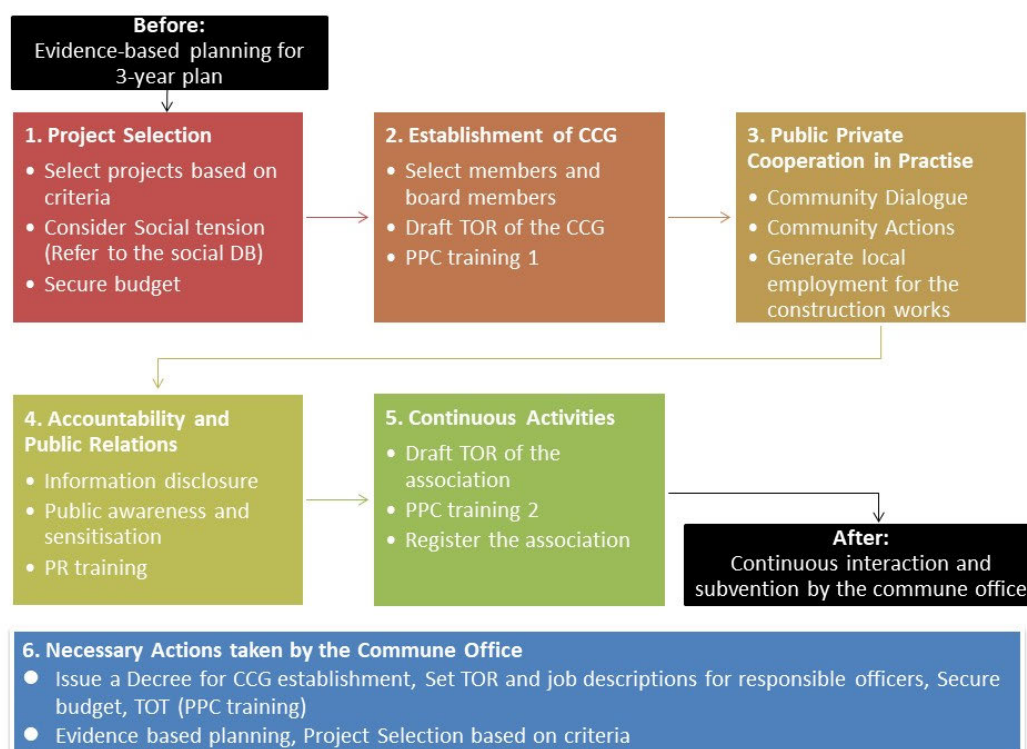


### f) Institutionalisation

The implementation of the COSAY methodologies requires the commune offices to secure budget and human resources and fully integrate the methodologies into their administration works. Thus, the COSAY Project supported the commune offices in issuing the decrees on CCG establishment and evidence-based planning in the three-year plan, and setting out TORs and job descriptions for the responsible departments/officers (secretary-general, social/human, communication, technical service, and treasury).

### g) Refined COSAY Methodologies

Based on the approach and experience of the COSAY Project, the COSAY methodology is compiled as a comprehensive method of public (local government) - private (residents) cooperation for promoting social cohesion. It consists of five stages, and an institutional arrangement is summarised in the flow chart below.



### (3) Constraints and Challenges (Chapter 3)

Constraints and challenges that the Project faced during the implementation of the technical cooperation can be summarised as shown in the table below.

Category	Constraint / Challenge
Local Governance	<p><b><u>Information Sharing in the Commune Office</u></b></p> <p>Weak communication between departments in the commune offices was observed frequently, including between the technical and social departments. The JET tried to strengthen the communication between the departments and among the staff within each department. In order to address this issue, the C/Ps committed to forming regular communication platforms (e.g., monthly meetings) and a WhatsApp group.</p> <p><b><u>Schedule Management of the Commune Offices</u></b></p> <p>Lack of punctuality was a serious constraint on the Project activities, especially in meetings and training programmes, although it gradually improved through the implementation of Phase 1 and Phase 2. In addition, weak schedule management of the C/Ps was observed in the Type 1 pilot projects which the commune offices financed. In response to these, the JET requested the C/Ps to regularly report their plan and progress of the CCG establishment and implementation of the construction works, and to prepare accurate timelines for each step of the COSAY methodologies.</p> <p><b><u>Budget Execution of the Commune Offices</u></b></p> <p>Although the commune offices committed to secure the budget for practising the COSAY methodologies for implementing some projects under their respective three-year plans, they sometimes faced difficulties in using the budget. There were multiple reasons and the slow process of financial disbursement that the Ministry of Economy and Finance oversees across public institutions was noted. The timing of elections and the change of high-ranking officers were other reasons that affected financial disbursement in the commune offices.</p>

Category	Constraint / Challenge
<b>Community Development</b>	<p><b><u>Information Sharing within the Community</u></b> Information sharing within the CCG members and their community was also a challenge. Despite the fact that the Project set up information boards, SNS platforms and radio programmes, and the CCG members practised door-to-door visits to share information, the results of the endline survey showed that information sharing with the general population in the target area did not work efficiently. To address this issue, the JET, C/Ps, and CCG members tried to introduce effective ways to reach a wider population utilising social media and influential people ('influencers') as well as conventional ways such as sharing information at religious gatherings.</p> <p><b><u>Lack of Volunteer Spirit and Community Contribution</u></b> With the tendency towards individualism common in urban areas and the decline in solidarity and cooperation associated with Cote d'Ivoire's prolonged conflict and complex politics, the population of the target areas tended to be made up of isolated individuals who do not care about their neighbours or common property of the community. Thus, it was challenging to involve local residents, including youth, into the project activities as volunteers. It should also be noted that people in these communities are not familiar with a sense of volunteerism.</p> <p><b><u>Abuse of CCG</u></b> The JET and commune office of Abobo faced difficulties in convening CCG meetings at Abobo SOGEFIHA; only a few members attended the CCG meetings. This was because some CCG members were dissatisfied with the procedures and conditions of the pilot project. Based on an extra working session between the commune office of Abobo and the JET, the CCG was reformed, and the reformed CCG in Abobo SOGEFIHA functioned well.</p>
<b>Peace and Security</b>	<p><b><u>Social and Political Tensions</u></b> Various tensions among the population in Abobo and Yopougon Communes increased at the launch of the Project. Residents tended to seek self-serving benefits through ethnically-connected politicians. Under this context, the commune offices have tried to ensure political neutrality and accountability of public services. In addition, after the municipal election held in October 2018, the ex-Minister of MIS became the mayor of Abobo and the Prime Minister in 2020, making it difficult for the commune officers to communicate with the mayor.</p> <p>At the national level, political struggles became unstable as the presidential election in 2020 approached. On the other hand, within the ruling party, the deaths of the Prime Ministers (Gon Coulibaly in July 2020 and Ahmed Bakayoko in March 2021) were other concerns regarding the possible successor of President Ouattara for the next presidential election in 2025.</p> <p><b><u>COVID-19 Pandemic</u></b> Due to the COVID-19 pandemic and measures by JICA and the Government of Cote d'Ivoire, Japanese experts could not travel to Cote d'Ivoire from March 2020 to the end of 2020. In addition, due to the Cote d'Ivoire government's COVID-19 prevention measures, the remaining non-infrastructure community actions that were scheduled to take place after 18 March 2020 in Yopougon have been postponed. The COVID-19 pandemic might also pose a severe risk that deteriorates social cohesion in the communities in Abidjan. Fear of the pandemic and frustration with government restrictions could exacerbate social stigma among the population. Thus, the JET and the commune offices conducted training sessions on COVID-19 and social stigma for CCG members to address this issue. CCG members who received the training shared their acquired knowledge with other residents, using posters on information boards and SNS.</p>

#### **(4) Achievement of the Project (Chapter 4)**

##### **1) Achievement of the Outputs**

###### **a) Output 1: Evidence-based Planning**

All indicators for Output 1 “The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence-based planning considering social cohesion” have been achieved. Significant outputs under Output 1 were the development of the infrastructure database (IDB) and social database (SDB). The two databases were utilised for preparation of the three-year plan and for identifying the candidates for implementation of infrastructure projects along with other information and data. In particular, these two databases developed by the Project became evidence-based scientific databases and are useful for backing up the validity of project selection. Throughout the process of formulation of IDB and SDB, the capacities of counterpart personnel from each commune on formulation and utilization of databases have been strengthened. In addition, the TORs of the responsible departments and job descriptions of the commune officers in charge of developing the three-year plans and other projects are prepared.

###### **b) Output 2: Methodology for Promoting Social Cohesion**

All indicators for Output 2 “Methodology for promoting social cohesion is established in the target communes CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents” have been achieved. 12 CCGs consisting of representatives of various backgrounds such as ethnic, religious, gender and generation, were formulated in the two target communes. The CCGs became the key platforms for collaboration and served as the intermediate agents between communities as well as between commune offices. The pilot projects were conducted at 12 sites centred on CCGs with commune offices to promote social cohesion in the community. Through intensive discussions and communications between CCG members from different backgrounds, they came to understand each other, although most of them were sceptical of each other before the Project started. PR activities on social cohesion through information board, SNS, radio, cultural events, and posters were found to be generally useful, and the advantages and disadvantages of these tools were also identified. Some CCGs conducted sensitisation activities after the training on peacebuilding such as posting peace messages on the information board, calling on opinion leaders from women, youth, religious and other groups to explain how to have a peaceful election and to ask them to spread the message to their communities. In the 12 CCG target areas, there were no serious incidents before, during, or after the election. The refresher course on peacebuilding seemed to be effective and it was also one piece of evidence showing that social cohesion had been promoted in those areas.

## **2) Achievement of Project Purpose**

The Project purpose, “Methodology for public service delivery with considerations for social cohesion is consolidated in the target communes” has been achieved satisfying its indicators. The enactment of municipal ordinance on COSAY methodologies was done in April 2021. Due to the impact of COVID-19 and the presidential election, both target communes struggled to establish CCGs outside of the pilot projects in order to implement infrastructure projects under the 2020 and 2021 budgets. Finally, the commune offices were able to establish the CCGs by January 2022. Based on the results from the baseline and endline surveys on the relationship between residents, it was found that the rate of trust with neighbours increased in all target communities. In addition, the satisfaction rate on public services has increased significantly compared to before the Project. These two outputs were achieved within the Project period, excepting the warrantee period of the supplementary works of COSAY Phase 1 roads.

## **3) Recommendations for Achieving the Overall Goal**

Weaknesses concerning achievement of the overall goal, “Social cohesion and harmony is promoted in the target communes”, which is expected to be achieved within three to five years after the completion of the Project, were observed during the final evaluation. Considering the indicators for the overall goal, recommendations can be summarised as below.

### **a) Budget for Establishment and Monitoring of CCGs**

The Project advises the commune offices to keep the budget line for promoting social cohesion in the three-year plan. The implementation of COSAY methodologies requires the budget for, among other things, mobilising public officers for public consultation and participation, coordinating and training residents for public activities such as the PPC training strengthening capacities of CCG members, especially in citizenship culture to enhance their volunteer spirit, and engaging with CCGs-turned associations after the COSAY Projects are over.

### **b) Regular Consultation with ex-CCGs**

The commune offices developed good relationships with the CCGs as shown in the findings from the internal evaluation of the CCG member concerning their trust in the commune offices. Since the CCGs and their successor associations (ex-CCGs) are an interface between the commune offices and the residents, the commune offices should continue this relationship with them through regular meetings to listen their voices and needs for the public services. In addition, the commune offices need to respond when the ex-CCGs and population face problems that are beyond their control.

### **c) Subsidy to CCGs and ex-CCGs**

Since the CCGs and their successor associations are voluntary organisations, they tend to face difficulties regarding lack of budget for implementing their community activities. Thus, the

commune offices should provide subsidies and the necessary equipment to make CCGs and ex-CCGs capable of implementing their community actions, and to increase their PR activities.

**d) Outreach of Information**

Increased outreach of public and community information with the general population beyond CCG members and their segment members remains a challenge. The commune offices, the CCGs and the ex-CCGs need to improve their PR activities and secure more accountability.

**e) Usage of the Databases**

The databases, including the infrastructure database (IDB) and the social database (SDB), are one of the key references for developing the three-year plans of the commune offices. Needless to say, these databases need to be updated for appropriate planning of three-year plans. The IDB should be updated by the technical service departments when new information is collected annually. As for the SDB, the summary table of the Quartier Information Sheet (QIS) should be updated by the social departments every year or when there is a change in the social tension.

**f) Multi-institutional Cooperation**

Good communication and information sharing beyond the departments are essential to practise the COSAY methodologies, because its practice requires multi-institutional collaboration across all departments concerned. It is necessary to strengthen systems to share information closely and cooperate with each other in the commune office in order to continue promoting social cohesion effectively.

**(5) Lessons Learnt and Recommendations (Chapter 5)**

**1) Lessons Learnt**

Lessons Learnt from the Project can be summarised as shown in the table below.

Category	Lessons Learnt
<b>Promoting Social Cohesion</b>	<p><b><u>Co-working among Different Segments towards Social Cohesion</u></b> Establishment of CCGs is a good practice to improve the relationship between local governments and divided communities, and between different segments in a community in the form of public involvement. The CCGs serve as a consultative body for planning, implementation, and monitoring of pilot projects and play a key role in monitoring pilot projects with assistance from the C/Ps and the JET. The CCGs are composed of representatives from various segments such as ethnic, religious, youth, retired, and women’s groups, and work for the community activities as volunteers. The CCG meetings have provided a forum for exchanging views on community activities aimed at social cohesion and development of basic infrastructure. Community dialogues have also enabled them to share social cohesion-related issues. Through the activities, trust between resident groups has been built, enhancing the horizontal relationality.</p> <p><b><u>Sustainable Promotion of Social Cohesion by the ex-CCGs</u></b> A TOR introduced to the CCGs enabled them to become a durable platform for promoting social cohesion. It was introduced when the CCGs were established, and this mechanism increased their ownership and led to the smooth transition to successor associations. In light of this, in 2021, the JET conducted. Survey on the 2020 presidential election and violent cases in Abobo and Yopougon. There were no violent incidents in</p>

Category	Lessons Learnt
	<p>the targeted areas of the COSAY Project during that period, while several violent cases were observed in the quarters under other social cohesion projects. The survey revealed in most areas with violent incidents, continuous efforts by participants of the social cohesion projects were not observed unlike in the target areas of the COSAY Project. Thus, the continuity of transforming CCGs into associations contributed to preventing violent conflict through their sensitisation actions even after the pilot project intervention by the Project.</p> <p><b><u>Community Action</u></b></p> <p>The Project implemented non-infrastructure community actions in addition to infrastructure works under the pilot project Type 2. By planning and implementing community actions such as sensitisation on social cohesion and multi-ethnic and multi-religious sportive and cultural events, the various communities involved built a good relationship among residents from various segments with CCG members for a common objective.</p> <p><b><u>Female Participation</u></b></p> <p>Women were not perceived as community development actors in Abobo or Yopougon. Although the percentage of female members in the CCGs remained low, their participation in the Project was remarkable and contributed to changing the attitudes of the population and the male CCG members. In the CCG meetings, women suggested different approaches from men and contributed to solving community problems. Female CCG members also contributed to mobilising women for activities such as community action. Through the CCG activities, women have become recognised as important actors for community development and social cohesion.</p>
<p><b>Improving Local Governance</b></p>	<p><b><u>CCG as the Interface between the Commune Office and the Residents</u></b></p> <p>CCG meetings provided good opportunities for the C/Ps and residents to exchange their opinions and ideas concerning problems in social cohesion and the needs of basic infrastructure development. Through the Project, the resident members understood the means of communication with the commune offices and their roles, signifying the importance of building trust between them. The CCGs and their successor associations have become the interface between the commune offices and the residents, and strengthened the vertical relationality.</p> <p><b><u>Securing Accountability using the Selection Criteria and Databases</u></b></p> <p>The infrastructure and social databases have been used to prepare three-year plans and select projects under the plans that adopt the COSAY methodologies. The evidence-based planning and project selections contributed to securing accountability of the commune offices and changing the behaviour of the C/Ps, as well as preventing unreasonable intervention from politicians.</p> <p><b><u>Local Employment</u></b></p> <p>The commune offices considered local employment in the implementation of pilot project Type 1. Promoting local employment increased the trust of the residents towards the commune office and job creation for unemployed youth. Under the projects adopting the COSAY methodologies, the commune offices continuously requested the contractors to promote local employment, notwithstanding tender and contract documents.</p> <p><b><u>Lessons from Public Relations</u></b></p> <p>In order to deliver messages to people who prefer to acquire information in conventional ways, several posters were created and shown on the information boards that were installed by the Project. More traditional methods of information dissemination, such as going around the community with a megaphone, tended to attract the attention of illiterate and elder populations. To achieve Project information dissemination to a broader range of people, the radio programmes of the commune offices delivered peace messages to a wider population, especially during insecure times such as the COVID-19 pandemic and the presidential election in 2020. To attract a wider range of people, influential people were also invited, and they helped deliver peace and social cohesion messages. For younger generations, SNSs are effective in transmitting the "concept" of social cohesion to people familiar with digital tools, while traditional methods are helpful in disseminating community-specific information to residents.</p>



Category	Lessons Learnt
<b>Project Management</b>	<p><b><u>Lessons from the Infrastructure Project under the Pilot Project Type 2</u></b></p> <p>Additional consultations with the stakeholders encouraged positive participation of facility users and CCG members in the Project. Although opportunities to enhance communication between stakeholders often led to unreasonable demands such as higher specifications beyond the scope of works, sincere explanations by the commune offices to clarify the difficulties provided an opportunity to build trust among all parties.</p> <p><b><u>Training in Japan</u></b></p> <p>The opportunities for participation in training programmes, especially the training programmes in Japan, were a significant incentive for C/Ps since they have high motivation towards learning from the Project. New methods and ideas introduced by the JICA experts appeared to help them improve their skills and implement the pilot projects smoothly. In addition, the participation of the DG from MIS/DGDDL and the SGs from the commune offices significantly increased their understanding and support for the Project. Their leadership contributed to drafting the municipal ordinances and securing/executing the budget for practising the COSAY methodologies.</p>

## 2) Recommendations

### a) Social Infrastructure Development

The successor associations of the CCGs are a legacy for promoting social cohesion in Abobo and Yopougon. However, many of the populations in the communes are still living in poverty with deteriorated social infrastructure. Frustration of the residents is a potential risk for social disharmony in these areas. Thus, there is an immediate need to promote development of social infrastructure in the communes. Since the development budget under the three-year plans is limited, mobilising support from donors may have to be considered. In this sense, utilisation of the COSAY methodologies, including establishing a new CCG and utilising an ex-CCG, should be considered when the commune offices get financial support from a donor.

### b) Inter-ministerial Coordination on Social Cohesion

The Ministry of Reconciliation and National Cohesion (MRNC) was created after the cabinet reshuffle in April 2021 and became the primary ministerial institution to promote national cohesion in the government, although the OSCS remained under the Ministry of Solidarity and Fight against Poverty, which was previously the primary ministry to promote social cohesion. The MRNC plans to publish a new national policy of social cohesion in March 2022 following the termination of PNSCS (2016–2020). In turn, other commune offices in Greater Abidjan expressed their willingness and interest in adopting the COSAY methodologies in the final seminar. In this regard, the Project advises the MIS to coordinate with the MRNC as well as OSCS under the MSP to promote social cohesion, expand the COSAY methodologies in and beyond Abobo and Yopougon Communes, and thus make the methodologies sustainable.

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## ABBREVIATIONS

	<b>Abbreviation</b>	<b>Original Word</b>
A	AFD	Agence Française de Développement (French Development Agency)
	AIC	Accountability Improvement Committee
	AIDS	Acquired Immune Deficiency Syndrome
B	BOQ	Bill of Quantities
C	CBO	Community Based Organisation
	CCG	Comité Conjoint de Gestion (Joint Management Committee)
	CCGPP	Comité Conjoint de Gestion du Projet Pilote (Pilot Project Joint Management Committee)
	CCGQ	Quartier Joint Management Committee
	CCGSQ	Sub-Quartier Joint Management Committee
	CGQ	Comité de Gestion du Quartier (Quartier Management Committee)
	CM	Construction Management
	COGES	Comité de Gestion des Etablissements Scolaires (School Management Committee)
	COSAY	The Project on the Reinforcement of Community for Promoting Social Cohesion in Greater Abidjan
	C/P	Counterpart
D	DGDDL	Department of Decentralisation and Local Development
	DMP	Direction des Marchés Publics (Directorate for Public Procurement)
	DREN	Regional Directorate of National Education
	DST	Technical Service Department
E	ECOWAS	Economic Community of West African States
	EPP	Ecole Primaire Publique (Public Primary School)
F	FCFA	Franc CFA
	FGD	Focus Group Discussion
G	GMAD	GENIE MANAGEMENT DES ACTIVITES DE DEVELOPPEMENT
	GRCI	Government of Republic of Cote d'Ivoire
	GS	Groupe Scolaire (School Groups)
H	HIV	Human Immunodeficiency Virus
I	IDB	Infrastructure Database
J	JCC	Joint Coordination Committee
	JET	JICA Expert Team
	JICA	Japan International Cooperation Agency
M	MENET	Ministry of National Education and Technical Education
	MIS	Ministry of Interior and Security
	MOU	Memorandum of Understanding
	MRNC	Ministry of Reconciliation of National Cohesion
	MSPCS	Ministry of Solidarity, Fight against Poverty and Social Cohesion
N	NGO	Non-Governmental Organisation
O	OJT	On-the-Job Training

	<b>Abbreviation</b>	<b>Original Word</b>
P	PCM	Project Cycle Management
	PDM	Project Design Matrix
	PNCS	Programme National de la Cohésion Sociale (National Programme of Social Cohesion)
	PNSCS	Politique Nationale de Solidarité et de Cohésion Sociale (National Policy on Solidarity and Social Cohesion)
	PO	Plan of Operation
	PPC	Public Private Cooperation
	PP-PKG	Pilot Project Package
	PR	Public Relations
	PRA	Participatory Rapid Appraisal
Q	QIS	Quartier Information Sheet
R	R/D	Record of Discussions
	RFQ	Request for Quotations
S	SDB	Social Database
	SODECI	Société de Distribution d'Eau de Côte d'Ivoire (Water Distribution Society of Cote d'Ivoire)
T	TOR	Terms of Reference
	TOT	Training on Trainers
	TSD	Technical Service Department
W	WB	World Bank
	WG	Working Group

## Chapter 1 Introduction

---

### 1.1 Outline of the Project

#### 1.1.1 Background

Cote d'Ivoire has been socioeconomically stagnated for more than a decade due to turmoil resulting from coups d'état or other conflicts. Especially, in Greater Abidjan, the number of refugees or internally displaced persons (IDPs) increased when violence occurred following the 2010 presidential elections. As a result, urban poverty areas have been formed mainly in Abobo Commune and Yopougon Commune. In these areas, besides inadequate basic infrastructure for education, health facilities, roads and drainage facilities, high unemployment due to the limited capacity of the labour market that is unable to receive young people, ex-soldiers and returnees has become a socially destabilizing factor.

To cope with these problems, the Government of Republic of Cote d'Ivoire (GRCI) has developed the National Social Cohesion Programme (PNSCS: National Policy on Solidarity and Social Cohesion) (2016–2020). Also, JICA implemented the technical cooperation project named “the Project on the Reinforcement of Communities for Promoting Social Cohesion in Greater Abidjan” (hereinafter referred to as “COSAY Phase 1”) from July 2013 to June 2016. The terminal evaluation mission on the COSAY Phase 1 confirmed that the planning and implementation of social infrastructure development in a participatory manner contributed to promoting attitude change and reinforcing relations among the residents in the conflict-affected areas.

Although the presidential election in 2015 took place peacefully, constraints for social cohesion such as distrust among the residents and between the residents and the Commune Offices in Abobo and Yopougon remained. To this end, the GRCI made a request for technical cooperation<sup>1</sup>, which aims to promote social cohesion in Abobo and Yopougon Communes through consolidating the COSAY method<sup>2</sup> in the process of planning and implementation of public services by the Commune Offices.

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<sup>1</sup> Technical cooperation is an all-embracing term used to describe JICA's practical assistance to developing countries. Depending on the specific project, technical assistance can include the dispatch of JICA experts, the training of local officials (e.g., counterparts) for ‘capacity development’, the supply of equipment or financial assistance.

<sup>2</sup> The COSAY method covers essential steps from project selection to post-implementation for basic infrastructure improvement projects considering promoting social cohesion at the commune level, especially in the urban communes.

Based on the above request, Japan International Cooperation Agency (hereinafter referred to as “JICA”) held a series of discussions with the GRCI about the details of the “Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II” (hereinafter referred to as “the Project” or “COSAY Phase 2”) and agreed to the Record of Discussions (hereinafter referred to as “R/D”) on 26 July 2017 as shown in Annex 4. Then, JICA contracted Oriental Consultants Global Co., Ltd. (hereinafter referred to as the JICA Expert Team or JET) to conduct the technical cooperation project.

### 1.1.2 Summary of the Project

A summary of the Project that has been agreed on the 1<sup>st</sup> Joint Coordination Committee (JCC) meeting and modified in the 3<sup>rd</sup> JCC meeting reflects the discussions under the monitoring mission from JICA Headquarters in September 2019. Then, the Project period was extended until July 2023 based on the Minutes of the Meeting among the stakeholders on the supplementary works in Abobo and Yopougon signed on 10 February 2020. The latest Project Design Matrix (PDM) that states the outline of the Project is as shown in Table 1.1.1.

**Table 1.1.1 Narrative Summary of Project Design Matrix (PDM)**

<b>Project Name</b>	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II
<b>Project Period</b>	November 2017 – July 2023 (5 years and 9 months)
<b>Target Area</b>	Abobo Commune and Yopougon Commune in Greater Abidjan
<b>Target Group</b>	<ul style="list-style-type: none"> <li>- People living in Abobo Commune and Yopougon Commune</li> <li>- Staff of Abobo Commune and Yopougon Commune</li> </ul>
<b>Counterpart</b>	<ul style="list-style-type: none"> <li>- Department of Decentralisation and Local Development (DGDDL), Ministry of Interior and Security (MIS) (Responsible Organisation)</li> <li>- Abobo Commune Office, Yopougon Commune Office (Implementing Organisations)</li> </ul>
<b>Overall Goal</b>	Social Cohesion and harmony is promoted in the target communes.
<b>Project Purpose</b>	Methodology for public service delivery with considerations for social cohesion is consolidated in the target communes.
<b>Output</b>	<ol style="list-style-type: none"> <li>1. The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence based planning considering social cohesion.</li> <li>2. CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.</li> </ol>

Source: PDM ver.2.2

The final version of PDM (version 2.2) of the Project is attached to Annex 1.

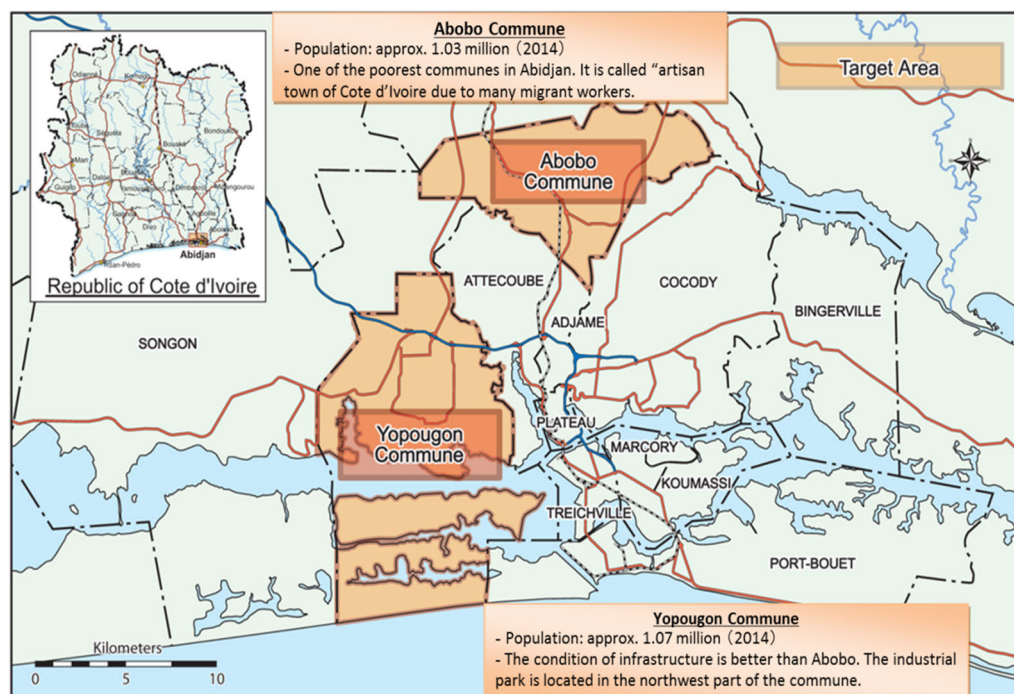
### 1.1.3 Project Period

The Project was initiated in November 2017 and concluded in March 2023<sup>3</sup>.

<sup>3</sup> The period includes the defect liability period for the Phase 1 road follow-up works, although all activities were completed by March 2022.

### 1.1.4 Target Area

The target areas of the Project were Abobo Commune and Yopougon Commune in Greater Abidjan as shown below.



Source: JICA Expert Team

Figure 1.1.1 Target Communes

### 1.1.5 Evaluation

JICA and the Ministry of Interior and Security (MIS) jointly conducted the following evaluations and reviews.

- Terminal evaluation from July 2020 to February 2021

JICA will conduct the following evaluations and surveys mainly to verify sustainability and impact of the Project and draw lessons. MIS is required to provide necessary support.

- Ex-post evaluation three (3) years after Project completion, in principle
- Follow-up surveys on a necessity basis

## 1.2 Basic Policies of the Project

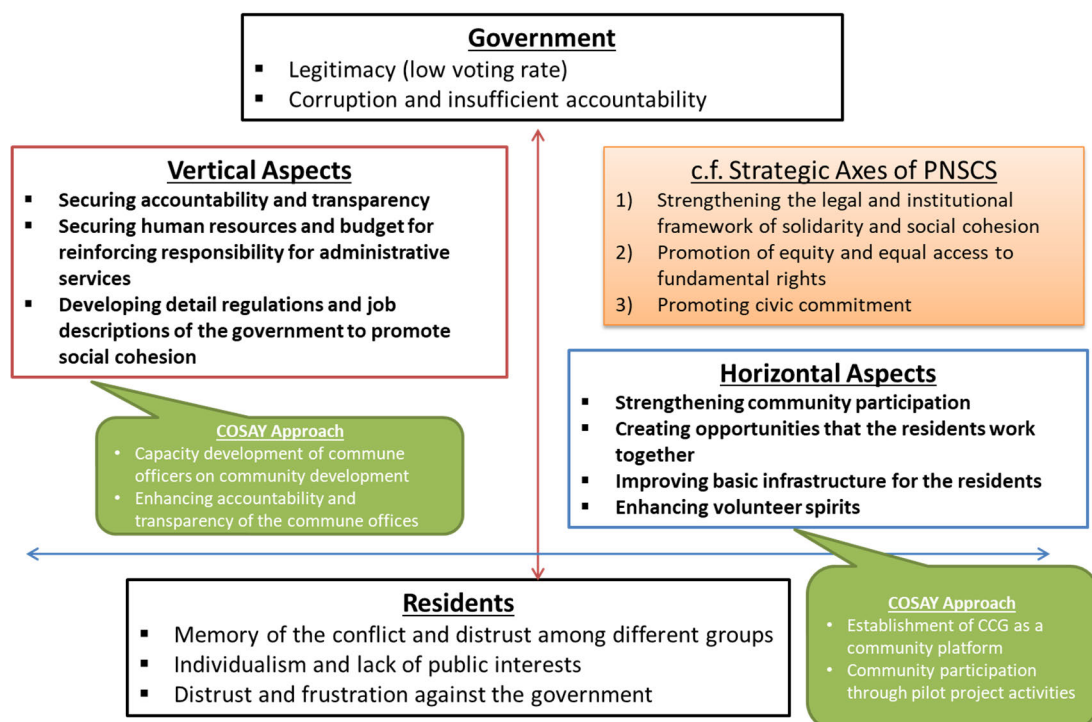
### 1.2.1 Mainstreaming Social Cohesion

The prolonged civil conflict and the post-electoral crisis of 2010 exacerbated social fragmentation and antagonism, and these events made it more difficult for the government to reach the most impoverished communities in conflict-affected areas. A cohesive society will make it possible for the divided communities to express their grievances, and for the government to deliver public

goods and services to those in need more effectively and efficiently. To promote social cohesion nationwide, the government set out the national programme of social cohesion (PNCS 2012–2015) and the national policy of solidarity and social cohesion (PNSCS 2016–2020).

What does ‘social cohesion’ mean? Although it has been highly contested, it is generally associated with social consensus and consent over social divisions and differences in highly divided societies. In this sense, the COSAY Project highlights, among others, two consents to be made in divided communities in Abidjan: those between the government and residents in a vertical sense, and those among the residents in a horizontal sense. Accordingly, the Project interprets that the society becomes cohesive as vertical and horizontal consents are made and their relationalities are improved. In view of this, the COSAY Project analysed social cohesion and its challenges in conflict-affected communities in Abidjan before launching the Project activities.

The figure below summarises the vertical and horizontal challenges of social cohesion in view of state (the government) - society (residents) relations in a governance structure, and the strategic axis which the COSAY Project highlighted. In order to improve the horizontal relationality (between residents), the COSAY Project supported the development of social infrastructure and Joint Management Committees (CCG) as the key factors for social cohesion. Also, the Project underlined the public-private interactions that encourage local residents to work together and enhance mutual trust. In turn, in order to improve the vertical relationality (between the government and residents), the Project provided on-the-job training (OJT) for capacity development of public services in the local government.



Source: JICA Expert Team

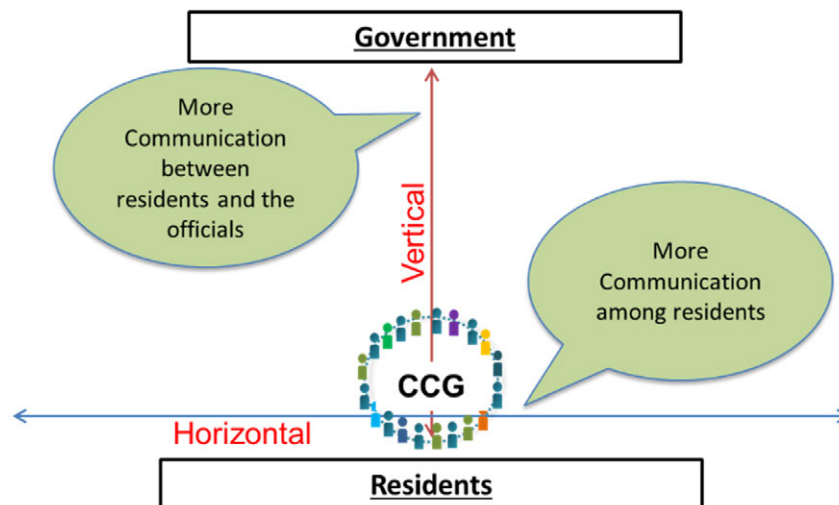
Figure 1.2.1 What does the COSAY challenge?

In line with the above-mentioned national programme and policy, the COSAY Project focused on strengthening co-working and collaboration among the residents in conflict-affected areas to promote social cohesion. The Project selected Abobo and Yopougon Communes as the target areas because these communes were the most conflict-affected areas in Greater Abidjan during the post-electoral crisis. The rehabilitation works for basic infrastructure facilities such as schools were considered to be useful tools for promoting collaboration among the residents in conflict situations. This is because the rehabilitation and construction of community infrastructure can attract the residents facing deteriorated living conditions and increased unemployment. The COSAY Projects facilitated local residents to work together for common benefits and goals.

Although the COSAY Project dealt with public services related to rehabilitation and construction works which the population are most interested in, the Project emphasised that its objective was not infrastructure development but promoting social cohesion. The Project also promoted participatory development and volunteerism in the communities through community dialogues and community actions.

### (1) Community Participation

Participation of the residents contributes to the promotion of social cohesion through their interactions and actions for common goals such as basic infrastructure improvement and/or solving problems in the community. The COSAY Project introduced a co-working mechanism through the establishment of an interface between the residents and the commune offices. The interface, referred to as the joint management committee (CCG), facilitated the inclusion of the local population from different segments/affiliations in the target areas. As a communicative space, CCG allowed its members to solve problems in the community through dialogues and actions and, as the representatives of residents, exchange opinions with the commune officers. Community participation has enabled the promotion of more communication among residents horizontally, and between residents and the commune office vertically.



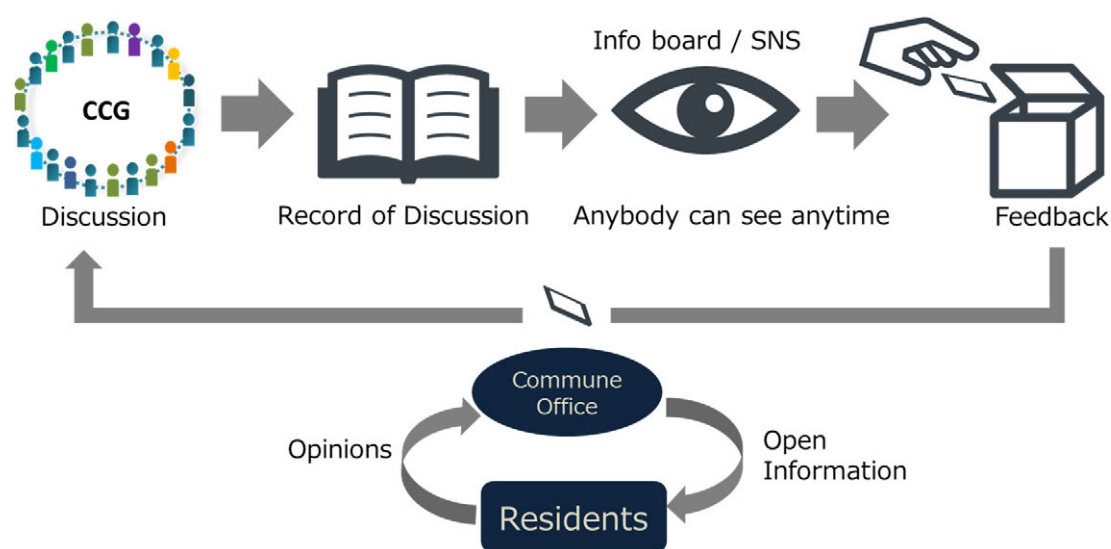
Source: JICA Expert Team

Figure 1.2.2 Enhancing Community Participation through Establishing CCGs

## (2) Accountability

Accountability and transparency will enable the government to gain trust from the residents, as most of the residents distrust their neighbours and the government due to the conflict-torn experience in the past.

The commune office is required to disclose public information, including its plans, decisions and execution. Similarly, a CCG shall be accountable to the local residents regarding discussions and decisions made with the commune office. Thus, the COSAY Project highlighted the capacity-building of commune officers and CCG members concerning accountability.



Source: JICA Expert Team

**Figure 1.2.3 Enhancing Accountability: Gain trust from residents**

### 1.2.2 Mobilisation of Local Resources

#### (1) Commune Office

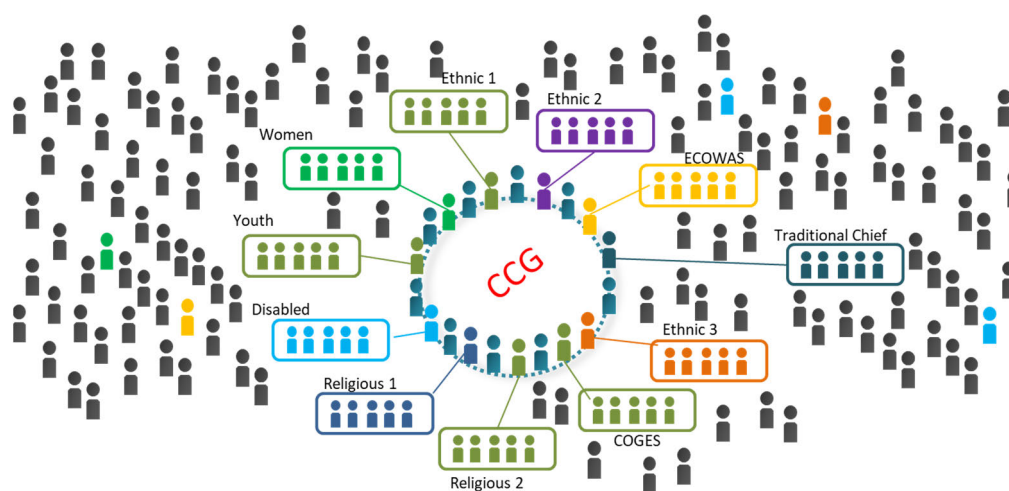
In urban areas, commune offices are the governmental administration units that are closest to the population. Based on their devolved authority and capacity, commune offices are responsible for delivering basic administrative services to the population and managing basic infrastructure. A capable commune office that has the trust of the population appears to be essential to the stable life of the residents and social cohesion in the commune. Thus, the COSAY Project selected counterparts from the technical service departments, social and human development departments, and communication departments of the commune offices to enhance their capacity in promoting social cohesion through public-private cooperation. The selection of counterparts could be justified based on their proximity to the local population and community associations. In particular, the COSAY Project focused on aspects of participatory development, communications, accountability and transparency, and the commune offices had significant roles in mobilising and facilitating the residents under their public service delivery functions.



## (2) Representatives from Different Communities

In the community, mutual animosity and mistrust among groups that experienced violent conflict are serious obstacles to building peace and promoting social cohesion.

Thus, the COSAY Project established a committee at each pilot project site to involve different groups into the entire process of Project implementation. The committee was named CCG (Joint Management Committee) and consisted of representatives from various segments in the neighbourhood such as ethnic groups (including victims during the crisis period), religious groups, youth associations, women's associations, COGES and traditional chiefs under the supervision of officers from the commune office.



Source: JICA Expert Team

**Figure 1.2.4 Image of the Joint Management Committee (CCG)**

Through planning and implementation of the pilot projects, CCG members became a good team working with the same objectives, and this progressively dispelled the fear and distrust among them, although they often hesitated to talk to each other at the beginning of the Project.

## (3) Local Residents

In addition to the community leaders, there are a number of residents who are frustrated due to the lack of job opportunities and political instability. These residents, especially the youths, could be at risk to be mobilised and utilised in a crisis situation by political entrepreneurs. Job opportunities will empower these impoverished youths and mitigate this economic cause of risk. Thus, the COSAY Project made efforts to employ a number of local youth for rehabilitation and construction works under the pilot projects.

The social surveys of the Project in the target communes revealed a nexus between indifference and misunderstanding about neighbours and the public administration, as well as fear and distrust among residents and the commune offices. Therefore, the COSAY Project created opportunities for community dialogues and community actions, such as football matches and sensitisation sessions, which enabled residents to communicate and get to know each other.

### **1.2.3 Special Considerations in a Conflict-torn Society**

When it comes to the causes for the civil conflict and the post-electoral crisis, it is important to mitigate divisions and distrust among the residents who claim collective political and socio-cultural divisions and identities. Thus, the COSAY Project promoted inclusion and equality, being sensitive to who represents whom in the process of decision making.

Moreover, since the experience of destruction due to the conflict is unique in each location, the COSAY Project used social surveys to understand the historical background of the conflict at each target site, and facilitated the residents to overcome the social wounds and move forward.

Bearing these in mind, the COSAY Project conducted two surveys at sub-quartier level: a social survey and an infrastructure inventory survey. While the social survey measured the level of social (in)cohesion and dynamics based on interviews with residents, the infrastructure inventory survey identified the level of infrastructures, including key facilities and equipment in schools and hospitals. The Project then transformed these surveys into social and infrastructure databases, which were handed over to the commune offices. These databases will enable the commune offices not only to use the data for evidence-based planning, but also to identify ‘where’ and ‘what’ kind of projects effectively promote social cohesion and provide service in a post-conflict context.

### **1.2.4 Measuring Social Cohesion**

Measuring the achievement of social cohesion is a challenge. The idea of social cohesion seems to be intangible and quite ambiguous, although the PNSCS has defined social cohesion as the “society’s ability to ensure sustainable welfare for all its members including equal and fair access to available resources, respect for dignity in diversity, personal and collective autonomy, and responsible participation”. Under the COSAY Project, some indicators were examined for measuring social cohesion in the evaluation practice of the COSAY Project.

As 1.2.1 indicates, the COSAY Project measures social cohesion using two analytical lenses. One pertains to the horizontal relationship, while the other focuses on the vertical aspect. The core question measuring horizontal relationship is, “Has there been an increase in the number of residents who feel that relations with other residents in the target areas are cohesive after the intervention?” while the question for the vertical is, “Has there been an increase in the number of residents who are content with public services provided by the commune in the target areas after the intervention?” The Project interprets that social cohesion has improved as these two indicators are enhanced over time.

## 1.3 Project Management Structure

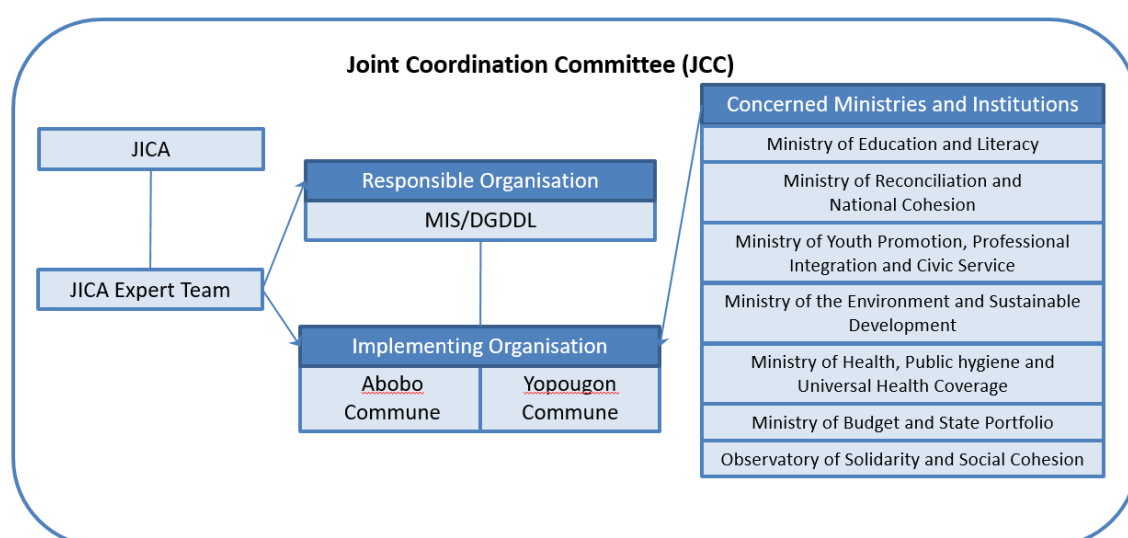
### 1.3.1 Joint Coordination Committee (JCC)

#### (1) Function

The Joint Coordinating Committee (JCC) was established in order to facilitate inter-organisational coordination. The JCC was held at least once a year and whenever deemed necessary. The JCC approves annual work plans, reviews overall Project progress, confirms the result of Project monitoring, and exchanges opinions on major issues that arise during Project implementation.

#### (2) Members

The chair of the JCC is the Project Director (Director General of MIS/DGDDL). The JCC consists of those who assume the following positions: Director of Department of Local Development, MIS/DGDDL as the Project Coordinator; Deputy Mayor, Secretary General, Director of Technical Services, Director of Socio-cultural and Human Promotion Services, Financial Director, Officers assigned to the Project and Communication, Abobo Commune; Deputy Mayor, Secretary General, Director of Technical Services, Director of Human Development, Treasurer, Financial Director, Director of Communication, Yopougon Commune; a representative of the Ministry of National Education, Technical Teaching, and Vocational Training, the Ministry of Women, Child Protection, and Solidarity, the Ministry of the Promotion of Youth, the Employment of Youth, and Civic Service, the Ministry of Sanitation, Environment, and Sustainable Development, the Ministry of Health and Public Hygiene, the Secretary of State to the Prime Minister in charge of Budget and Portfolio of the State, and the Observatory of Solidarity and Social Cohesion, a representative of the JICA Cote d'Ivoire Office, and the Chief Advisor of the JICA Expert Team (JET). The chair may invite necessary representatives of relevant ministries, organisations and others. The organisation of the JCC is shown below.



Source: JICA Expert Team

**Figure 1.3.1 Joint Coordination Committee (JCC)**

### (3) JCC Meetings

All the JCC meetings held are summarised in the table below and the minutes of all the JCC meetings signed by the JCC members are attached as Annex 6.

**Table 1.3.1 JCC Meetings**

JCC Meeting	Agenda	Date
1 <sup>st</sup> JCC	- Outline of the COSAY Project - Approval of the Work Plan (PDM ver. 1)	20 Nov. 2017
2 <sup>nd</sup> JCC	- Progress of the COSAY Project - Approval of the pilot projects	16 Nov. 2018
3 <sup>rd</sup> JCC	- Progress of the COSAY Project - Reports on the Training in Japan - Validation of the modifications of PDM (ver. 2)	20 Nov. 2019
4 <sup>th</sup> JCC	- Progress of the COSAY Project - Validation of the Result of the Joint Terminal Evaluation	24 Feb. 2021
5 <sup>th</sup> JCC	- Achievement and Lessons Learnt of the COSAY Project	15. Mar. 2022

Source: JICA Expert Team

In the 1<sup>st</sup> JCC meeting, the Work Plan was confirmed and agreed among the JCC members. Following the selection process of pilot projects, the 2<sup>nd</sup> JCC was held, and the pilot projects were confirmed and agreed among the JCC members.

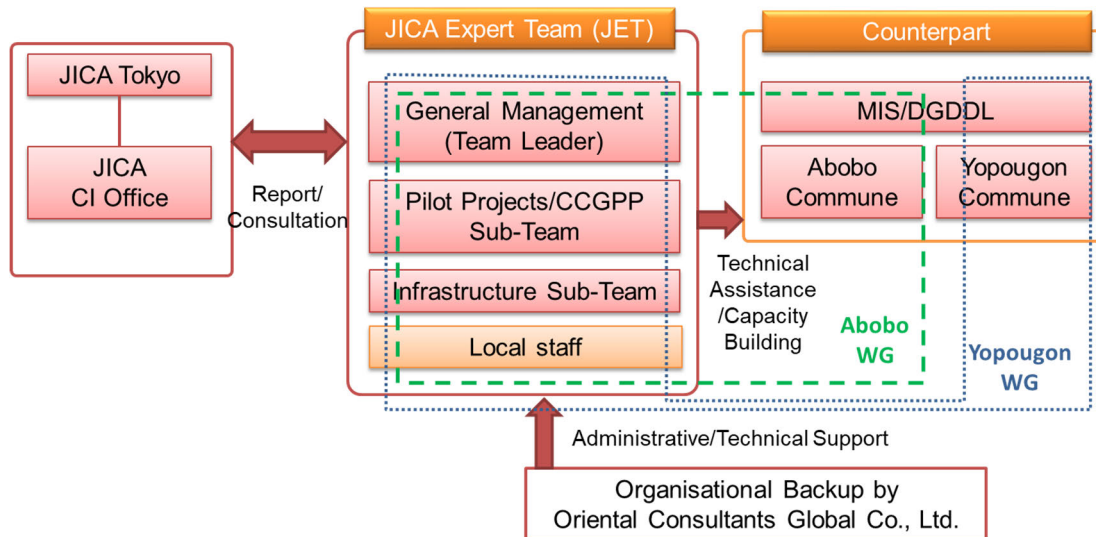
At the 3<sup>rd</sup> JCC, the counterparts reported on the training in Japan that was held in June 2019 as well as the progress of Project activities. In consultation with JICA and the C/Ps, the proposed revision of PDM was presented by MIS and validated in the meeting. Finally, the revision of PDM (ver.2) was confirmed and signed by JICA and MIS in March 2020.

At the 4<sup>th</sup> JCC, in addition to the report of progress of Project activities, the JICA evaluation mission reported the result of the Joint Terminal Evaluation carried out between August 2020 and February 2021 through online evaluation surveys due to the pandemic of COVID-19. The evaluation team concluded that the Project would be able to fulfil its purpose within the Project period and this result was shared with all participants for their approval.

The 5<sup>th</sup> JCC was held on 15 March 2022. The outcomes and lessons learnt from the Project were reported by the counterparts, and the JET. Then, the Project Progress Report (as a draft Project Completion Report) was confirmed. Equipment lists as well as the certificates of participation in the Project for all the counterparts, were handed over to the MIS/DGDDL, Abobo and Yopougon Commune offices at this meeting.

#### 1.3.2 Overall Project Management Structure

Concerning the daily Project management, the JICA Expert Team established the following Project management structure to ensure achievement of the outcomes in PDM.



Source: JICA Expert Team

**Figure 1.3.2 Overall Project Management Structure**

For the purpose of effective and efficient activities of the Project, the JET and the C/P jointly established committees to discuss details of activities and work assignments as well as issues on social cohesion. Working Groups (WGs), a WG in Abobo Commune and a WG in Yopougon Commune, were established including the counterparts on a practical level and to transfer technical skills effectively and efficiently. In total, 39 WG meetings were held throughout the Project period. In addition, other committees such as the Accountability Improvement Committee (AIC) were formed upon agreement with the counterpart by judging the roles of the commune offices.

### 1.3.3 Monitoring Sheets

The JET and the MIS discussed and conducted Project monitoring using the JICA monitoring sheet to check the progress of the PDM and the PO once every six months and submitted the monitoring sheet to JICA.

### 1.3.4 Public Relations (PR)

#### (1) Information Board

The Project installed information boards at all pilot project sites (12) as well as the Phase 1 road follow-up sites (2) to deliver the messages to the local residents in the areas. The information boards were managed by the CCG members with support by the commune office and the JET. The member in charge of the CCG put up several posters that were made for the Project as well as other information required by the residents with the approval of the CCG. Also, the information boards were used to collect opinions from the residents through a suggestion box, which was attached to the information board.



Source: JICA Expert Team

**Figure 1.3.3 Information Board**

## **(2) Radio Programme**

In order to achieve Project information dissemination to a wider range of people, the Project started radio programmes in collaboration with both commune offices from January 2020. Since both commune offices have their own radio channels, namely, Abobo FM and Radio Yopougon, the Project and commune offices decided to host a radio programme on a biweekly basis.

However, they have conducted the programme on a weekly basis since May for Yopougon and August for Abobo. The contents varied from time to time: examples of topics include an overview of CCG, its functions and activities; social cohesion in each commune/site; benefits of CCG Facebook platforms; peaceful elections; and so forth. It is perceived that the radio programmes provide opportunities for CCG members to exchange opinions on CCG activities and to share their living conditions in each site with the commune officers directly. The radio programmes appear to be contributing towards building networks and trust between the commune officers and CCG members.

Additionally, the Project invited influential people, namely Tiesco Le Sultan, DJ Lewis, Defty, El Commandante, Le Magnific, and Willy Dumbo, to the radio programmes from April to June 2020. They helped deliver messages about peace and social cohesion, with the aim of attracting a wider range of people.

The radio programmes contributed to delivering peace messages to wider range of populations, especially in insecure times such as the COVID-19 pandemic and the presidential election in 2020.



Source: JICA Expert Team

**Figure 1.3.4 Radio Programme on Social Cohesion**

### **(3) Social Networking Service (SNS)**

During the second PR training on 26 February 2020, the Project assisted all the CCGs to create their CCG Facebook page, as well as to create a Facebook platform for each commune. At the end of the training, the CCGs created their respective Facebook pages belonging either to “COSAY ABOBO”<sup>4</sup> or “COSAY YOPOUGON”<sup>5</sup>. Each CCG is supposed to upload its recent and upcoming activities on Facebook, so that other CCGs can also have an idea about what is going on in other sites.

At the same time, Abobo Commune office and Yopougon Commune office are also posting about COSAY activities on their Facebook pages. Abobo Commune office posted the video of a regular radio programme as well as an opening ceremony of the rehabilitated school under the infrastructure pilot project. Whereas Yopougon Commune office posted about the community actions in Type 2 sites.

### **(4) PR materials**

The Project created several short videos to sensitise people on several topics such as cleanliness, and prevention of COVID-19 infection and social stigma. The previous sensitisation video was created starring some local staff members, whereas the latest video was created starring one of the CCG members and several famous Ivorian comedians, who generously cooperated through our initiative. Both videos were filmed and edited by mobilising COSAY2 local staff and equipment.

Concurrently, the Project created a COSAY2 song that delivers a message of peace and social cohesion. The Project asked DEFTY, a singer-songwriter whom the Project asked to produce the

<sup>4</sup> <https://www.facebook.com/COSAY-ABOBO-111630387101239/>

<sup>5</sup> <https://www.facebook.com/Cosay-yopougon-111778930420627/>

COSAY Song during the Phase 1 period, to make the Phase 2 version. The song is being used as background music in the sensitisation video on the prevention of COVID-19 infection and social stigma, which was uploaded on CCG Facebook platforms, and the project PR video, which is mentioned below.

Prior to the presidential election in October 2020, the JET also initiated creating a video that promotes peaceful elections and social cohesion even during the election period. The video was made in eight local languages (Attié, Citadin, Baoule, Koyaka, Koulango, Malinke, Senoufo, and Yacouba) – aiming to reach out to as many local residents as possible – and uploaded it to Facebook.

To promote and disseminate the Project activities, methods, and positive effects, the JET created a promotion video just before the final seminar in July 2021. The video is composed of various activity photos and interviews of counterparts and ex-CCG members, and it was presented at the final seminar. The video was shared with MIS, the commune offices, and JICA for activity promotion through their websites and/or SNSs.



Source: JICA Expert Team

**Figure 1.3.5 A scene captured from the PR Video**

The video was uploaded on JICA’s YouTube channel, JICAChannel02 (Trust building is Peace building – a case of social cohesion in Cote d’Ivoire -: <https://www.youtube.com/watch?v=Rgt-P3EVTou&t=30s>), and the Facebook pages of Abobo Commune office.

In addition, the JET produced leaflets in English and French to promote Project activities and methods. The leaflet is considered as an executive summary of the COSAY Handbook with more visual aids and opinions of counterparts and ex-CCG members. The leaflets were also distributed to the participants at the final seminar and handed over to MIS and the commune offices for future promotion activities.



## 1.4 Inputs

### 1.4.1 Japanese Side

#### (1) JICA Experts

The JICA experts gave necessary technical guidance, advice and recommendations to the counterparts on any matters pertaining to the implementation of the Project. Table 1.4.1 shows the members of the JICA Expert Team.

**Table 1.4.1 Member List of JICA Expert Team**

Assignment	Name
Chief Advisor / Peacebuilding	Mr. Masaya Sekiguchi
Deputy Chief Advisor / Procurement	Ms. Keiko Otoguro
Deputy Chief Advisor / Local Governance (Development Plan / Budgeting)	Dr. Yoshito Nakagawa
Local Governance (Accountability / Legal System)	Mr. Keisuke Hattori
Community Development	Ms. Chie Yoshimi
Social Survey	Ms. Yukiko Nishibari
Infrastructure Database / Procurement	Ms. Hiroko Ishikawa Mr. Noboru Nara
Road Maintenance	Mr. Hiroshi Ueda Mr. Shinya Kameoka Mr. Hiroaki Kobayashi Mr. Hironobu Kuroe Mr. Takashi Matsubara
Administrative Coordinator / Training / Public Relations	Ms. Mai Kataoka Ms. Ayano Nakazawa

Source: JICA Expert Team

Assignment of the JICA experts is shown in Annex 3.

#### (2) Other Inputs

The Japanese side provided vehicles and necessary machinery and equipment for the implementation of the Project including vehicles and office equipment such as computers, photocopiers, and printers. Provided equipment, excluding the vehicles that were provided by the JICA Cote d'Ivoire Office, is shown in Annex 4. The Japanese side also provided training opportunities to the counterparts in Cote d'Ivoire and Japan, as well as covered the expense for the pilot project Type 2.

### 1.4.2 Ivorian Side

The Ivorian side assigned a project director, a project coordinator, project managers, project leaders, and other counterparts for the Project as below.

**Table 1.4.2 Assignment of Core Counterparts (JCC Members)**

Assignment	Organisation	Position
Project Director	Department of Decentralisation and Local Development, MIS	General Director
Project Coordinator	Department of Decentralisation and Local Development, MIS	Advisor to General Director
Project Leader	Abobo Commune Office	Secretary General
Project Leader	Yopougon Commune Office	Secretary General
Project Leader	Abobo Commune Office	Director of Technical Department
Project Leader	Abobo Commune Office	Director of Social, Culture and Human Department
Project Leader	Abobo Commune Office	Director of Communication
Project Leader	Yopougon Commune Office	Director of Technical Department
Project Leader	Yopougon Commune Office	Director of Human Development Department
Project Leader	Yopougon Commune Office	Officer in charge of Communication

Source: JICA Expert Team

All positions and names of assigned counterparts are shown in Annex 3.

The Ivorian side provided facilities and equipment, including suitable office space in MIS for the JET, necessary arrangements and budget allocation for effective implementation of the Project including expenses of the pilot projects Type 1 under a three-year development plan in the target area, and operation and maintenance costs of provided equipment and developed facilities in the Project.

## Chapter 2 Project Activities

In this chapter, detailed activities under the Project are summarised by each output listed in the PDM.

### 2.1 Activities for Output 1

**The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence based planning considering social cohesion.**

#### 2.1.1 Activity 1-1 Develop the framework for social survey and social infrastructure database

##### (1) Framework for Social Survey

The social survey under the Project aimed to collect quartier information objectively for rational and equitable decision making on the implementation of public services. Since only a short period (approximately one and half months) had been allocated for this social survey, focus group discussion was adopted for efficient and effective data collection. Details of the social survey framework are shown below:

##### 1) Methodology

A two-hour Focus Group Discussion (FGD) was employed to collect necessary information in target quartiers. Individual interviews followed when supplemental information was necessary to clarify the information collected during the FGD.

##### 2) Target sites of the survey

Except for the quartiers where another social survey was conducted in February 2017, twelve quartiers out of nineteen in Abobo and fourteen quartiers out of twenty in Yopougon were targeted to cover in this social survey.

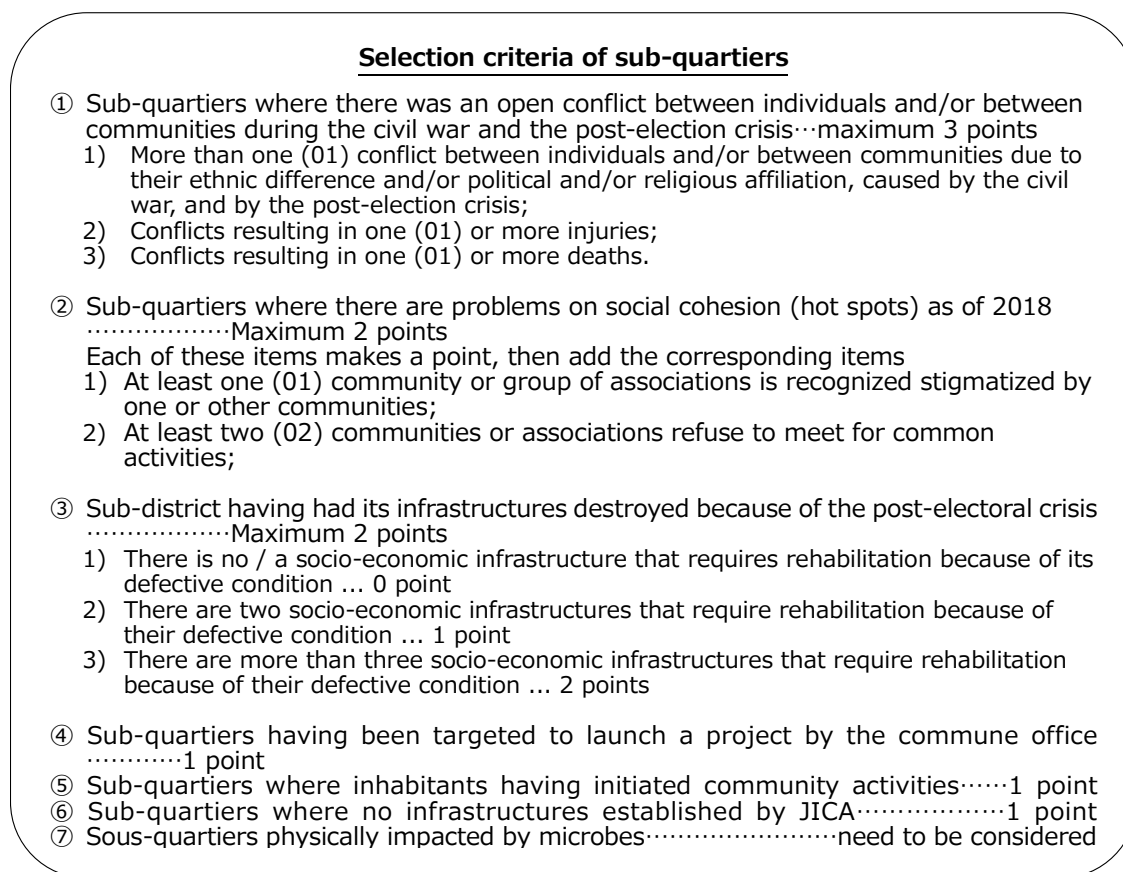
**Table 2.1.1 Target Quartiers under the Social Survey**

Commune	No.	No. of Quartiers covered in the 2017 survey	No. of Quartiers covered in COSAY 2 Social Survey
Abobo	19	7	12
Yopougon	20	6	14

Source: JICA Expert Team

However, since some quartiers are relatively vast, the FGD was planned to be conducted at the sub-quartier level for several quartiers to ensure that informants shared relatively the same

realities and could discuss things about how they lived. The target sub-quarters were selected based on the criteria mentioned below. After the application of these criteria, sub-quarters with the highest scores would be surveyed. Security aspects in the criteria would be considered based on the information collected from the commune offices and/or organisations working on social cohesion issues such as Interpeace and Indigo.



Source: JICA Expert Team

**Figure 2.1.1 Selection criteria of sub-quarters**

### **3) Survey Team**

The survey team of this Social Survey was composed of one Japanese expert, local facilitators and assistants; four in total from the JET. Since Abobo and Yopougon were highly-populated areas with high social tensions, the team basically planned to leave the sites before 17h00 in order to avoid encountering unexpected crimes.

### **4) Survey Sites**

Preparation of places appropriate for meetings in each quartier/sub-quartier was done by target communities in response to the request made by the commune office as well as the survey team.

## 5) Schedule of the Social Survey

- Selection of the sites by using the selection criteria of sub-quartiers: starting from late January 2018
- Beginning of the Social Survey: from the beginning of February 2018
- The Social Survey would be conducted basically for two days in Abobo and another two days in Yopougon in one week. One day would be allocated for documentation purposes.

### (2) Infrastructure Database

Before developing an appropriate social infrastructure database for the target commune offices, the JET interviewed commune officers from the Technical Service Department (TSD) in each commune office concerning inventory data for existing social infrastructure in Communes for which they have including data provided by line ministries such as the DREN office. In preparation for the survey, the JET and the commune office jointly conducted test surveys to examine survey contents and methods.

The JET intended to utilise existing inventory data accumulated in the TSD and infrastructure inventories which were compiled by the branch office of line ministries such as by DREN for school inventory. However, both the TSDs did not have any comprehensive inventory for their social infrastructure, so supplemental inventory surveys were required to collect necessary data for the infrastructure database.

The JET and the TSDs discussed target infrastructures which should be compiled as the database considering roles and responsibility of the commune office and the policy of the Project. The survey targets were focused on each commune's properties among the existing social infrastructures in the commune. Regarding the other infrastructure which has public nature but belonging not to the commune but the district or national government, only name and location would be listed. Specific survey items and scope were set by each sector considering nature and characteristics of each type of infrastructure. Although roads and gutters were nominated, they were finally omitted because it seemed to be beyond the capacity of the TSDs to collect and maintain these enormous numbers of facilities. Then, target types and survey items of social infrastructure were identified as shown in the table below.

**Table 2.1.2 Targets and Framework of Infrastructure Inventory Survey**

No	Sector	Social Infrastructure managed by Commune (City property)	Scope of Investigation	Line ministries	Actual situation of inventory data retention by Commune (November 2017)	Collecting information policy after starting the investigation.
1	Education	Elementary school (EPP), kindergarten	Municipal	Regional Directorate of National Education (DREN), Ministry of National Education (MEN)	A: Partially exist, old Y: Exist, not latest	Acquisition of latest information from DREN
2	Health	Health Centre (FSU) (CSU -) Sanitation Training Centre, Guard House	Ministry, Municipal Private	District sanitaire, Ministry of Health and Public Hygiene (MSHP)	A: No Y: No	Basically, communes prefer to survey by themselves than request the Ministry of Health. Complete the information with JICA and WB report. For a private facility, it was limited to only a large general hospital.
3	Culture	Youth Centre, Female Centre	Ministry, Municipal	Ministry of Youth and Sports (MJS), Ministry of Child protection (MPF)	A: No Y: No	Field survey should be conducted based on the knowledge of DST agents.
4	Commercial	Market, Alokodrome (public restaurant)	Ministry, Municipal	Ministry of Trade (MC)	A: No Y: No	Field survey should be conducted based on the knowledge of DST agents.
5	Sports	Sports ground	Ministry, Municipal	Ministry of Youth and Sports (MJS)	A: No Y: No	Field survey should be conducted based on the knowledge of DST agents.
6	Administrative, Security	City office Annex, police station, police station, retirement facilities	Ministry, Municipal	Ministry of Interior and Security (MIS), SOGEPIE	A: No Y: No	Field survey should be conducted based on the knowledge of DST agents. For security equipment, the investigation was conducted as detailed as possible with CI government permission.

No	Sector	Social Infrastructure managed by Commune (City property)	Scope of Investigation	Line ministries	Actual situation of inventory data retention by Commune (November 2017)	Collecting information policy after starting the investigation.
7	Traffic	Major station	Ministry, Private,	Ministry of Transport (MT), AGEROUTE	A: No Y: No	Investigation of the road was beyond the capacity of this database survey, so it was eliminated from the investigation. Add the investigation of main bus, mini bus, and taxi stations which have a means of public transport and are the cause of traffic jams.
8	Environment	Garbage yard, timber yard	Public, Municipal Private	Ministry of Urban Sanitation (MSU)	A: Exist Y: No	Field survey should be conducted based on the knowledge of DST agents.

Source: JICA Expert Team

During the survey activity, the JET provided OJT to commune officers in survey methods and positioning GPS code. For two days every week, the JET and commune officers would work together in their site from February to April 2018. The JET procured GPS equipment for survey and training purposes for the commune officers.

Final delivery of this survey are the facilities lists by excel file and QGIS mapping data of the facilities. Free software named QGIS was used as GIS software. The JET provided technical training to the communes in the final stage of this survey regarding the use of inventory data and mapping data for selecting the pilot projects and the three-year plans as well as its update and maintenance.

### 2.1.2 Activity 1-2 Conduct social survey on social cohesion in the target communes based on the survey framework

#### (1) Social Survey

Although almost 90% of the target sites of the social survey was covered by the end of March 2018, the survey was completed in August 2018.

While the social survey conducted in February and March 2018, a few points of its framework were changed in response to the reality having been faced with the survey team.

First, commune officers from each commune started to attend the social survey. Their presence was initially not required since it was anticipated that informants would have presented their true feelings and expectations towards the commune offices during the survey; however, it was the informants who requested the commune officers to be present during the sessions. They recognised this FGD was one of the channels to convey their requests towards the communes. Accordingly, the survey team allowed the commune officers to attend every FGD.

Secondly, the method for individual interviews was also changed. The survey team tried to conduct individual interviews just after each FGD, which was found not to be practical since most of the informants stayed longer (basically until the JET left the place) than the survey team expected. Accordingly, because some pieces of information can be very political and/or harmful for other informants, the survey team started to conduct individual interviews by phone to contact the targets directly. When this phone-call approach was found to be difficult for the targets' personal reasons, the survey team scheduled individual on-site interviews on other days.

## **(2) Quartier Information Sheet (QIS)**

The first draft of Quartier Information Sheet (QIS) before the completion of the social survey was shared with the commune offices in late April 2018. The QIS contains basic and social information collected in the social survey. Although more than 95% of the survey was conducted before mid-May, it was completed in July. The delays were caused by two reasons: the belated commencement of the social survey due to the budgetary matter within the Abobo Commune office, and the misunderstanding on the purpose of the social survey on the side of the commune offices which rescheduled several FGD sessions to collect proper information from the sites. These situations obviously affected the progress of the social survey.

Additionally, two other causes delayed the progress of the social survey:

- Conducted additional FGDs to reduce bias from the collected information from the surveyed sites;
- Added another new quartier in June 2018. When the JET held confirmation sessions of the QIS with the commune officers, a quartier Niangon Nord 2ème Tranche in Yopougon was found to have not been surveyed under the name of Niangon Nord (the previous name of the quartier which corresponds to present Niangon Nord 1ère Tranche and Niangon Nord 2ème Tranche) in the Data Collection Survey conducted in 2017.

For finalising the contents and description, several issues were raised and discussed, some of which were reflected in the final report.

- Observations of the commune office and the reporters of the focus group discussion (FGD) were added.
- Since QIS is a narrative description, it was not easy to identify the quartiers which need more attention in terms of social cohesion or security. This led to the creation of the QIS summary table showing the scores of the elements related to, for example, the history,



the relationships among residents, security, etc. The QIS summary sheet is expected to serve as a tool to easily spot the high-tension quarters. The table and the scores were shared, discussed and updated during the 8th Working Group meeting.

- Sensitive descriptions, especially those which highlighted ethnical distinctions, were modified. Also, “Trust/Distrust in the Commune Office” was changed to “Perception and Request towards the Commune Office”.

The first report, therefore, consists of three parts: narrative report, QIS and QIS summary table.

The QIS and QIS summary tables were continuously updated by the commune offices.

### **2.1.3 Activity 1-3 Collect and analyse information needed for the social infrastructure database based on the framework**

Information collection and field survey of targeted infrastructures in this Project was completed by late April 2018.

Capacity development of commune officers includes: 1) reading of information from the existing reports or data of line ministries and data conversion, 2) accompanying to the site survey (location guidance, taking appointments, explanation of the object of survey and the survey items), 3) collection of supplementary information by telephone, and 4) location identification work of public primary school (EPP: École primaire public) from school mapping by DREN (Direction Regionale de l'éducation Nationale). For the above purpose, OJT was carried out during February and March. Data input, formatting, and geographic information system (GIS) mapping were done by the JET, but were finalised while listening to the opinions of commune officers from the technical service department (DTS: Direction Service Technique) on matters such as visual clarity and usability.

The education sector did not plan to conduct an on-site survey from the beginning, but planned to take the information from the school mapping of DREN. Commune officers and the JET engineers collaborated and identified the location of each EPP from the quartier name of the school mapping and the school name in reference to the existing map, other project data, Google maps, etc., and obtained the Global Positioning System (GPS) code. However, there were some schools whose location could not be specified. It seems the located quartier by DREN does not match the quartier name and boundary defined by the commune officers. They acquired the GPS code when the staff visited the neighbourhood area in their daily work.

For the above purpose, the JET carried out the database training in advance from the initial schedule, procured the GPS equipment and distributed it to each commune.

The table below summarises information collected through the inventory survey.

**Table 2.1.3 Collected Information through the Infrastructure Inventory Survey**

No	Sector	Status of information collection by DST	Field supplementary survey (DST + JET)	Remarks, Restriction of data acquisition
1	Education	✓	-	✓
2	Health	✓	✓	✓
3	Culture	-	✓	✓
4	Commercial	-	✓	✓
5	Sports	-	✓	✓
6	Administrative/ Security	✓	✓	Did not get permission to enter the security facility
7	Traffic	-	✓	Taxi and woro woro station site survey was cancelled because of security matter
8	Environment	✓	✓	✓
1	Education	✓	-	✓
2	Health	✓	✓	✓
3	Culture	-	✓	✓
4	Commercial	-	✓	✓
5	Sports	-	✓	✓
6	Administrative/ Security	✓	✓	Did not get permission to enter the security facility
7	Traffic	-	✓	✓
8	Environment	✓	✓	There was difficulty in obtaining the facility operator list from other departments of the commune

Source: JICA Expert Team

#### **2.1.4 Activity 1-4 Issue a regulation for the utilisation of social and infrastructure databases for the three-year plan and project formulation in each target commune**

##### **(1) Utilisation of Social and Infrastructure Database**

The JET continued to support the C/Ps to use the database in selecting the pilot projects as well as in formulating and reviewing the three-year plan. Yet, the JET also identified the agential and institutional constraints that could prevent the C/Ps from actually using the database. Although the lack of capacity of the C/Ps should be addressed continuously, the institutional constraint includes the lack of ministerial or municipal instruction and regulations that will mainstream the use of the database in municipal planning.

Sharing this concern with the C/Ps, the JET advised the MIS to take measures to instruct the commune offices to adopt the database in municipal planning and service delivery for various items, such as the MoU between the C/Ps, the ministerial instruction/regulations, and so forth. In November 2018, following the JET's presentation on a draft MoU to promote the database as part of the COSAY methodologies, Mr. Dago Djahi Lazare, the then Director-General of General Department of Decentralisation and Local Development and Project Director of COSAY, agreed

to take the necessary institutional measures in December 2018. The MIS has pledged to the JET to organise a meeting with the mayors of Abobo and Yopougon to address this in due course.

## **(2) Municipal Ordinance**

In September 2019, the JET drafted a guideline for the institutionalisation of the COSAY methodologies. The guideline shows the necessary actions to institutionalise the different elements of the COSAY methodologies. The JET had a series of separate meetings with the secretary generals of each commune offices and with MIS to discuss the contents of the proposed guideline.

The discussions with the C/Ps concluded that the utilisation of databases for the three-year plan requires the consent of the mayors. Thus, MIS and the JET decided to meet the mayors to discuss this concern.

In November 2019, the JET Chief Advisor held the meetings with the mayors. MIS and the JET met with the mayor of Yopougon on 11 November and to the mayor of Abobo on 14 November 2019 to explain the concepts and necessary actions for the institutionalisation of the COSAY methodologies, especially in regards to evidence-based planning including the utilisation of social and infrastructure databases for the preparation of three-year plan and project formulation as well as the establishment and monitoring of Joint Management Committees (CCGs) and CCGs' successor associations. Both mayors approved these concerns about institutionalisation and ordered the C/Ps to proceed drafting the regulations.

Following the meetings with the mayors, MIS drafted a letter in February 2020 to uphold the use of databases, including the social and infrastructure databases, for evidence-based three-year planning in the Abobo and Yopougon Communes as an integral part of the COSAY methodologies. Reflecting the JET suggestion to underline accountability in municipal planning, which was missed in the draft letter, the Ministry confirmed the publication soon after internal legal review was completed.

Complying with the MIS draft letter, the Yopougon Commune issued its regulation in January 2020 upholding the use of databases in three-year planning. The Abobo Commune, on the other hand, faced challenges in publication. With reference to [Activity 2-4] as mentioned below, its internal discussions and consultations delayed the publication because the commune office preferred a joint draft to address both the adoption of databases and the creation and operation of CCGs in public projects. In this regard, the JET advised the commune office to issue another draft in coordination with MIS.

Given the delay thereafter, the JET advised the MIS to urge the Abobo Commune office to issue a draft regulation. In response, the MIS presented a sample draft which stipulates the utilisation of databases for municipal planning, and presented this to the Abobo Commune office in May 2020. However, the outbreak of COVID-19 made it difficult for the commune office to engage in this matter. While the municipal assembly was suspended for months, the recently assumed

premiership of the mayor in addition to the retained defence portfolio in the cabinet in July 2020 significantly complicated visiting the commune office. Yet, the strong commitment of the mayor and senior officers in the COSAY Project made it possible for the commune office to present a draft regulation to the mayor for signature on 30 September 2020<sup>6</sup>.

On the other hand, as the issued regulation in Yopougon Commune office did not stipulate the establishment and monitoring of CCGs and their successor associations in connection with [Activity 2-14], the MIS presented the same draft which was presented to Abobo Commune office in May 2020, which combines the utilisation of databases and the establishment and monitoring of CCGs, as the Abobo Commune office did, to the Yopougon Commune office for consideration. The Yopougon Commune office adopted the draft and renewed the regulation on 17 September 2020.

Although the Abobo Commune office approved the municipal regulation on the utilisation of databases on 17 November 2020, the approved regulation did not stipulate the establishment of CCG and its transformation into an association in connection with [Activity 2-14]. In this regard, the commune office decided to add the concerned clauses to the approved regulation and replace it. Finally, the Abobo Commune office approved a municipal regulation, which combined the utilisation of databases and the establishment of CCG and its transformation into an association in April 2021.

There are multiple causes for the delay: the ongoing COVID-19 pandemic; the presidential and parliamentary elections which took place in October 2020 and March 2021, respectively; the mayor's medical treatment in Europe in February 2021; his unexpected death on 10 March 2021 and a series of funeral-related events thereafter; the contraction of COVID-19 of senior officials, including the 1st Deputy Mayor who was designated to sign the draft; and so on. Among other things, the electoral preparation and unexpected death of the late mayor prevented the commune office from delivering the signed regulation in a timely manner. The JET appreciates the strong commitment made by the counterparts in the commune office to elaborate, coordinate, and modify the draft, and prepare it for the mayor's signature.

#### **2.1.5 Activity 1-5 Modify TORs of the responsible departments and the job descriptions of the commune officers for the utilisation of social and infrastructure databases for the three-year plan and project formulation**

In this regard, the JET undertook interviews with senior staff members of MIS and with both commune offices to examine the current situation of the TORs at the department level and the job descriptions at the individual level in September 2019. Based on the interviews, the JET understands that the TORs and job descriptions, or something equivalent to these, existed in the commune offices, either on an oral or written basis, under the discretion of the mayors.

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<sup>6</sup> Reasons for this success are varied. Above all, weekly meetings and monthly working group meetings, which took place as scheduled despite remote operations, strengthened the working relationship between the JET, MIS, and commune offices, and local ownership in this matter, in addition to a high level of commitment shown by the commune offices.

According to the Secretary General, the Yopougon Commune office set out the TORs as part of the road maps of the respective departments and the job descriptions under the management of human resources department. In turn, the Abobo Commune office drew upon the internal regulation of human resources which stipulates the mandates of civil servants and local councillors.

The JET, in close consultation with the MIS, presented to the Abobo and Yopougon Commune offices a draft working regulation on TORs and job descriptions of the relevant departments to the COSAY methodologies in the commune offices. This aimed to promote the utilisation of databases, including the social and infrastructure databases, for municipal planning.

Following a series of consultations with the MIS and the commune offices, in May 2020, the JET obtained a guidebook of TORs and job descriptions of key departments in the commune office, which the MIS published in 2008. The MIS requested the JET to identify the COSAY-related terms and job descriptions to be added. In doing so, based on the draft regulation on the COSAY methodologies which the MIS presented to the Abobo and Yopougon Commune offices in May 2020 as mentioned in [Activity 1-4], the JET, together with the MIS, identified which departments are responsible for specific functions in relation to the utilisation of social and infrastructure databases for the three-year plan and project formulation. Subsequently, the JET drafted a working regulation on TORs and job descriptions of the respective departments, among others, the Secretary General for general supervision and internal coordination, the Social Department for updating the social database, and the Technical Department for updating the infrastructure database. Using both social and infrastructure databases for the municipal planning and project formulation, the JET, in consultation with the MIS, proposed a final draft on the regulation to the Abobo and Yopougon Commune offices in September 2020.

The presented TORs and job descriptions in relation to the utilisation of databases are as follows (please note that the actual draft is combined with those in relation to the establishment of CCGs):

**For the Secretary General**

- TORs:
  1. Ensure that municipal, governmental, and donor-funded projects at the commune area are evidence-based, and promote a participatory approach to planning and implementation.
- Job description:
  1. Supervise the relevant departments, among other things, the technical department, to use the databases and refer to them when formulating projects under the three-year plan, as well as those to be planned and executed by other governmental agencies and donors in the commune area.

### **For the Social Department**

- TORs:
  1. Update the social database for municipal planning.
- Job description:
  1. Conduct social survey regularly, update the social database, and make it available to the technical department for the elaboration of three-year plans and the promotion of social cohesion.

### **For the Technical Department**

- TORs:
  1. promote and execute evidence-based planning.
  2. promote jobs creation and local employment for infrastructure projects.
- Job description:
  1. Use the databases, including the social and infrastructure databases, and refer to them when formulating municipal projects under the three-year plan, as well as those to be planned and executed by other governmental agencies and donors in the commune area.
  2. Regularly execute inventory surveys and update the infrastructure databases.
  3. Seek advice on the social database from the social department.
  4. Employ local unskilled workers for the execution of infrastructure projects in collaboration with the social department.

Both commune offices agreed on the above and translated them into draft municipal regulations.

In connection with [Activity 1.4], the Abobo Commune office attached the TORs and job descriptions of the responsible departments and officers to the approved municipal regulation, while the Yopougon, Commune office decided to separately issue a set of municipal regulations on the TORs and job descriptions for the respective departments. Both the Abobo and Yopougon Commune offices approved these items in April and March 2021 respectively. This enables the commune offices to promote and justify the utilisation of social and infrastructure databases for the planning of the three-year plan and the formulation of municipal projects.

## **2.1.6 Activity 1-6 Prepare the three-year plans for FY2020-2022 considering the issued regulation**

### **(1) FY2020**

In preparing the three-year plans, both commune offices identified two projects each with reference to the social and infrastructure databases, and applied the selection criteria<sup>7</sup> of CCGs,

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<sup>7</sup> The selection criteria are composed of the following two principles: 1) to establish a CCG in the new quarters to extend the benefit from the COSAY method to as many residents as possible in the two communes, and 2) to set up a CCG in the quarters where social cohesion is rated low in view of the social database.

which were used for the selection of pilot projects Type 1 Batch 2 in FY2019, for the selection of projects for FY2020 (so-called ‘Type 1 Batch 3’).

The Yopougon Commune selected two projects for FY2020. They are the rehabilitation work of primary school and nursery in Ananeraie quartier, and the renovation of the wall around the public playground at SOGEFIHA sub-quartier in Yopougon-Attié quartier. The Yopougon Commune office offered the following justifications in the selection. The creation of CCG is new to Ananeraie quartier. It is, however, not new to Yopougon-Attié which established a CCG in Gare-Nord sub-quartier in Type 1 Batch 2. Yet, SOGEFIHA sub-quartier is far from Gare-Nord sub-quartier so that the coverage of CCG would not overlap the two sub-quartiers in Yopougon-Attié quartier.

The Abobo Commune also selected two projects. These are the construction of a primary school in Banco-Bad quartier, and the construction of a civil registration office of the commune office in Sagbé quartier. While Banco-Bad quartier is new to the creation of CCG, the case of Sagbé is a follow-up measure given that the commune office failed to secure the budget and implement the planned project as part of the Type 1 Batch 2 in 2019. Although the JET advised the commune office to consider a new location to create a CCG, the commune office was willing to go with the CCG in Sagbé in order to restore the residents’ confidence in the commune office<sup>8</sup>, while there were no other suitable projects under the three-year plan for establishing a new CCG. Following consultations, the JET agreed with the commune office to continue supporting the CCG in Sagbé, in view of the transformation of this CCG into an association after the Project is over.

## **(2) FY2021**

Following the completion of the 2020–2022 three-year plans in both commune offices, the JET – in consultation with the MIS – advised the commune offices to set out the 2021–2023 plans, highlighting the following matters: 1) utilise databases for municipal planning, including the social and infrastructure ones, in connection with [Activity 1-4]; 2) select two projects to adopt the COSAY methodologies in connection with [Activity 2-4 and 2-16]; and 3) ensure the budget for the implementation of COSAY methodologies.

Following the completion of the FY 2020–2022 plans, in view of the JET’s advice, both the Abobo and Yopougon Commune offices approved the FY 2021–2023 plans in August 2021 and May 2021, respectively. The approval of the Abobo Commune office was delayed due to the appointment of the new mayor in July 2021 after the unexpected death of the former mayor in March 2021.

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<sup>8</sup> Although the commune office set up the CCG and organised regular meetings in Sagbé in 2019 according to the three-year plan, it did not execute the planned project. This caused the residents to criticise the commune office for the lack of the implementation of project. In this regard, the commune office prioritised the Sagbé project in 2020 and decided to continue to engage with the CCG members.

### 2.1.7 Activity 1-7 Develop indicators in measuring the achievements of social cohesion

Given that this activity requires a broad consultation, MIS and JET decided to use the 1st Dialogue for Social Cohesion as the area to collectively develop the indicators, and organised it on 7 February 2018, inviting all JCC member institutions. During the meeting, JET made a presentation on the concept of social cohesion which highlights the vertical (between the communes and the residents) and horizontal (between the residents) relationships, and invited the Ministry of Women, Child Protection, and Solidarity, which is responsible for the social cohesion policy in the government, to share the official view of social cohesion with the participants. The co-presentation enabled the participants to carry out a lively and in-depth discussion.

Subsequently, the participants proposed that JET streamline the current indicators at the Project purpose and the overall goal level, integrating the four indicators into two.

This revision of the indicators at the overall goal and Project purpose levels would allow the Project to simplify measuring the achievements of social cohesion in the COSAY framework more clearly. However, it was necessary to discuss further how to measure the integrated indicators practically and how to judge their level of achievement as summarised in the figure below.

PDM ver.1		Proposed Modification
indicators in relation to a horizontal relationship		
More than XX% of residents feel that relations with other residents are cohesive and harmonious (analysis by population in general and by youth) in the target communes /p.p. areas	➔	More than <b>50%?</b> of residents <b>feel that relations with other residents are cohesive.</b> (in the target communes /p.p. areas) -> <b>How to measure "cohesive"?</b>
More than XX% of residents feel that they live in safety in the target communes /p.p. areas		
indicators in relation to a vertical relationship		
More than XX% of residents are content with public services by commune in the target communes. /p.p. areas	➔	More than <b>50%?</b> of residents are <b>content with public services</b> which have been provided by commune in the target communities. (in the target communes /p.p. areas) -> <b>How to measure "content"?</b>
More than XX% of residents think the commune offices deliver public services considering social cohesion and equity in the target communes. /p.p. areas		

Source: JICA Expert Team

**Figure 2.1.2 The proposed revision of the indicators and Needed Clarifications**

Details of the measuring indicators were discussed at the 3rd Working Group meeting held at the end of February 2018. The JET proposed detailed survey items that could measure the indicators. The items were utilised when the baseline surveys were conducted. Survey items for measuring the indicators were discussed with the C/Ps through the Working Group and other meetings, and then, finalised and reflected in the questionnaire of the survey.



Consulting the C/Ps, the JET designed a baseline survey to be conducted prior to the beginning of the pilot projects. Structured questions were set to measure the level of social cohesion, focusing on the horizontal (resident-resident) and vertical (commune-resident) relationships which reflect the objectively verifiable indicators that the project PDM sets as shown in the table below.

**Table 2.1.4 Detail Survey Items for Measuring the Indicators**

Indicators	Detailed Survey Questions
Residents feel that relations with other residents are cohesive. (Horizontal relationality)	<p><u>Key Question:</u></p> <ul style="list-style-type: none"> <li>● How much do you trust your neighbours?</li> </ul> <p><u>Detailed Questions:</u></p> <ul style="list-style-type: none"> <li>● Do you trust your neighbours with different origins?</li> <li>● Do you trust your neighbours with different ethnicity?</li> <li>● Do you trust your neighbours with different religious beliefs?</li> <li>● Do you trust your neighbours who belong to different political parties?</li> <li>● Do you trust your neighbours with different generations?</li> <li>● Do you trust your neighbours with different genders?</li> <li>● When or through what kind of activities do you come to trust your neighbours?</li> <li>● When or through what kind of activities do you come to trust your neighbours?</li> <li>● Are you willing to help if your neighbour is in need of help?</li> <li>● Have you participated in community activities in your neighbourhood recently?</li> <li>● Do you feel that you belong to your neighbourhood?</li> <li>● Do you have communication with your neighbours regardless of their demographic segments (ethnicity, political view, religion, gender, age, etc.)?</li> <li>● Do you have disputes or any problems among residents in your neighbourhood?</li> </ul>
Residents are content with public service. (Vertical relationality)	<p><u>Key Question:</u></p> <ul style="list-style-type: none"> <li>● Are you satisfied with the public services provided by the commune office?</li> </ul> <p><u>Detailed Questions:</u></p> <ul style="list-style-type: none"> <li>● Do you have disputes or any problems among residents in your neighbourhood?</li> <li>● Do you think all the residents, including minority and vulnerable people, can access to the public services provided by the commune office? (Inclusiveness)</li> <li>● Do you think the commune office is corrupt?</li> <li>● Are you sufficiently informed by the commune office?</li> <li>● Do you think the commune office respects the voices of the residents?</li> <li>● Do you know anything about plans of commune office? (e.g., three-year development plan of the commune)</li> </ul>

Source: JICA Expert Team

### 2.1.8 Activity 1-8 Conduct periodic monitoring on social cohesion

#### (1) Social Cohesion in the Greater Abidjan

Although the last presidential election in 2015 was largely run without security disturbance, people's trust in the government remains low in some areas. For example, the voting rate reached

only 37% in Yopougon Commune where the opposition retains a stronghold. COSAY Phase 1 suggests both vertical (commune-resident) and horizontal (resident-resident) challenges in Abobo and Yopougon Communes, including 1) weak accountability and transparency of the government, 2) insufficiency in the capacity of civil service and budget for the rule of law, and 3) lack of the legal framework for organic structure and civil service code at the vertical level, as well as 4) low level of civic participation in the public administration, and 5) lack of opportunities for residents to cooperate and work together at the horizontal level. While the government faces weak legitimacy and patrimonialism, the residents struggle with the memory of conflict and mutual distrust, lack of interest and individualism, and distrust towards, and dissatisfaction with the government. These indicate that social cohesion remains low in Abobo and Yopougon Communes.

## **(2) Interpeace Study**

The Interpeace study<sup>9</sup> has allowed drawing substantial implication to understand challenges of social cohesion in Abobo and Yopougon Communes, and to reconsider the vertical and horizontal framework adopted by the COSAY Project as below.

Vertically, the study is concerned about, among others, 1) the unfair and unequal delivery of public service, 2) the failure of economic trickledown, 3) the lack of citizen participation in public affairs, and 4) the disengagement of the state in the community. The community largely perceives political favouritism that prevents a just distribution of public goods and service. Partly in this connection, it considers that the fruit of economic growth has not trickled down. The lack of citizen participation increases this perception of unfair execution of public affairs. Moreover, the community feels the state's investment in the community is insufficient.

Horizontally, in turn, the study identifies, among others, 1) the eroding legitimacy of traditional leaders, 2) the emergence of inter-generational tension, 3) the increasing division between winners and losers, and 4) the lack of perceptual 'publicness'. The elders' exploitation has aggrieved the youth and has led to inter-generational tension. Yet, the decreasing legitimacy does not negate the effectiveness of traditional approaches. The community remains largely supportive of the important role of traditional leaders in managing and resolving conflicts. Furthermore, electoral politics causes division between winners and losers in the community. The unfair distribution of socio-economic gain aggrieved the losers. It is thus difficult for the divided community to nurture 'publicness'.

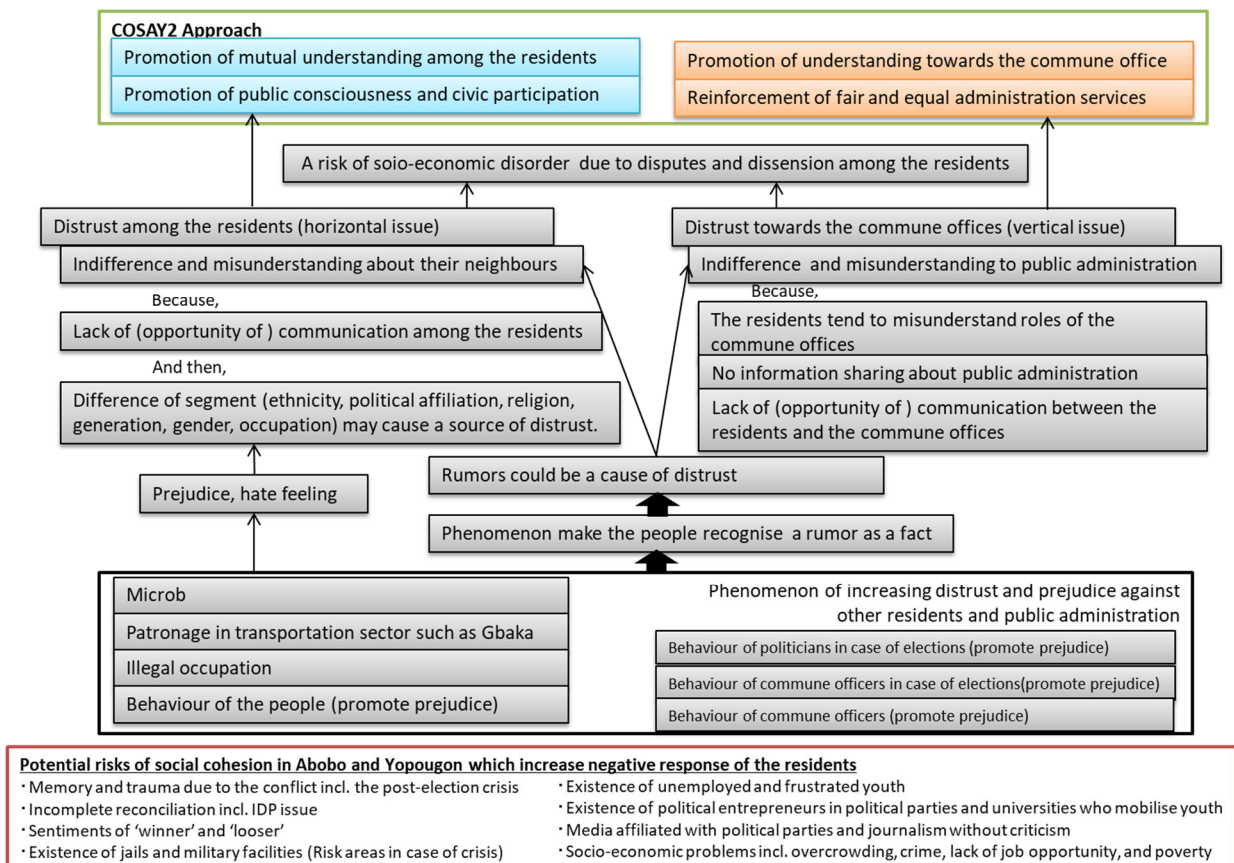
These challenges indicate that social cohesion remains low and tense in the certain areas of Abobo and Yopougon Communes, while the Interpeace study suggests that participation is effective to improve social cohesion and prevent political entrepreneurs from mobilising the divided community for their political motives.

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<sup>9</sup> Prior to the commencement of the COSAY Phase 2, JICA Cote d'Ivoire Office subcontracted Interpeace to conduct the social cohesion study in Abobo and Yopougon Communes.

### (3) Social Cohesion in the Target Areas

Since the commencement of the Project, the JET conducted the social survey at all quarters in Abobo and Yopougon Communes, as well as had discussions with parties that work towards promoting social cohesion, such as the Ministry of Women, Child Protection, and Solidarity, Interpeace/Indigo, and other NGOs. Also, the baseline survey at the areas of the pilot project Type 1 Batch 1 revealed the tension among the population and their trust in the commune office quantitatively. Based on these surveys and analysis, issues of social cohesion in Abobo and Yopougon Communes can be summarised as shown in the figure below.



Source: JICA Expert Team

**Figure 2.1.3 Issues of Social Cohesion in Abobo and Yopougon and COSAY 2 Approach**

This has allowed the drawing of substantial implications to understand the challenges of social cohesion in Abobo and Yopougon Communes, and to reconfirm/reconsider the vertical (i.e., Promotion of understanding towards the commune office, Reinforcement of fair and equal administration services) and horizontal (i.e., Promotion of mutual understanding among the residents, Promotion of public consciousness and civic participation) frameworks adopted by the COSAY Project.

#### (4) Donor mapping

Following the Launch Seminar of Social Cohesion in June 2018, the JET undertook donor mapping in October 2018. The aim of this exercise was to map out the activities of agencies and organisations in relation to social cohesion. This has helped the Project not only to exchange the views and approaches to social cohesion to the relevant actors, but also to effectively coordinate and collaborate with them in a concerted manner. In November 2018, the JET shared the findings from this mapping exercise with the MIS and the Ministry of Women and Child Protection and Solidarity.

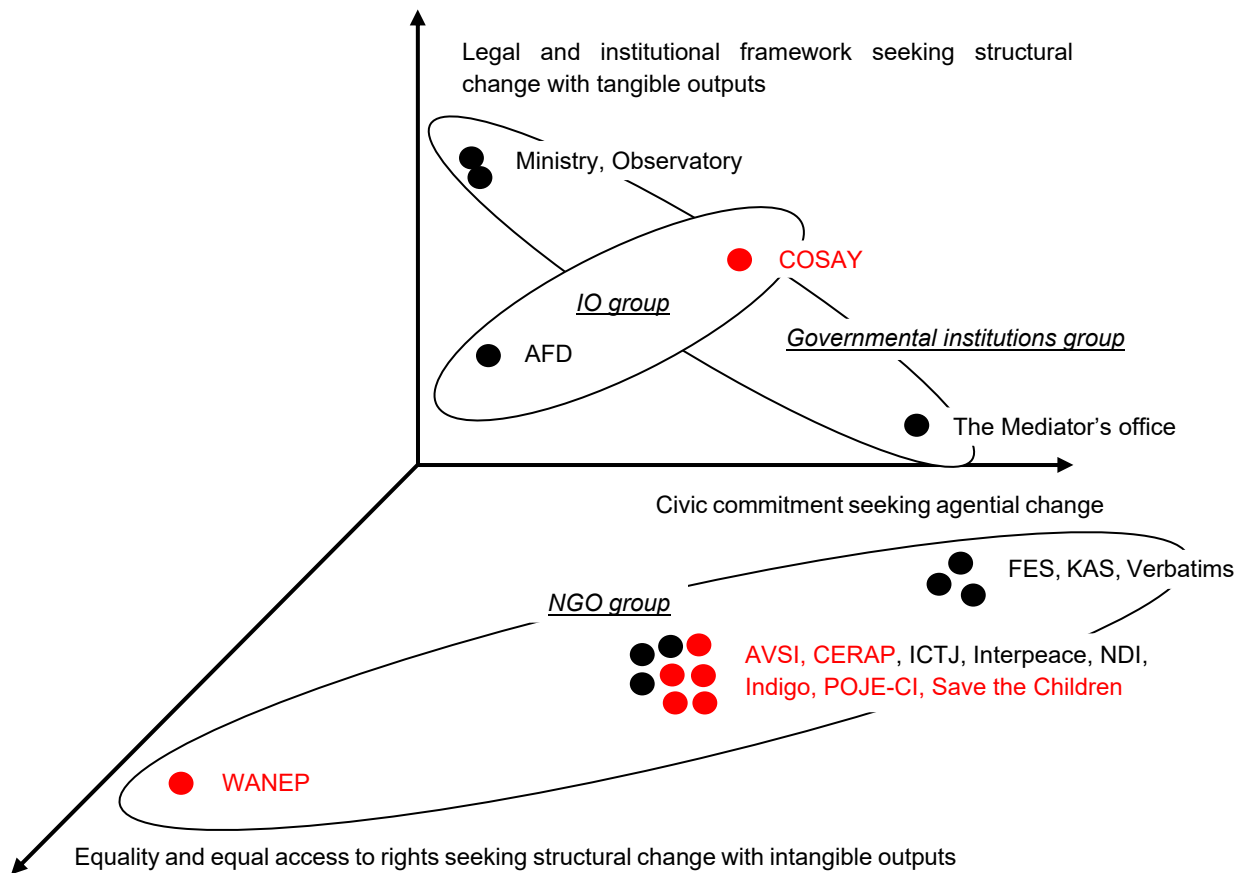
In analysing the activities of the respective entities, the JET set out the analytical framework based on the national policy of solidarity and social cohesion (PNSCS). Given the PNSCS's three strategic objectives to measure the achievement of social cohesion, namely: 1) strengthening the legal and institutional framework of solidarity and social cohesion; 2) promotion of equity and equal access to fundamental rights; and 3) promoting civic commitment, the JET reconstituted these into three axes for donor mapping as follows: 1) activities that generate structural change with tangible outputs; 2) activities that generate structural change with intangible outputs; and 3) activities that train the beneficiary to generate agential change.

In order to identify the entities, the JET used the list of invitees for the Launch Seminar. In collecting the data of the activities and approaching these entities, the JET explored the Internet and conducted personal interviews as necessary. Although some agencies did not respond to request for an interview, the JET succeeded in collecting the data of 7 agencies through the Internet and 14 agencies from individual meetings, which included the following: 1) African Union; 2) Economic Community of West African States (ECOWAS/CEDEAO); 3) Agence Française de Développement (AFD; a French development agency); 4) World Bank; 5) Association of Volunteers for International Service (AVSI); 6) Friedrich-Ebert Stiftung (FES); 7) International Centre for Transitional Justice (ICTJ); 8) Internews; 9) Interpeace; 10) Konrad-Adenauer Stiftung (KAS); 11) National Democratic Institute (NDI); 12) Save the Children; 13) Terre des hommes; 14) West African Network for Peacebuilding (WANEP); 15) Verbatims; 16) Centre of Research and Action for Peace (CERAP); 17) Indigo; 18) Youth Operational Platform of Cote d'Ivoire (POJE-CI); 19) the Ministry of Women and Child Protection and Solidarity; 20) the Observatory of Social Cohesion; and 21) the Office of the Mediator. The JET conducted majority of the interviews in October 2018.

The key findings are as follows. For the initial process, the JET mapped the activities of the mentioned agencies in an analytical framework as shown in the figure below. The agencies can be classified into three groups: 1) international organisation groups; 2) governmental institutions; and 3) NGO groups.

Firstly, as AFD (French development agency) meets all three dimensions, it is placed in between the three axes. Secondly, the governmental institutions are located in the upper-right quadrant between the axes of legal/institutional framework and civic commitment. The reason for this is,

while the Ministry and Observatory of Social Cohesion are placed along the axis of legal/institutional framework due to their focus on policy, legal and institutional change for social cohesion, the Mediator's office is close to the axis of civic commitment due to its organisational objective to enhance civility between actors in conflict.



Source: JICA Expert Team

**Figure 2.1.4 The mapping of donors/stakeholders in the area of social cohesion**

Thirdly, since NGOs largely focus on structural change seeking intangible outputs (e.g., social empowerment and access to justice) and/or agential change seeking the enhancement of civility (e.g., training of beneficiaries), they are dispersed in the lower-right quadrant between the axes of equality and equal access to rights and civic commitment. While WANEP is placed along the axis of equality and equal access to rights due to its effort to establish the early warning system to prevent social conflict, FES, KAS, and Verbatims are close to the axis of civic commitment due to their training activities for agential change. In turn, AVSI, CERAP, ICTJ, Interpeace, NDI, Indigo, POJE-CI, and Save the Children are placed in between the earlier group because of their combined efforts to provide social empowerment and training. Also, in the figure above, the names of the 6 agencies (i.e., COSAY, AVSI, CERAP, Indigo, POJE-CI, Save the Children, and WANEP) that have operated in Abobo and/or Yopougon are shown in a bold red font.

This map makes it possible to visualise the relationality of the COSAY with other agencies and organisations. As the COSAY does not compete with any other agencies and organisations in

service delivery, this indicates that the COSAY is in a unique position to establish link and liaise with governmental institutions which have dichotomised its activities into structural change (i.e., the Ministry and the Observatory) and agential change (i.e., the Mediator's office). The COSAY is also in a good position to associate with other international organisations (i.e., AFD) to promote social cohesion through a complex mix of interventions.

The map also indicates that the COSAY is complementary to the NGOs which have adopted a bottom-up approach in promoting social cohesion. Moreover, it suggests that the COSAY can collaborate with those operating in Abobo and/or Yopougon, including AVSI (on socio-political dialogue and training in Abobo), CERAP (on the training of community residents in Abobo), Indigo (on social research and intervention in Abobo and Yopougon), POJE-CI (AVSI's key implementation partner in Abobo), Save the Children (on child protection in Abobo and Yopougon and on participatory budgeting for youth-related budget in Yopougon) and WANEP (on the early warning system in Abobo) in planning and implementing the non-infrastructure component in the Type 2 pilot projects, given the thematic and geographic expertise and experience of each agency and organisation.

On the other hand, this map leaves out a gap in the left quadrant for agencies working on structural change seeking both tangible and intangible outputs.

In this sense, with the aim of bringing in structural change in the policy context of social cohesion, the COSAY Project highlighted the institutionalisation of the COSAY methodologies, including the creation of databases and the use of this for evidence-based municipal planning, the establishment of CCGs and its transformation into associations, and the setting-out of the TORs and job descriptions of relevant departments and officers in the commune offices during the Project period. These measures have resulted in tangible and intangible outputs through public service delivery. For instance, the end-line surveys indicate that community residents in the project sites have largely recognised evidence-based municipal planning, participatory implementation of public projects, and, as result of these, overall improvement in perceiving social cohesion, with reference to [Activity 1-10].

## **(5) National Policy on Social Cohesion**

### **1) Seminar Organised by the PNCS**

From 19 to 21 December 2018, the JET attended a seminar in Dabou, entitled "2018 Review of Actions of Solidarity, Social Cohesion and Fight Against Poverty", which was organised by the National Program of Social Cohesion (PNCS).

The objectives of the seminar were as follows:

- Favour experience-sharing and evaluate tools and actions in the field of social cohesion, solidarity and fights against poverty.
- Measure accountability, which is at the core of any action and any public policy.

- Share experience regarding existing synergies in order to capitalise and improve strategic action in the future.

With the governmental institutions at its core, different organisations attended the seminar. The list included the following: Government Organisations (i.e., Ministry of State; Ministry of Defence; Ministry of Solidarity, Social Cohesion and the Fight Against Poverty (MSCSLP) / Cabinet; National Coordination Centre for Early Warning Response Mechanisms (CNCMR); Ministry of Women, Family and Children; MSCSLP / Observatory of Solidarity and Social Cohesion (OSCS); MSCSLP /Project SWEED; Ministry of Animal and Fisheries Resources; MSCSLP/ Social Nets Project; MSCSLP / Directorate of Solidarity and Social Cohesion (DSCS); Ministry of Agriculture and Rural Development / AFOR, Ministry of Promotion of Youth and Youth Employment, National Commission of Human Rights of Ivory Coast (CNDHCI)); International Organisations or International Cooperation Agencies; JICA/COSAY, UNICEF and civil society organisations (i.e., Ivorian Observatory of Human Rights (OIDH), Confederation of Organisations of Victims of the Ivorian Crisis (COVICI), CARITAS Côte d'Ivoire and Grouping of Ivorian Human Rights Actors (RAIDH)).

Each organisation, including the JET, made a presentation to share their main mission, the outcome of 2018 activities, the success factors, and the difficulties encountered. Accordingly, the participants discussed and altogether compiled a report which included the analysis of the social situation after 2011 and 17 recommendations for the coming years.

## **2) Review of the PNSCS (2016-2020)**

The Ministry of Reconciliation and National Cohesion, which has been responsible for policy planning and implementation on social cohesion since the recent restructuring of ministerial functions in the government in 2021, organised a seminar on 16 July 2021 to inform the public regarding the progress and achievements made on the National Policy of Solidarity and Social Cohesion (PNSCS) from 2016 to 2020. The Ministry invited the JET to this event, which took place a day after the COSAY's final seminar on 15 July 2021, to which the Ministry sent the Director of the Minister's Office as its representative.

Following the conclusion of PNSCS in 2020, the Ministry expressed a desire to set out a new national policy on social cohesion between 2021 and 2025 during the event. Finally, the National Strategy for Reconciliation and Social Cohesion was prepared in October 2022.

### **2.1.9 Activity 1-9 Conduct baseline survey on social cohesion in the project areas**

#### **(1) Pilot Project Type 1**

##### **1) Batch 1 (FY2018)**

To evaluate the impact of the pilot projects on social cohesion in the area, baseline and endline surveys were conducted. As for the pilot project Type 1 Batch 1, the JET procured a survey

company for both surveys. Implementation of the two different surveys by the same company, with the same surveyors, would allow the JET to avoid a duplicated procurement and instruction process.

On 17 May 2018, the JET sent the request for quotations (RFQ) to seven local companies which were shortlisted based on their expertise, experiences and capacity (number of staff). Among the five companies which submitted proposals by the set deadline date of 24 May, one company which lacked the required documents was disqualified. Therefore, the evaluation committee, which consisted of MIS and the JET, opened the bidding documents of the remaining four companies on the same day. As a result, a survey company called “Etablissement Halley and Family”, which had the most efficient pricing in its financial proposal, was selected as the sub-contractor.

402 informants at each site were randomly selected by the sub-contractor considering their geographic coverage at the sub-quartier/village level and the demographic balance in terms of gender and three age groups. During the baseline survey, the subcontractor asked the contact information (phone number, etc.) of the informants for the endline survey. However, many informants were not willing to give their contact details because their answers to the questions contained sensitive information. Thus, the contractor calculated the number shortened in terms of sub-quartiers/village, gender, age groups, and randomly selected the new samples in order to try to maintain the geographic and demographic balance of the informants in the endline survey as much as possible.

The baseline survey was completed in July 2018. However, because of the vast amount of data to be analysed, the subcontractor needed some time to deliver its report. The JET accepted its delay on submission until the end of September considering the fact that though the main objective of the baseline survey is to compare its result with that of the endline survey, the findings of the baseline survey, which reflect the honest opinions of the residents, allowed the commune officers to better understand the situations of the residents in their communes.

## **2) Batch 2 (FY2019)**

The JET procured a survey company for both surveys, which is similar to what was done for pilot project Type 1 Batch 1 and Type 2.

On 12 April 2019, the JET sent the request for quotations (RFQ) to six local companies which were shortlisted based on their expertise, experiences and capacity (i.e., number of staff). Out of six companies which received the RFQ, three submitted their proposals by the deadline date of 19 April 2019. After the bid submission, the evaluation committee, which consisted of MIS and the JET, opened the bidding documents of the three companies on the same day. Two companies were disqualified as they did not submit some of the required documents. As a result, a survey company called “Etablissement Halley and Family” was selected as the subconsultant.



The baseline survey for Type 1 Batch 2 was completed in early June 2019. The subconsultant submitted the first draft in mid-July. The JET checked the draft and received the final version in August 2019.

**(2) Pilot Project Type 2**

The JET procured a survey company for both surveys similar to what was done for pilot project Type 1 Batch 1.

On 30 November 2018, the JET sent the request for quotations (RFQ) to seven local companies which were shortlisted based on their expertise, experiences and capacity (i.e., number of staff). Out of seven companies which received the RFQ, four submitted their proposals by the deadline date of 11 December 2018. All four companies responded by submitting their proposals and were therefore not disqualified. After the bid submission, the evaluation committee, which consisted of MIS and the JET, opened the bidding documents of the four companies on the same day. As a result, a survey company called “Etablissement Halley and Family”, which had the lowest financial proposal, was selected as the subconsultant.

The baseline survey for Type 2 was completed in January 2019. However, because of the vast amount of data to be processed and analysed, the subconsultant needed some time to deliver its report. The JET accepted the delay of submission accordingly until the end of February 2019.

**2.1.10 Activity 1-10 Conduct endline survey in the project areas**

**(1) Pilot Project Type 1**

**1) Batch 1 (FY2018)**

The endline surveys were conducted by the subconsultant after the completion of each pilot project. In addition to the quantitative survey based on the same questionnaire used for the baseline survey, the JET conducts interviews with the CCG (CCGPP) members to obtain additional information which would allow the JET to assess the impact of the Project both quantitatively and qualitatively. As for pilot project Type 1 Batch 1, the endline survey with a questionnaire was planned to be conducted by the subconsultant in October 2019.

**a) Internal Evaluation**

Prior to the subcontracted survey, the JET conducted the interviews with the CCG members in August and September 2019.

The results of the interview showed the different experiences and views of the CCG members. In general, the members felt that their relationships with other residents had improved. They got acquainted with other members from different segments through the CCG meetings. This aspect seemed to be applicable to all four sites. Beyond CCG, some members appeared to have successfully reached out to their groups in terms of sharing information, while others did not.

The trust in the commune office by the CCG members increased to some extent. Majority of the CCG members almost had no contact with the commune office or felt unconsidered by them before the start of the project. Now, commune office representatives attend the CCG meetings and listen to the opinions of the CCG members. Although some of the CCG members complained about the insufficiency of local employment during construction, they appreciated having been given the opportunity to express their concerns directly to the commune office. However, the interview also showed that, as for Gesco Manutention, the suspension of the construction of a fence had a negative impact on the relationship between the commune office and residents. Many CCG members felt frustration since the construction was stopped due to the lack of payment to the contractor by the commune office.

As for the difficulties faced by the CCG, the members mentioned the lack of financial support for communication and documentation. In addition, it was also difficult for the CCG members, especially the President or Vice-President, to mobilise the CCG members who were less motivated. The CCG members said that some people do not want to do anything on a voluntary basis or have no interest in a selected infrastructure project.

**b) Subcontracted Survey**

As for Pilot Project Type 1 Batch 1, the endline survey using a questionnaire was conducted in October 2019 by the subconsultant “Etablissement Halley and Family” that was engaged for this baseline survey.

The survey was completed in early November 2019. The subconsultant submitted the first draft report in December 2019. The JET checked the draft and received the final version in March 2020.

**2) Batch 2 (FY2019) and Type 2**

**a) Internal Evaluation**

Simultaneously with the subcontracted survey, the JET conducted the interviews with the CCG members of the pilot project Type 1 Batch 2 and Type 2 in June and July 2020. The results of the interview showed similar experiences and views of the CCG members of the pilot project Type 1 Batch 1.

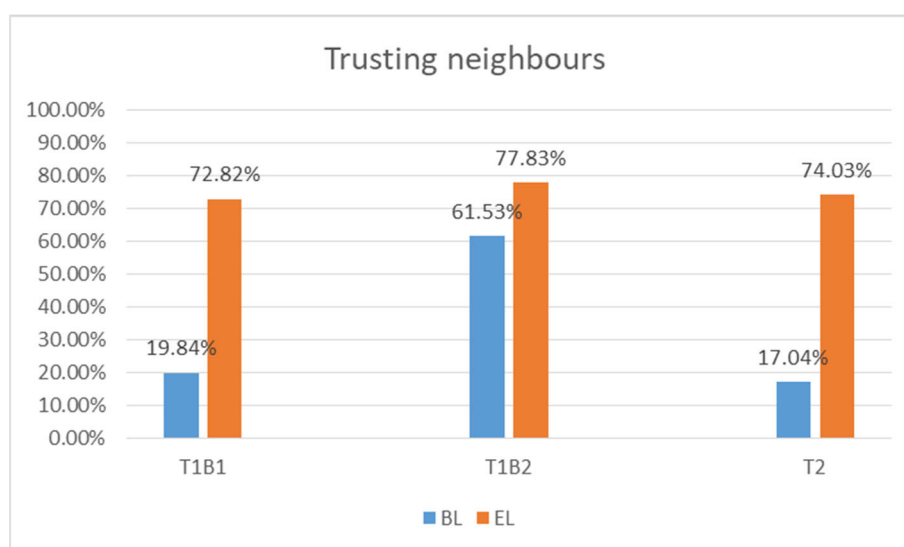
**b) Sub-contracted Survey**

The JET subcontracted ‘Etablissement Halley and Family’, the same consulting firm which conducted the baseline and endline surveys to date, in order to undertake the remaining surveys for pilot projects Type 2 and Type 1 Batch 2 between May and June in 2020. As for the questionnaire used for the endline survey for the Type 2 sites, some questions concerning infrastructure projects and non-infrastructure community actions were added to examine their efficacy and impacts.

The JET examined and validated the draft reports in July 2020. The JET made a presentation on the key findings to the MIS, and the Abobo and Yopougon Commune offices at the Working Group meeting that took place on 30 September 2020.

## (2) Key Findings from the Endline Survey

The key findings from the surveys include, among other things, the Project is likely to have a positive impact on social cohesion both vertically (between the commune offices and residents) and horizontally (among the residents). Please note that although the findings from Abobo and Yopougon Communes were segregated during the actual presentation at the Working Group meeting, the results discussed in the succeeding text combine and summarise the findings in both communes. This is because the two communes show similar tendencies based on the findings. Firstly, the residents showed an improved trust in their neighbours during the Project period in all Project sites. For instance, an indicator that measures trusting relationship between residents before and after the Project has improved from 19.84% to 72.82% in the Type 1 Batch 1 sites; from 61.53% to 77.83% in the Type 1 Batch 2 sites; and from 17.04% to 74.03% in the Type 2 sites, respectively (see figure below). A significant improvement in the Type 2 sites indicates a high degree of likelihood that non-infrastructure activities have strongly contributed to the improvement of trusting relationship between residents.

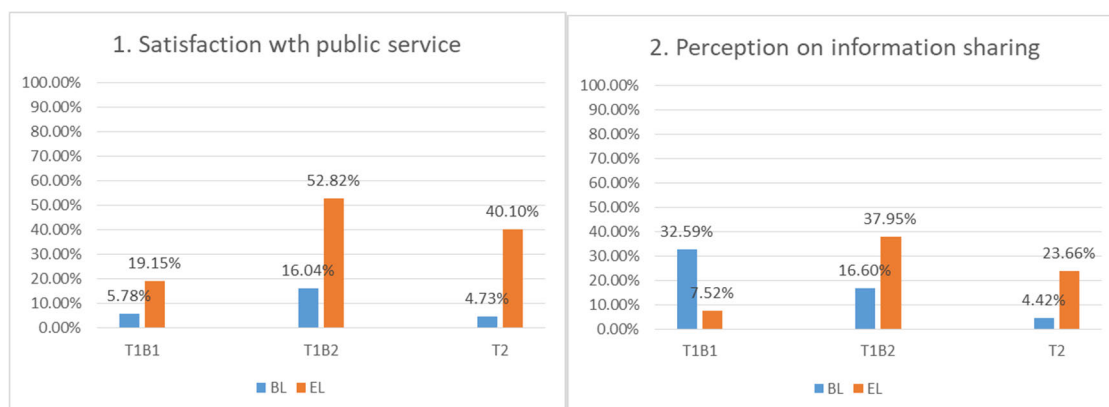


Source: JICA Expert Team

**Figure 2.1.5 The result of a sample indicator to measure horizontal relationship**

Secondly, the residents' satisfaction with public service and their perception on information-sharing both improved during the Project period, except for the deterioration of perception on information-sharing in the Type 1 Batch 1 sites. For instance, an indicator to measure satisfaction with public service has improved from 5.78% to 19.15% in the Type 1 Batch 1 sites; from 16.04% to 52.82% in the Type 1 Batch 2 sites; and from 4.73% to 40.10% in the Type 2 sites, respectively. In turn, an indicator to measure perception on information-sharing shifted from 32.59% to 7.52%

in the Type 1 Batch 1 sites; from 16.60% to 37.95% in the Type 1 Batch 2 sites; and from 4.42% to 23.66% in the Type 2 sites, respectively (see figures below).



Source: JICA Expert Team

**Figure 2.1.6 The result of a sample indicator to measure vertical relationship**

On the other hand, with regard to the analysis of variables composed of perceptions on information-sharing in detail, two observations were made on the cause of the deterioration of public perception on information-sharing in the Type 1 Batch 1 sites. Firstly, contradiction is observed in the significant increase in ‘PERFECTLY informed’ (from 2.12% to 5.85%) and the significant decrease in ‘SUFFICIENTLY informed’ (from 30.47% to a mere 1.68%). Both variables are aggregated to indicate positive perception on information-sharing. This implies a possible inconsistency of interview techniques between the baseline and endline surveys on the side of surveyors in the Type 1 Batch 1 sites. Secondly, contradiction is also observed in the significant decrease in ‘NOT informed’ in nearly all variables that delineate the areas of which the respondents feel uninformed, including jobs creation (from 24.13% to 5.41%) and budgeting (from 14.12% to 2.05%), which are most relevant to the Project. This implies a positive impact of the Project on information-sharing in Project-related areas. Given these contradictions, the JET considers a high degree of probability that the surveyors were unfamiliar with the questions and methods in the very first survey which took place in the Type 1 Batch 1 sites between June and July 2018<sup>10</sup>.

Moreover, despite general improvement in residents’ satisfaction with public service and perception on information-sharing, variables on public service and information-sharing remain low as they comprise mostly less than 50%. The results indicate that majority of residents remained dissatisfied with the commune offices in terms of the two indicators. In this sense, during the Working Group meeting, the JET advised the commune offices to make a continuous

<sup>10</sup> In practice, the concerned data are considered as the so-called ‘outlier’. The data collected by the surveyors are not erroneous. The JET thus oversaw a contingency table, analysed contradictions among the variables, and made a conclusion that an error may have existed in the technique and method of data collection. At the same time, the JET highlights two points as follows: 1) this outlier should not refute a high degree of likelihood that the project improved vertical and horizontal relationship, and 2), in general, analysing co-relations in social change requires flexible interpretation on its cause and effect.

effort to take a participatory and inclusive approach to project planning and implementation, and improve the vertical social cohesion relationship.

## 2.2 Activities for Output 2

**CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.**

### 2.2.1 Activity 2-1 Review the Phase 1 activities

#### (1) Review for Mechanism of Public Services by the Commune Offices

##### 1) Roles and Functions of Commune Office in Public Service Delivery

The JET undertook a desk review of the legal framework for the local administration in November 2017. Among others, law 2003-208 of 7 July 2003 on the transfer of competence of the state to the local authorities stipulates sixteen areas on which communes focus in service delivery: 1) spatial planning; 2) development planning; 3) urban planning and housing; 4) channelling communication and networks; 5) transportation; 6) health and public hygiene; 7) environmental protection and natural resource management; 8) security and civil protection; 9) education and vocational training; 10) social, cultural and human promotion; 11) sports and leisure; 12) promoting economic development and employment; 13) promoting tourism; 14) communication; 15) hydraulics, sanitation, and electrification; and 16) promoting the family, youth, women, children, the disable and the elderly.

More recently, in this relation, law 2014-451 of 5 August 2014 on the orientation of the general organisation of the local administration defines six missions that communes shall highlight: 1) the organisation of collective life; 2) the participation of the population in the management of local affairs; 3) the promotion and realisation of local development; 4) the modernisation of the rural world; 5) the improvement of the living environment; and 6) the management of land and the environment.

This selected review suggests that communes promote civic participation in planning and socio-economic dimensions in service delivery. In other words, communes are required to address local needs in a participatory manner and lead economic and infrastructural development. The law does not necessarily promote social cohesion in planning and delivering public service, although some policies have highlighted the role of social cohesion in peacebuilding (e.g., National Policy on Solidarity and Social Cohesion, National Development Plan, etc.). This indicates that challenge remains in legally framing social cohesion in public service at the local level.

##### 2) Planning and Budgeting in Communes

With regard to the planning and budgeting of communes, inter-ministerial order 123 of the Ministry of Interior of 20 May 1983 on the model of the operational document justifying rations

of the three-year plan of the communes and the city of Abidjan, and law 2003-489 of 26 December 2003 on the financial, tax and fiscal regime of the local authorities stipulate the schedule, process, and inter-governmental relationship when communes elaborate three-year plans and annual budgets. Yet, the extent to which communes follow these in practice is unknown. In this sense, the JET undertook interviews with relevant government officers in November and December 2017, and explored the gap between regulations and practice, if any, in planning and budgeting.

With regard to the schedule, the JET found the following irregularity. The regulations stipulate that communes shall elaborate a three-year plan from January to April; submit it to municipal councils in May for approval in July; translate it into the annual budget from July to December; and execute it from January to December in the following year. In practice, however, communes often elaborate the plan from March to April; submit it to councils in May for discussion; revise and translate it into the budget from July to March; and execute it from March to December in the following year. This indicates three gaps between regulations and practice: 1) concurrent planning and budgeting from July to March (although the schedules of planning (January to April) and budgeting (July to December) are clearly divided in law, they are vaguely separated in practice: the commune offices continue to modify and revise the three-year plan in the budgeting process from July onwards); 2) extensive budgeting over the fiscal year from January to March; and 3) shortened execution of budget from March to December. The JET kept this in mind in scheduling and advising the communes to plan and implement the pilot projects, in particular Type 1.

In turn, the law does not stipulate the content and principle in municipal planning and budgeting. For example, the law does not specify priority areas. This will allow local politicians, such as mayors and councillors, to favour their socio-political base in municipal planning and budgeting and increase political favouritism and patrimonialism. This will result in making public service delivery unfair and unequal, which undermines social cohesion. In this sense, communes face legal and institutional challenges to make municipal planning and budgeting participatory/inclusive, objective/evidence-based, and thus socially legitimate.

With regard to inter-governmental relationships in municipal planning and budgeting, communes are required to engage with various governmental institutions, among others, the Ministries of Planning and Development, Interior, and Budget, and the Office of the Inspector-General. Firstly, the Ministry of Planning and Development (MPD) used to instruct communes to ensure their three-year plans comply with the national development plan. Yet, it is no longer applied due to proceeding decentralisation under the current administration. The lack of inter-governmental coordination in planning affects policy cohesion between the national and local levels. Secondly, the current regulations authorise the Ministry of Interior to largely monitor municipal planning, budgeting and execution. The lack of ministerial intervention attributes to the above-mentioned irregularity at communes. Partly in this connection, budget execution seems low at communes. Thirdly, the Ministry of Budget (precisely, the Secretariat of State to the Prime Minister in charge

of Budget and Portfolio of the State) has controlled the cash-flow and payment of the state. The requirement of ministerial approval partly causes communes to delay payment. Fourthly, neither the Office of the Inspector-General nor municipal councils have undertaken annual audits at communes. The lack of auditing increases the risk of corruption at communes.

**Table 2.2.1 Planning and budgeting in regulation and practice, and its challenges**

Regulations	Practice
<b>1. The schedule of municipal planning, budgeting and execution</b>	
<ul style="list-style-type: none"> <li>➤ Planning: January to April</li> <li>➤ Deliberation at the council: May to July</li> <li>➤ Budgeting: July to December</li> <li>➤ Execution: January to December next year onwards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Planning: March to April</li> <li>➤ Deliberation at the council: May to July</li> <li>➤ Budgeting &amp; Planning: July to March</li> <li>➤ Execution: March to December next year onwards</li> </ul>
<b>2. The content and principle in municipal planning and budgeting</b>	
<ul style="list-style-type: none"> <li>➤ The law does not specify the content and principle in municipal planning and budgeting.</li> </ul>	<ul style="list-style-type: none"> <li>➤ This may increase political favoritism and patrimonialism, and undermine social cohesion.</li> </ul>
<b>3. Inter-governmental relationship of communes and its challenges</b>	
<ul style="list-style-type: none"> <li>➤ The Ministry of Planning and Development had no longer instructed communes to comply the three-year plans with the national development plan. This will undermine policy cohesion between national and local levels.</li> <li>➤ The Ministry of Interior has merely monitored municipal planning, budgeting, and execution. Partly relating to this, budget execution seems low at communes.</li> <li>➤ The Ministry of Budget controls the cash-flow of the state. This partly attributes to the delay of payment at communes.</li> <li>➤ Neither the Office of Inspector-General nor the municipal councils has conducted annual audit at communes. This increases the risk of corruption at communes.</li> </ul>	

Source: JICA Expert Team

### 3) Utilisation of the COSAY Methodologies and Promotion of Social Cohesion

In reviewing the current level of the utilisation of the COSAY method, the JET undertook interviews with commune officers in Abobo and Yopougon Communes in December 2017, and presented the findings at the ‘Workshop on Reviewing the COSAY Phase 1’ that took place in Abobo Commune on 15 December 2017, and in Yopougon Commune on 20 December 2017.

The interview revealed that both communes have made efforts to apply the COSAY methodologies to service delivery, in particular, the participatory approach to the municipal projects. For example, Abobo Commune employed the COSAY method in a project to expand a commune-run market. The market expansion required the commune to manage and reconcile competing interests within and between the merchants who possess their shops in the market and the residents who live near the market. The commune adopted the COSAY methodologies, organising participatory meetings and mediating the conflicts of interest between the affected populations in the project.

In turn, both communes also expressed the challenges. Due to the novelty of the method, the communes faced difficulties in practice, among others, paying expenses to organising and coordinating the participatory meetings and managing multiple stakeholders in the community. While the communes did not include these expenses in the budget, the participants were not always cooperative with the communes. Also, the communes often lack the capacity to manage the heated discussions in the participatory meetings. Despite these challenges, the Deputy Mayor of Abobo Commune and the Secretary-General of Yopougon Commune, the most senior participants in the workshop, expressed their continuous commitment to the COSAY method in service delivery.

#### **4) Existing System**

To propose the ideas how to utilise the social and infrastructure database in the process of making three-year plans in both communes, the JET collected information about the current ways to draft three-year plans as summarised in the tables below. For the three-year plan, the procedures for both Abobo and Yopougon Communes, which were slightly different from each other, were compiled after having several meetings between the communes and the JET. The steps were presented by the technical departments during the 7th Working Group meeting, which provided the occasion for the social departments to learn the process. It should be noted that each commune office has its own way to collect information from outside such as hiring consultants (Abobo) and compiling the voices of the residents (Yopougon).



**Table 2.2.2 Process of Making the Three-Year Plan (Abobo)**

DIFFERENT STEPS	ABOBO
<p><b>Step 1:</b> Identification of issues to be addressed</p>	<p><b>1. Orientation of action from reference documents:</b> Diagnosis study on infrastructures needs through:</p> <p><b>a. Documents presently used</b></p> <ul style="list-style-type: none"> <li>- “L’audit organisationnel, financier et urbain”, ⇒ Made by the project “Projet d’Urgence d’Infrastructures Urbaines (Urgent Project for Urban Infrastructures: PUIUR)”, financed by World Bank in 2014</li> <li>- “Le Plan d’Action Concertée (PAC)” ⇒ Made by Bnetd with the contribution of SODECLI, CIE and the residents of the commune in Jan 2014</li> <li>- “The Plan d’Urgence de la Commune d’Abobo” ⇒ Made by referring to “L’Audit Organisationnel” and PAC in 2017, financed by the Presidency</li> </ul> <p><b>b. Documents they should normally refer to in addition of those mention above</b></p> <ul style="list-style-type: none"> <li>- “Plan Stratégique de Développement (PSD)”,</li> <li>- “The National Development Plan (NDP)” ⇒ The three-year plan of Abobo complies with some strategic axes in the NDP.</li> <li>- Le programme spécial de réhabilitation et d’équipement d’Abobo ⇒ Made by Bnetd</li> <li>- SDUGA</li> </ul> <p><b>2. Data Collection (needs of the population):</b></p> <ul style="list-style-type: none"> <li>- Services of a research firm (Consultants)</li> <li>- SODECLI (water service) and CIE (electricity service) give information on populations needs in terms of water and electricity facilities</li> <li>- Populations are also consulted by the consultants in order to know their needs.</li> </ul>
<p><b>Step 2:</b> First draft of the three-year plan</p>	<p><b>1. Draft made by Technical Services Direction considering some parameters:</b></p> <ul style="list-style-type: none"> <li>- Technical parameters: the requirements of the city (needs for urgent actions in terms of infrastructure, e.g., seriously damaged road)</li> <li>- Continuity parameters: slippage of projects, continuity of actions from the previous three-year plan</li> <li>- Political parameters: mayor's projects</li> </ul> <p><b>2. Prioritisation:</b></p> <ul style="list-style-type: none"> <li>- Relevance, Cost, Priority is also given to projects that can be completed within a short period of time. Those projects are implemented before others</li> </ul> <p><b>3. Modification:</b></p> <ul style="list-style-type: none"> <li>- The mayor can add, modify or withdraw projects</li> </ul>
<p><b>Step 3:</b> Municipal Council Notice (Internal Approval)</p>	<p><b>1. Analysis:</b></p> <ul style="list-style-type: none"> <li>- The technical department hands over the three-year plan to the mayor for internal approval (or modify it if necessary)</li> <li>- Once the mayor approves the document, it is passed on to the municipality (composed of 6 deputy mayors and the mayor) for their consideration.</li> <li>- The Municipal Council (50 people) decide the priorities at « majority » based on relevance and cost criteria.</li> </ul>

DIFFERENT STEPS	ABOBO
<b>Step 4:</b> Second draft (Finalisation at the Commune level)	<p><b>1. Adoption:</b></p> <ul style="list-style-type: none"> <li>- 4 specialised commissions (i.e., economic, financial and domanical affairs committee; committee of town planning, public works, the environment and the living environment; social and cultural affairs committee; education, training and health committee) made of Municipal Councillors analyse and modify (if necessary) the three-year plan on economic, social and cultural aspects</li> <li>- Adopted by the Municipal Council</li> </ul>
<b>Step 5:</b> Approval and finalisation (External)	<p><b>1. Submission for examination by DGDDL</b></p> <ul style="list-style-type: none"> <li>- The services of the DGDDL examine the form (i.e., follows the correct procedure before the Municipal Council)</li> <li>- The file is transmitted to the agency responsible of studies who checks the file (compulsory expenses (subvention to police stations, needy etc.), continuity of dispose expenses, debt elimination plan, method of analysis of budget documents)</li> </ul> <p><b>2. Consultation of Coordination Commission of Communal Development (composed of services from the ministries of economy, public administration, urbanisation, other technical ministries involved, Bnetd and DGDDL)</b></p> <ul style="list-style-type: none"> <li>- Examine the respect of the rules in the form and the background information (e.g., budget balance, budget increase -- maximum is at 20%)</li> <li>- Proceedings with corrections or recommendations</li> </ul> <p><b>3. Submission to MIS for approval</b></p> <ul style="list-style-type: none"> <li>- The file is sent to MIS Cabinet for signature (approval)</li> </ul>
<b>Step 6:</b> Implementation / Execution	<ul style="list-style-type: none"> <li>- The final document is shared with services concerned for implementation</li> <li>- The projects mentioned in the plan are implemented</li> </ul>
<b>Step 7:</b> Information disclosure	The information is disclosed during the Municipal Council meeting

Source: JICA Expert Team

**Table 2.2.3 Process of Making the Three-Year Plan (Yopougon)**

DIFFERENT STEPS	YOPOUGON
<b>Step 1:</b> Identification of issues to be addressed	<p><b>1. Strategic orientation of the action:</b></p> <ul style="list-style-type: none"> <li>- <b>Public administrations (Education, Health directions) submit their needs (through mail)</b></li> <li>- <b>National Development Plan (NDP)</b> ⇒ Any operation refers to a strategic orientation of the NDP</li> <li>- <b>Donors Development Programs</b></li> </ul> <p><b>2. Data Collection:</b></p> <ul style="list-style-type: none"> <li>- Municipal Council proposal (mayor, his deputies and the Municipal Councillors)</li> <li>- <b>Technical Services Direction Proposal</b> ⇒ Technical Department makes a list of all the requests from the residents</li> <li>- Populations submit their requests by mails to Technical Services Direction or just by telling the commune officers directly during their visits</li> <li>- Population also can voice their requests during the municipal council meeting</li> <li>- Proposal of the deputy mayors to the mayor without any order. The deputy mayors submit their list of finished proposals to the mayor. The mayor gathers all the proposals and sends them to the Technical Services.</li> </ul>

DIFFERENT STEPS	YOPOUGON
<b>Step 2:</b> First draft of the three-year plan	<p><b>1. Long list elaboration by Technical Services Direction:</b></p> <ul style="list-style-type: none"> <li>- Technical Services make a long list of the projects based on the feasibility study (for both budgeted and non-budgeted projects)</li> <li>- Technical Services make an appraisal of the projects (cost), since some projects are budgeted, and some are not budgeted</li> <li>- Technical Services submit the list to the mayor and his deputies</li> </ul> <p><b>2. Short list elaboration:</b></p> <ul style="list-style-type: none"> <li>- Prioritisation of the projects (cost, emergency and relevance) by the Municipal Council</li> </ul> <p>Sometimes, priority is given to school, road and playground facilities</p>
<b>Step 3:</b> Municipal Council Notice (Internal Approval)	<p><b>1. Notice and analysis of the Municipal Council:</b></p> <ul style="list-style-type: none"> <li>- The short list is submitted to the Municipal Council who checks whether the populations' needs have been taken into account</li> <li>- Prioritisation (appraisal cost/advantage, number of beneficiaries, emergency) made by the Municipal Council</li> <li>- Two specialised committees (financial, economic and domanian; social and cultural affairs) made of Municipal Councillors analyse and modify the short list (if necessary)</li> </ul>
<b>Step 4:</b> Second draft (Finalisation at the commune level)	<p><b>1. Adoption:</b></p> <ul style="list-style-type: none"> <li>- Reading of selected projects for revision</li> <li>- Adopted by the Municipal Council</li> </ul>
<b>Step 5:</b> Approval and finalisation (External)	<p><b>1. Submission for examination by MIS</b></p> <ul style="list-style-type: none"> <li>- The services of the DGDDL examine the form (follows the correct procedure before the Municipal Council)</li> <li>- The file is transmitted to the agency responsible of the studies who checks the file (e.g., compulsory expenses (subvention to police stations, needy etc.), continuity of dispose expenses, debt elimination plan, method of analysis of budget documents)</li> </ul> <p><b>2. Consultation of Coordination Commission of Communal Development (composed of services from the ministries of economy, public administration, urbanisation, other technical ministries involved, Bnetd and DGDDL)</b></p> <ul style="list-style-type: none"> <li>- Examine the respect of the rules in the form and the background (budget balance, budget increase (maximum is at 20 %)</li> <li>- Proceedings with corrections or recommendations</li> </ul> <p><b>3. Submission to MIS for approval</b></p> <p>The file is sent to MIS Cabinet for signature (approval)</p>
<b>Step 6:</b> Implementation / Execution	<ul style="list-style-type: none"> <li>- The final document is shared with services concerned for implementation</li> <li>- The projects mentioned in the plan are implemented</li> </ul>
<b>Step 7:</b> Information disclosure	<p>The population are informed only when the projects are implemented</p>

Source: JICA Expert Team

## (2) Ex-post Review for the Pilot Projects under COSAY Phase 1

### 1) CCGPP

In general, CCGPP functioned to generate better relationships/friendships among the residents working on the pilot projects under COSAY Phase1. Ex-CCGPP members noted that, since the CCGPPs are composed of representatives of different segments, the composition promoted

communication between people who had not known each other before or even after completion of pilot projects under COSAY.

Meanwhile, its development varies depending on what kind of rehabilitation they engaged in. In terms of the CCGPP of school rehabilitation, ex-CCGPP members tend to continue their work as COGES members for the operation and maintenance of school facilities. However, for the CCGPP of road rehabilitation, it became very difficult for the ex-members to take care of the road maintenance because the technical issues are such that only road engineers can deal with, and the illegal dumping of garbage by the population is not limited to the area, but is also from neighbouring quarters. Although difficulties in road maintenance cannot be overcome by the ex-road CCGPP, there are some positive cases. In the area of Lycée Municipal Road, ex-CCGPP established the quartier management committee (CGQ) during the period of the pilot project under Phase 1, which has continued their work such as meetings and road cleaning continuously since Phase 1. The ex-CCGPP for Plaque Road turned into an NGO and performs to promote sensitisation on social issues. Also, in Banco 2, ex-CCGPP established the association named COGERB2 after the pilot project under Phase 1. They organised meetings by ex-CCGPP members in collaboration with the commune aiming at disseminating the health and hygiene information to the residents. This kind of meeting was never held before Phase 1.

This ex-post review of CCGPP found several recommendations concerning management of CCGPP that were raised by the ex-CCGPP members as mentioned below:

- It is better to set TORs for CCGPP to balance the tasks among the members;
- Periodical meetings should be held (e.g., once every two weeks, in the afternoon of weekdays);
- In addition to meetings at mosques and churches, occasions of ceremonies can be utilised for sharing information discussed in CCGPP; and
- Breaking down a CCGPP into small groups consisting of three members at maximum for effective communication with residents.

## **2) Utilisation and Maintenance of the Facilities**

Concerning rehabilitated facilities by the pilot projects under COSAY Phase 1, for observation the actual situation of each pilot project site, the JET visited each site from the beginning of December 2017 to the middle of February 2018. The JET and the CPs from the technical service departments observed the conditions of the rehabilitated facilities and had interviews with ex-CCGPP members and COGES members about current conditions and maintenance practices for the facilities.

The table below summarises the utilisation and maintenance of the road facilities.

**Table 2.2.4 Conditions of Rehabilitated Road Facilities under COSAY Phase 1**

Commune	Yopougon Commune		Abobo Commune	
Pilot Project Sites	Road from Lycée to la Clinique Nazareen	Road for EPP Banco 2	Road for Lycée Municipal	Road to EPP Plaque 1 & 2
Current Condition of Asphalt Pavement	Partially damaged	Partially damaged	Almost good and utilised without problem	Almost good and utilised without problem
Cause of damage of Asphalt Pavement	<ul style="list-style-type: none"> <li>- Weak Pavement Structure against increased heavy traffic volume</li> <li>- Vehicles outside the community increased using as bypass</li> </ul>	<ul style="list-style-type: none"> <li>- Weak Pavement Structure against increased heavy traffic volume</li> <li>- Vehicles outside the community increased using as bypass</li> </ul>	<ul style="list-style-type: none"> <li>- Due to the dead and flow end, only vehicles inside the community are used.</li> <li>- Main reason is that there are not many heavy vehicles travelling on the road</li> </ul>	<ul style="list-style-type: none"> <li>- Due to the dead and flow end, only vehicles inside the community are used.</li> <li>- Main reason is that there are not many heavy vehicles travelling on the road</li> </ul>
Maintenance	Replacement is required for the damaged portion.	Replacement is required for the damaged portion.	Partial replacement or patching is required.	Partial replacement or patching is required.
Current Condition of unpaved portion	No unpaved portion	Eroded by rainwater	Heavily eroded by rainwater	No unpaved portion
Cause of damage for unpaved road		Overflow of rainwater from the upstream	Overflow of rainwater from the upstream	
Condition of Drainage Facility	<ul style="list-style-type: none"> <li>- Almost good U-ditch is filled with garbage in some sections</li> </ul>	<ul style="list-style-type: none"> <li>- Considering the concentration of rainwater from the upstream, one side U-ditch doesn't have enough capacity.</li> <li>- Plan of construction of both side U-ditch and securing budget are proposed to the municipalities and MIS.</li> <li>- Garbage is dumped at the end of the U-ditch and road.</li> </ul>	<ul style="list-style-type: none"> <li>- Considering the concentration of rainwater from the upstream, one side U-ditch doesn't have enough capacity.</li> <li>- Plan of construction of U-ditches on both sides and securing budget are proposed to the municipalities and MIS.</li> <li>- U-ditch is filled with garbage in some sections.</li> </ul>	<ul style="list-style-type: none"> <li>- Almost good U-ditch is filled with garbage in some sections.</li> </ul>
Maintenance of Drainage Facility	Periodically Cleaning of U-Ditch is necessary to avoid overflow of rainwater on the pavement, since some sections are blocked by garbage. It is required for resident people to ban dumping of garbage into the U-ditch. It is required to establish the system to clean the U-ditch periodically.			

Source: JICA Expert Team

In addition to the physical problems in the roads and their neighbouring areas, especially unpaved areas, strong frustration of the residents was observed. Ex-CCGPP members also expressed their concerns about fragmentation of the communities between the paved areas and the eroded areas.

According to the ex-post review, follow-up actions have to be considered for the road for EPP Banco 2 in Yopougon and the road for Lycée Municipal in Abobo.

The table below summarises the utilisation and maintenance of the school facilities.

**Table 2.2.5 Conditions of Rehabilitated School Facilities under COSAY Phase 1**

Commune	Abobo		Yopougon	
Site	EPP PLAQUE1,2	GS ANONKOUA KOUTEE3,4	GS Palmeraie 1 et 2	GS SOGEFIHA 6
Project contents	New construction 6 cls + toilets	Rehabilitation 6 cls + toilets	New construction 6 cls + toilets, temporary (2cls)	Rehabilitation 19 cls + toilets
Current condition and usage of the facility	There is no serious damage that needs to be repaired.			
	- Almost good condition, clean	- Almost good condition, clean	- Almost good condition - Small holes on the floor and descent of the fittings can be found, but they do not impair the condition of the building structure.	- Almost good condition, clean
Problems related to maintenance	- There are some inconveniences in practical usage such as narrow corridor on the 1st floor of the building.	- The water stagnates in the schoolyard during the rainy season (drainage problem) - The sink is broken.	- Water stagnates constantly in the schoolyard, especially during the rainy season (Drainage problem)	- Water lifting machine does not function
	- Maintenance of the facility itself is appropriate. - Cleaning surrounding atmosphere	- Almost all the facilities are well-maintained. - Drainage maintenance of schoolyard is needed	- Maintenance of the facility itself is appropriate. - Struggling with the drainage of water on the schoolyard.	- Maintenance of the facility itself is at an almost appropriate level.
Others	- CM had built an EPP with the improvement plan next to the project construction. - Lack of budget for the construction of the fence - Problem of financing for the maintenance	Problem of financing for the maintenance	The temporary classrooms were used by COGES for its construction activities. - The toilet is not in use due to security reasons. - Problem of financing for the maintenance	- MTN financed the rehabilitation of other buildings inside the GS. - Toilets are not well maintained. - Problem of financing for the maintenance

Source: JICA Expert Team

Although COGES is responsible for the daily maintenance of the school facilities, the commune offices are required to supervise maintenance activities by COGES for durable maintenance of those facilities that belong to the commune offices.

Regarding the problem of water disposal, the causes are complex. Communes will guide COGES to clean clogged drainage facilities periodically as well as eliminating the height difference between the schools and surrounding areas.

### **2.2.2 Activity 2-2 Follow-up the Phase 1 activities if the intervened area faced challenges on social cohesion**

Concerning the erosion of the roads of EPP Banco 2 in Yopougon and Lycée Municipal in Abobo which were constructed under COSAY Phase 1, the JET studied and proposed three possible follow-up actions with different durability and required costs. Since the MIS had never visited these two sites after the commencement of the COSAY Phase 2, the MIS organised a joint site visit with the participation of the commune officers and the JET on 8 August 2018. The main objective of this visit was to deepen the understanding of MIS on the current condition of the roads. After the visit, the technical department of each commune office made a report of the situation of all the road sites of COSAY Phase 1 and submitted it to MIS.

On 24 August 2018, MIS hosted a meeting with the attendance of the commune officers, deputy mayors and the JET to review the visit and discuss further actions to be taken. Each commune office read out the report and identified the problems to be solved. The JET and the C/P discussed not only how to rehabilitate the roads, but also how to maintain the facility after rehabilitation. As it is necessary to keep the gutters clean to avoid similar problems, the MIS stressed the point that the commune offices need to make an effort to clean the gutters and sensitise the residents.

#### **(1) Emergency Maintenance Works**

The JET conducted the topographic survey in December 2018 and started the urgent maintenance work for the coming rainy season.

##### **1) Topographic Survey and Design Works**

On 29 November 2018, the request for quotation with Terms of Reference was distributed to the nominated local consultants based on the previously collected information. On 10 December 2018, in the MIS / DDGDDL meeting room, the cost estimation and qualification documents of each local consultant were confirmed in the presence of the MIS and the JET. After checking the cost estimation and qualification documents, a subconsultant agreement was made with HYDRO-CO on 14 December 2018.

The Survey consisted of eight sub-components: (i) Mobilisation and Demobilisation, (ii) Three temporary benchmarks installation for each commune, (iii) Plane survey based on the total number of stations, (iv) Centreline / Profile Levelling Survey of the Road, (v) Cross Section Survey of the Road, (vi) Mapping, (vii) Hydrological Investigation, and (viii) Reporting. All these surveys were carried out along the roads of Lycée Municipal, Abobo Commune and Banco 2, Yopougon Commune.

The outputs of design included the following: 1) Design drawings including the plan and profile, typical cross-section and structural drawings of the protection work; 2) Quantity calculation sheets; 3) Provisional Bill of Quantity on the basis of the result of cost estimation; and 4) Reporting on Hydrological Investigation in area of terminal water flow point of the drainage and determining the size of drainage facilities for each road of both communes. The report on Hydrological Investigation prepared by HYDRO-CO was mostly revised and improved by the JET because additional study was needed, which was not expected at the initial stage.

On 13 December 2018, the kick-off meeting between MIS, Abobo Commune, Yopougon Commune, AGEROUTE (invited but absent), JICA and the JET was held to share understandings of the road problem, to confirm the scope of cooperation with AGEROUTE, and to confirm the purpose of the survey. On 20 December 2018, another meeting with AGEROUTE was held to confirm the above purpose. At that time, AGEROUTE commented that HYDRO-CO is recommended and qualified to implement the Topographic Survey and Design Work.

On 4 February 2019, the second meeting between MIS, Abobo Commune, Yopougon Commune, AGEROUTE, JICA and the JET was held after the kick-off meeting, and ideas on emergency measures and full-scale construction were presented by the JET.

## 2) Construction Works

Based on recommendations by the commune offices concerning the eligible contractors, a shortlist was prepared on 26 February 2019 at in the MIS / DGDDL meeting room in the presence of the MIS, JICA and the JET representatives. Afterwards, the nomination of the competitive bidding participants was conducted. After conducting the technical evaluation and contract negotiations, "EMACI" was contracted on 4 March 2019.

The construction work commenced on 15 March 2019 after the Abobo and Yopougon Communes issued the permission of road use. The work was completed by the end of May 2019, although work efficiency decreased due to rainfall before the start of the rainy season (May).

In order to carry out a joint completion inspection and delivery efficiently within the limited construction period, a preliminary inspection was conducted by the communes. The items for repair are indicated below. The main items for repair included the following:

### Abobo

- i) Reinforcement of entrance for pipe culvert by masonry
- ii) Removal of unnecessary items in the drain

### Yopougon

- i) Restoration and reinforcement of existing temporary bridge for pedestrians
- ii) Reinforcement of catch basin by masonry

After confirming that the above repair works had been completed, the joint completion inspection and delivery were carried out by the JICA Côte d'Ivoire Office, MIS, the communes, the ex-



CCGPP, the contractor, and the JET on 8 May 2019 for Yopougon and 20 May 2019 for Abobo, respectively.

The construction works were considered urgent maintenance works in preparation for the rainy season that begins around the end of May. Therefore, there is no warranty period after the delivery, and a warranty inspection will not be assumed or implemented. It was mentioned in the letter of delivery that the roads would be maintained by the communes. The JET requested the communes to clean the drainage systems by removing garbage and sand, to inspect the condition of the roads and drainage systems after heavy rain, and to repair the roads and drainage systems when damaged. It was stressed that there are risks of damage as the structures adopted in emergency maintenance work were very simple.



Source: JICA Expert Team

**Figure 2.2.1 Results of the Emergency Maintenance Works**

The commune offices and the JET consulted the ex-CCGPPs of Banco 2 and Lycée Municipal concerning the follow-up actions on the constructed road. As mentioned above, the ex-CCGPP members joined the joint inspection and delivery of the maintenance work.

**(2) Supplementary Work**

In the beginning of September 2019, the mission from JICA headquarters reviewed the road rehabilitated in Phase 1. JICA had interviews and discussions with the commune officers on the current situation. It was found that the commune offices faced difficulty in procuring the financial

resources to implement the follow-up work for the said road. During the wrap-up session of the mission, JICA requested the commune offices to take certain actions as follows:

- Inspect and diagnose to identify the road facility which needs to be repaired, and conduct repair work.
- Secure the necessary budget and conduct early assessment and quick repair to sustain good conditions.
- Clean up drainage systems regularly in collaboration with CCG.
- Regulate traffic of heavy vehicles to minimise damage on the road surfaces.

Following the mission from JICA headquarters in the beginning of September 2019 concerning the road rehabilitated in Phase 1, JICA dispatched another mission at the beginning of February 2020.

During the mission in February 2020, the mission leader from JICA headquarters, the General Director of MIS/DGDDL, and deputy mayors of the Abobo and Yopougon Commune offices visited the roads rehabilitated in Phase 1 and the emergency improvement works in Phase 2. They discussed with ex-CCGPP members of Banco 2 in Yopougon and Lycée Municipal in Abobo about their maintenance practices and appropriate measures for solving the erosion of road facilities. Then, all parties concluded that supplementary works have to be conducted to assure durability and utility of these road facilities to complement emergency improvement works, and signed the Minutes of Meeting on Supplementary Works in Abobo and Yopougon.

In order to assure durability and utility of the target road facilities and make outcomes of the pilot projects more effective, all parties agreed that the objective of the supplementary works is to mitigate the damages to the road facilities caused by rainfall. For this purpose, supplementary works are to be designed to recover damaged facilities, such as the surface of the unpaved road, the unlined side ditch and the outlet of the side ditch, in a way that the local entities can maintain and duplicate within their capacity.

### **1) Basic Design for the Supplementary Work**

Based on the agreement among the stakeholders, in February 2020, the JET conducted a (i) supplementary topographic survey and (ii) research work for construction work unit rate by May 2020 to examine the appropriate dimension and specifications for supplementary construction works for the roads at Lycée Municipal in Abobo and at Banco 2 in Yopougon.

Before and during the detailed design, the JET had communicated with the technical service departments of each commune office for the conception of detailed design. The opinions and requests of both parties have been reflected in the design concept to the fullest extent possible.

### **2) Detailed Design and Bidding/Contract Documents for Supplementary Work**

From May to August 2020, the JET carried out detailed design work for the roads, drainage systems and bank protection. In addition, the JET carried out cost estimation and preparation of

bidding/contract documents on the basis of the outcomes of the detailed design as well as through consultations with the technical service departments of each commune office.

The JET held a meeting with JICA on detailed design and drawings on 4 September 2020. Both parties confirmed the validity of this plan.

The technical service departments of each commune (Abobo and Yopougon) finally agreed on bid documents and drawings as a result of reflecting the opinions of both parties.

The technical service department of Yopougon Commune requested a dimensional modification for the maintenance of the box culvert, which led to an agreement of conception on 2 March 2021 and an agreement of drawings on 22 March 2021. Subsequently, the cost estimation was revised accordingly and was reported to JICA.

### **3) Procurement**

As described above, bidding documents and modified drawings have been submitted to JICA. Considering the possibility of applying the nominated bidding method, both commune offices have recommended bidders who meet the bidding criteria.

The bid evaluation from the bid invitation was conducted on the following dates.

A total of nine companies were invited to bid. In the end, seven companies participated in the bid opening.

- Tender Invitation: 24 May 2021
- Tender Opening: 23 June 2021
- Evaluation of Tender: 7 July 2021

Among the seven companies that submitted their bids, six companies were disqualified due to insufficient bid documents. Thus, only one qualified bid from GENIE MANAGEMENT DES ACTIVITES DE DEVELOPPEMENT SARL (GMAD) was opened.

After the comprehensive evaluation, the Contract between the JICA Côte d'Ivoire Office and GMAD was concluded on 17 August 2021.

### **4) Construction Works**

The construction work was commenced on 1 September 2021 after the Abobo and Yopougon Communes issued the permission of road use and securing the guarantees to be provided by the contractor. Originally, the work was scheduled to be completed by the end of January 2022. However, the construction period was extended to the end of February 2022 due to design changes reflecting the extended rainy season since the topographic survey for detailed design.

After the commencement date, the contractor did not start the work on the sites for three weeks. Therefore, the JET issued a warning letter to GMAD on 22 September. Afterward, GMAD started U-ditch installation in Abobo on 27 September and Yopougon on 15 October. But it was already

delayed one month against the contract period. Meanwhile, the JET has continuously discussed and requested GMAD to catch up with the delay. GMAD finally agreed that the progress was behind schedule. Even though GMAD had never increased the workforce to catch up with any delay, GMAD was confident they could complete the work within the contract period without providing any reasons. Although the JET requested GMAD to submit the accelerated schedule, GMAD never submitted it. The JET issued a second warning letter on 7 January 2022. The JET conferred with JICA regarding the extension of time and concluded to extend one additional month against the original contract period. JICA proceeded the amendment (e.g., extension of time and design changes) contract on 14 January with GMAD. On 18 January at the monthly meeting MIS requested GMAD to submit the overall schedule, but no one replied. Therefore, the JET issued a third warning letter to GMAD. The JET observed that GMAD could not manage and supervise multiple construction types like this project. GMAD could conduct only a single type of work item.

Although the weather in Yopougon site was not so bad, especially for the gabion construction in the river, the project faced difficulty and was sometimes suspended due to the flooding river even with no rainfall because the river is widely connected all over the region.

Before the joint completion inspection and delivery, a preliminary inspection was conducted by the communes in February 2022.

After confirming that the repair works pointed out at the above-cited inspection, had been completed, the joint completion inspection and delivery were carried out by the JICA Côte d'Ivoire Office, MIS, the commune offices, the ex-CCGPP, the contractor, and the JET in Yopougon on 2 March 2022 and in Abobo on 10 March 2022.

Before	After
 <p data-bbox="454 649 683 676">Abobo unpaved road</p>	
 <p data-bbox="475 1075 667 1102">Abobo End point</p>	
 <p data-bbox="438 1456 705 1482">Yopougon unpaved road</p>	
 <p data-bbox="459 1859 678 1886">Yopougon End point</p>	

Source: JICA Expert Team

**Figure 2.2.2 Results of the Supplementary Works**

## 5) Defect Liability Period

During the defect liability period, the JET interviewed the residents living in the target roads. In Abobo, many residents are satisfied that the sidewalks have been improved and that both side gutters have eliminated puddles during rainfall, allowing them to go out in a short time after the rain has stopped, which makes life more convenient. Although some manhole covers are broken due to passing of large vehicles, the residents are taking protective measures. In Yopougon, many residents are satisfied that the situation has been greatly improved and they feel that their lives have become more convenient. In particular, the intersection area is in very good condition with no damage and no puddle. The pavement condition is similarly in good condition with no damaged areas. The ditches are in a state of constant natural flow without stagnation. The gabion is stable, including river areas. It should be noted that local residents have installed simple safety fences along the gabion, and the ditches are being cleaned up on a regular basis.

In Abobo, however, due to the exceptional heavy rainfall during the rainy season in 2022, the surface drainage let rainwater to flow into the protective concrete slab along the gabion at the end of the stream, causing erosion. In particular, this area has a fragile soil condition with silty-sand and clay-sand, and easily eroded. The area was backfilled with a 2-meter-deep natural drainage channel, which had been eroded by repeated heavy rainfall since the emergency maintenance work in 2019.

### **Reinforcement Work in Abobo**

After receiving a report from MIS that there was significant erosion along the gabion at the end of the stream at the Abobo site, a JICA expert conducted a field survey in the middle of October 2022, and with the advice of JICA technical staff, the JET examined countermeasures and proposed three alternative plans to JICA.

After selecting a countermeasure from the proposed plans, JICA decided to conduct a technical survey, including topographic survey and soil investigation, at the end point of the drainage as a response to the request from MIS for future permanent measures.

Before implementing the reinforcement work as the tentative countermeasure and the technical survey, JICA, the JET, MIS and Abobo Commune Office had a series of meetings in January 2023. The parties confirmed roles in the maintenance of the road in Abobo, and then, a minutes of meeting was signed by JICA, MIS and Abobo Commune Office on 3 February 2023. The JET subcontracted the works to GMAD on 7 February 2023, which were completed on 23 February 2023.

Following the receiving of the survey results, the JET examined them and prepared a schematic design and cost estimates for the permanent measures. The survey results and technical recommendation were shared and presented by the JET with MIS, Abobo Commune Office and ex-CCGPP members on 14 March 2023. Then, all parties reconfirmed their roles in maintenance. Another minutes of meeting was signed by JICA, MIS and Abobo Commune Office and the ex-

CCGPP on 16 March 2023 to reconfirm their roles of road maintenance as well as to confirm the result of the technical survey and the defect inspection.



Source: JICA Expert Team

**Figure 2.2.3 Reinforcement Work and Technical Survey**

### **Defect Inspection**

Along with the reinforcement work and technical surveys in Abobo, the JET prepared to conduct defect inspections at the end of defect liability period. In Yopougon, the pre-inspection was conducted on 28 February 2023 and no defect was found. The final inspection and handover were done on 2 March 2023. In Abobo, pre-inspection was conducted satisfactorily including repair work. No defect was found at the final inspection and the handover procedure was completed on 7 March 2023. At the time of final handover, the JET advised necessary maintenance actions to the Commune office and ex-CCGPP members at each site. The minute of meetings concerning final handover and maintenance responsibilities was signed on 16 March 2023 by JICA, MIS, the Commune Office and the ex-CCGPP in each commune.

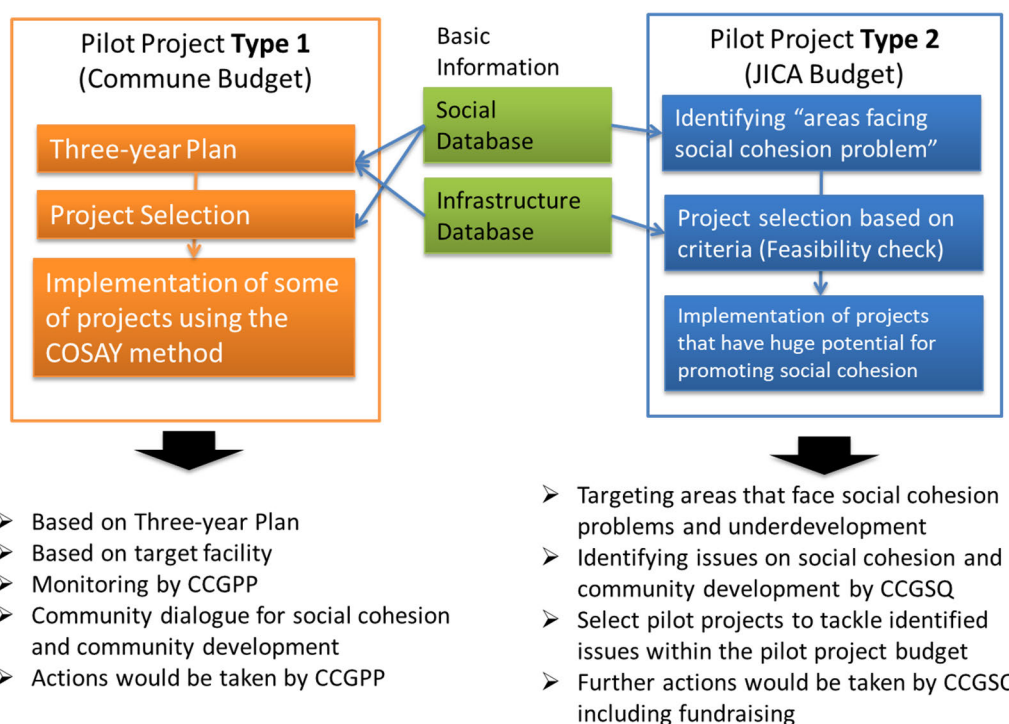
### **Impact on Social Cohesion**

A series of the road follow-up works for the unpaved areas in Abobo and Yopougon was implemented with ex-CCGPPs under the limited budget of Cote d'Ivoire and Japan. MIS, the Commune offices, and ex-CCGPPs confirmed their roles and responsibilities in the road maintenance and safety measures for the rehabilitated roads, and established a cooperation mechanism through the process. The trust of the residents to the commune offices has improved because of their response to requests from the residents. This enhanced the vertical relationality of social cohesion. Also, cooperation among the residents for maintenance activities of the roads improved horizontal relationality of social cohesion among the residents, while the follow-up work itself contributed to minimising frustration of the residents lived in the unpaved areas.

#### **2.2.3 Activity 2-3 Identify the candidates of the pilot projects Type 1 from the three-year plans (FY2018 and FY2019) and the candidates of the pilot projects Type 2 based on the results of the social survey and the social infrastructure database**

Candidates of the pilot project Type 1 funded by the commune offices were identified from the three-year plan of the commune office, while the ones in the pilot project Type 2 were expected to be identified from public facilities which can promote social cohesion. As for the pilot project Type 1 Batch 1 (for FY2018), infrastructure type of projects listed in the three-year plans could be candidates, while infrastructure database and social survey results were not yet available at that time. Concerning the pilot project Type 2, through a series of discussions, the JET and the C/P agreed to employ an area-based approach which focuses on high-tension areas and addresses social cohesion issues in these areas. Thus, the target areas (sub-quartiers) would be identified based on basic information such as results of the social survey and the infrastructure database, then, established Joint Management Committees (CCGs) (CCGQ: Quartier Joint Management Committee or CCGSQ: Sub-Quartier Joint Management Committee) at each target area would discuss and determine the pilot projects. The figure below shows the differences between pilot project Type 1 and Type 2.





Source: JICA Expert Team

**Figure 2.2.4 Differences between Pilot Project Type 1 and Type 2**

The commune offices have been finalising the 2019 three-year plan. The MIS has underlined the database as an effective tool to help the commune offices to elaborate the three-year plan in consideration of social cohesion. While the MIS has made an effort to institutionalise the use of database in Abobo and Yopougon Communes as previously mentioned, the JET analysed the draft of the 2019 three-year plans of the two communes with the aim to demonstrate to the commune officers the utilisation of the database in municipal planning and identifying the candidates of the pilot projects Type 1 Batch 2.

In doing so, the JET, in consultation with the MIS, has set out four criteria to identify the candidates through the use of the database as follows: 1) measure the level of social tension by quartier with reference to the social database; 2) eliminate the quartiers where social tension is low, and to those with previous experience of the COSAY methodologies, to extend the geographic application to other quartiers; 3) measure the level of equality and the need for renovation in each facility within a group of infrastructure according to the infrastructure database; and 4) select the most degraded facilities in the area where the level of social cohesion is low. The reason for this is because the social database indicates the quartiers where social tension remains high, and the infrastructure database suggests the facilities which mostly needed improvement in terms of infrastructural conditions and the level of facilities and equipment.

Subsequently, the JET obtained the summary of the provisional 2019 three-year plans of both communes in February 2019, and, in consultation with the commune offices, identified five projects in Abobo Commune and four projects in Yopougon Commune which would have high

impacts on the affected community. Among these, the application of the above criteria singled out two project candidates in Abobo Commune and four project candidates in Yopougon Commune, which included the following: 1) construction of municipal police premises in M'ponon sub-quartier in Avocatier quartier, and 2) construction of civil registry office in Sagbé sub-quartier in Sagbé quartier in Abobo Commune; and 1) clearance work of the commune roads in Maroc sub-quartier in Niangon-Nord 2eme tranche quartier, 2) construction of classrooms in the primary schools in Gare Nord sub-quartier in Yopougon Attié quartier, 3) construction of classrooms in the primary schools in Sicogi Centre sub-quartier in Yopougon Attié quartier, and 4) construction of the military camp market in Camp Militaire sub-quartier in Yopougon Koute quartier.

The brief justifications are as follows. The Abobo Commune office would undertake the construction of municipal police premises in M'ponon sub-quartier in Avocatier quartier and the construction of civil registry office in Sagbé sub-quartier in Sagbé quartier, respectively. The social database rates both quartiers as "7" which indicates a relatively high level of social tension. In turn, the Yopougon Commune office will conduct relief work on the shoulders of the commune roads in Niangon-Nord 2eme tranche quartier, the construction of classrooms in the primary schools in Yopougon Attié quartier, and the construction of the military camp market in Yopougon Koute quartier, respectively. The social database rates them as "7", "8", and "10", respectively, which indicates relatively high to high levels of social tension. Moreover, the infrastructure database identifies the high number of students per classroom in schools in Gare Nord and the poor level of facilities and equipment in schools in Sicogi Centre. The JET informed the C/Ps of these candidates for the pilot projects Type 1 Batch 2 for further discussion.

Concerning the pilot project Type 2, as mentioned above, an area-based approach focusing on high-tension areas and addressing social cohesion issues was employed. A total of four quartiers, namely Sogefiha and Colatier in Abobo, and Gesco Attié and Zone Industrial in Yopougon, were selected as the candidate sites of the pilot project Type 2.

#### **2.2.4 Activity 2-4 Select 2 pilot projects in each target Commune in FY 2018 and FY 2019 (Type 1), and 2 pilot areas (Type 2) in each target Commune based on the selection criteria**

##### **(1) Pilot Project Type 1**

The criteria for pilot project Type 1 were finalised at the 4th Working Group meeting in the beginning of April 2018 as shown in the figure below.

Criteria	Contents	Phase 1		PP1		PP2		MOV
		EC	AP	EC	AP	EC	AP	
Direct effect by the pilot projects	Urgency and necessity	●		●		●		Infra-DB
	Size of the targeted beneficiaries		●		●		●	Infra-DB
	Synergy effects with other projects (including the pilot projects)		●		-		●	—
Technical feasibility	The construction work will be completed within the planned construction period.	●		●		●		Infra-DB
	There is no contradiction with the future development plan	●		●		●		Infra-DB, MP
	Easy maintenance and management when repaired		●		●		●	Infra-DB
	Easy access to transport for construction materials and equipment		●				●	Infra-DB
Possibility of job creation	Local residents' participation is expected for construction work	●		●			●	Social survey
	Unemployed young people's participation is expected for construction work		●		●		●	Social survey
	Market in the vicinity of the pilot projects is existing to utilize the techniques obtained by the trainee workers		●		-		-	Social survey
Contribution to social cohesion	The benefits will not be given to those who support a specific tribe or a political party	●		●			●	Social survey
	Different tribes can participate in the pilot projects		●		●		●	Social survey
	The data shows a high poverty rate				●		●	INS data
	The data shows a high unemployment rate				●		●	INS data
	The data shows low voting rate				●		●	INS data
	The data shows that there are many IDPs				●		●	Social survey
	The reconstruction after the political crisis has not been completed				●		●	Social survey
	High rate of residents who have foreign origins				●		●	Social survey
	Many disputes between residents recently				●		●	Social survey
	There are many residents who seem not to belong to a community				●		●	Social survey
	The infrastructure in the area is underdeveloped to the extent which can be recognized as unfair				●		●	Infra-DB
Involvement and activeness of commune residents	Consent is obtained among commune residents	●		●		●		Social survey
	Community organisations exist that can cooperate in the pilot projects	●		●		●		Social survey
	Achievements and experiences of activities by community organisations		●		●		●	Social survey
Financial costs (restrictions of JICA)	The cost is within the budget of the Project	●		-		●		Work Plan
	It is not a special construction work	●		-		●		Work Plan
Effects increased by utilizing the facilities rehabilitated	There are facilities which require rehabilitation and promote the interaction among residents				●	●		Infra-DB Social Survey

Source: JICA Expert Team

**Figure 2.2.5 Selection Criteria for Pilot Project Type 1**

**1) Batch 1 (FY2018)**

As described in [Activity 2-3], each of the two projects from Abobo and Yopougon Communes were selected from the three-year plans based on the criteria. Selected projects are shown in the table below.

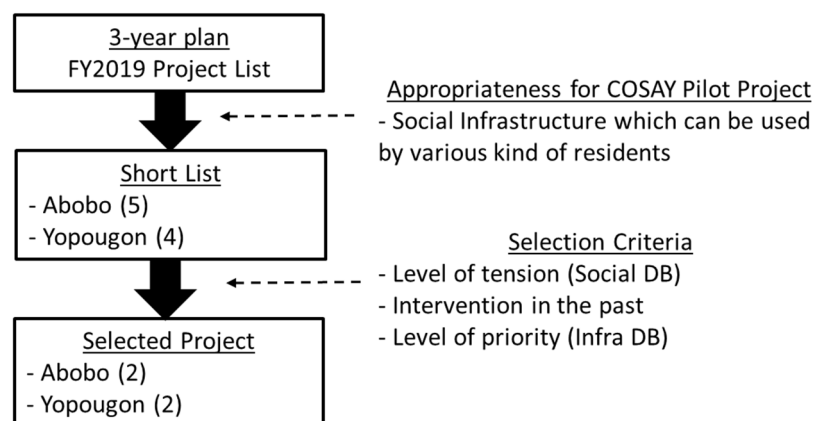
**Table 2.2.6 Selected Pilot Project Type 1 Batch 1**

Commune	Target Facility	Quarter
Abobo	GS Akeikoi (Nursery)	Akeikoi
	Abobo City Hall (Waiting Shed)	Abobo Centre
Yopougon	GS St Hubert (School)	St Hubert, Andokoi
	EPP Gesco (School Fence)	Gesco Manutention

Source: JICA Expert Team

**2) Batch 2 (FY2019)**

The figure below shows the flow of selection of the pilot project Type 1 Batch 2. Candidates of the pilot projects were identified from the list of the projects for FY 2019 in the three-year plan considering their appropriateness for the COSAY Project. The shortlisted projects were evaluated based on the selection criteria. The number of shortlisted projects in each commune depended on the number of social infrastructure type of projects listed in the three-year plan.



Source: JICA Expert Team

**Figure 2.2.6 Flow of Selection of the Pilot Project Type 1 Batch 2**

The C/Ps agreed on the criteria for the selection of the pilot project Type 1 Batch 2 during the 14th working group, which was held in March 2019. Using the agreed criteria, the pilot projects were officially selected during the 15th working group in April 2019 as shown in the tables below.

**Table 2.2.7 Selection Result of the Pilot Project Type 1 Batch 2 (Abobo)**

Number of projects and name of the project under the three-year plan	1. Rehabilitation works of primary schools in the municipality	10. Development work in the location of the Commune office	11. Construction of four nursery schools	12. Construction of municipal police premises	13. Construction of civil registry offices
Quartiers	Plaque	Abobo Centre	Akeikoi, Extension C, Plaque, Banco BAD	Avocatier (Sub-quartier: M'ponon)	Akeikoi, Anonkoua Koute, Sagbé, Ndotre, Abobo Baole
Level of tension (social database)	4 (medium)	8 (high)	9 in Akeikoi, 7 in Extension C, 4 in Plaque, 0 in Banco BAD	7 (High)	9 in Akeikoi, 9 in Anonkoua Koute, 7 in Sagbé, 2 in Ndotre, 0 in Abobo Baole
Past experience (intervention)	Yes	Yes	Yes (Akeikoi, Extension C, Plaque)	We intervened in Avocatier, but there was another sub-quartier called N'guessankoi.	Yes (Akeikoi, Anonkoua Koute) No (Sagbé)
Conclusion	Not selected	Not selected	Not selected	Selected (M'ponon – Avocatier) *The community in M'ponon is different from the one in N'guessankoi.	Selected (Sagbé) *Only the construction in Sagbé was selected among the five quartiers.

Source: JICA Expert Team

**Table 2.2.8 Selection Result of the Pilot Project Type 1 Batch 2 (Yopougon)**

Number of projects and name of the project under the three-year plan	6. Relief work on the shoulders of the commune roads and other public places	9. Construction of six classrooms plus office for kindergartens of school groups	16. Acquisition of a hectare and a half plot	17. Construction of the military camp market
Quartiers	Premier Pont, Maroc, Ananeraie, Niangon	Gare Nord, SICOI Centre	All	Military Camp
Level of tension (social database)	8 in Premier Pont, 7 in Maroc, 1 in Ananeraie, 0 in Niangon	8 in Gare Nord, 8 in SICOI Centre	Over 5 in 12 quartiers	10 (high)
Past experience (intervention)	Yes (Premier Pont), No (Maroc)	Yes (in Yopougon Attié, but Gare Nord and SICOI Centre are remote from Banco 2)		Yes (in Yopougon Kouate, but the military camp is remote from SOGEFIHA)
Level of priority (infra database)		EPP Gare Nord 1, 2, 3, 4 (exceeding number of pupils), EPP SICOI Centre 3 (poor facilities)		
Conclusion	Selected (Maroc) *Relief work on the sidewalk of the road which runs over four different areas. COSAY only focuses on the part in Maroc.	Selected (Gare Nord) *Gare Nord has a higher number of students per classroom.	Not selected	Not selected

Source: JICA Expert Team

The previous monitoring sheet reported that the construction of classrooms in EPP Gare Nord (La Gare) would be used for primary school. However, the commune office clarified that the project is to construct classrooms for kindergarten. As for the project of Maroc, the commune office explained during the 15th WG meeting that the project is to relocate small vendors and install pavements to make a sidewalk. Although the target area runs over several quartiers, the Project chose only the area of Maroc, which was planned to be completed within 2019, as a target site for the pilot project. However, the commune office later explained that the installation of pavement would not be conducted within the year 2019. Although the commune office has already finished the relocation of small vendors before the establishment of CCG, the Project decided to continue the works in Maroc.

## (2) Pilot Project Type 2

The pilot projects Type 2 are expected to be carried out in the quartier (or sub-quartier) where Project approach can bring the effective results in social cohesion. "Project approach" here means

the combination of 1) the commune office working along with the residents and 2) the residents participating in the process of project planning and promotion of social cohesion. Bearing this concept, the process of quartier selection shown in the table below was agreed between the commune offices and the JET during the 9th Working Group held on 5 September 2018, followed by pursuing Step 1 and 2.

**Table 2.2.9 Steps in Selecting the Target Areas of Pilot Project Type 2**

Step	To do	Date	
		Abobo	Yopougon
1	Score the indicators withdrawn from the Summary Table of Social Survey and identify the quartier with higher tension in terms of social cohesion	Sep 5	Sep 5
2	Screen with the past COSAY interventions	Sep 5	Sep 5
3	Screen with the negative list	Sep 25	Sep 26
4	Score with the positive list	Sep 25	Sep 26

Source: JICA Expert Team

As for Step 1, the indicators withdrawn from the Summary Table of Social Survey to identify the quartiers with higher tension are shown in the table below. In this process, the quartiers which gained high scores in terms of social tension moved forward to the next step (minimum requirement was 8 points in Yopougon, 7 in Abobo, reflecting the discussions during the Working Group meetings). For both communes, 12 quartiers passed the 2nd step. During Step 2, after screening the quartiers which already enjoy the benefits of COSAY Phase 1 or COSAY Phase 2 Type 1, 5 quartiers in Abobo and 3 quartiers in Yopougon went to the final stage (Steps 3 and 4).

**Table 2.2.10 Criteria for Judging Social Tension**

QIS Summary	Social Tension
<b>Impact during the post-electoral crisis</b>	
1. Violence among the residents with damages, including death cases	✓
2. Violence brought by the outsiders, including collateral damages	
3. Destruction and/or looting of houses/facilities	✓
4. Residents forced to be evacuated	✓
<b>Impact driven by the experience of the post electoral crisis</b>	
5. Existence of displaced persons who have not returned yet	✓
6. Distrust in the neighbours	✓
7. Distrust in other ethnic groups	
8. Freedom of expression (No place to express themselves)	
<b>Today's status of community</b>	
9. Ceremonies conducted in the entire community	
10. Community activities other than ceremonies	
11. Number of active associations	

Source: JICA Expert Team

During the working group held in late September (Abobo on the 25th and Yopougon on the 26th), as Steps 3 and 4 of the selection process, referring to the result of social survey and infrastructure database, the C/Ps discussed the situation of each quartier qualified for Step 2 considering the 1) Condition of the infrastructure; 2) Intervention on community development and promotion of social cohesion; 3) Existence of active organisation/association; 4) Domination of local politics by a particular group/person; 5) Efficacy of CCGSQ (CCGPP) approach; 6) Other positive and negative considerations. In this stage, qualitative evaluation (rating with points) was not applied to let the commune officers make in-depth discussions about the social situations of each quartier.

As a result of this discussion, a total of four quartiers, namely SOGEFIHA and Colatier in Abobo, and Gesco Attié and Zone Industrial in Yopougon, were selected as the sites for Type 2.

After a series of discussions and meetings as well as based on findings from the community profile, the target areas were finalised as follows.

**Table 2.2.11 Selected Areas for the Pilot Project Type 2**

Commune	Quarter	Target Area
Abobo	SOGEFIHA	SOGEFIHA (quartier)
	Colatier	Désert (sub-quartier)
Yopougon	Gesco Attié	Gesco Attié (quartier)
	Zone Industrial	Gbédjanto (sub-quarter)

Source: JICA Expert Team

The following process was taken to determine the exact target areas such as quartier, sub-quartier or sub-sub quartier.

**1) Abobo, SOGEFIHA**

During the 11th Working Group meeting held on 25 October 2018, the area “SOGEFIHA” (as quartier level) was agreed upon. However, based on a meeting with opinion leaders and individual interviews, it was found out that the quartier is divided into five sections and each section is highly independent having little communication with each other. This may cause difficulty in bringing the communities together. This issue was raised and discussed during the 12th Working Group meeting in November 2018. Going along with the objective of COSAY, which is to enhance social cohesion, it was agreed to keep the whole quartier of SOGEFIHA as the target area.

**2) Abobo, Désert**

The area “Désert” was agreed upon in the 11th Working Group meeting. No concerns were raised afterwards.

### 3) Yopougon, Gesco Attié

The area “Mondon” (one of the four (4) sub-quartiers in Gesco Attié) was agreed upon in the 11th Working Group meeting on 25 October 2018. Mainly through the interviews conducted for the community profile, it was found that the residents living in the sub-quartiers regarded themselves as residents of Gesco Attié rather than of each sub-quartier. Furthermore, the whole of Gesco Attié is under one central chief. Having established these facts, it was agreed during the 12th Working Group meeting on 29 November 2018 that the target area shall include the entire Gesco Attié area.

### 4) Yopougon, Gbédjanto

During the 11th Working Group meeting on 25 October 2018, the area “Gbédjanto (sub-quartier) excluding the V28 sub-sub-quartier” was agreed upon. During the opinion leaders’ meeting in which the commune office invited the residents of “Gbédjanto” to participate, the residents of V28 were present. The residents of V28 claimed they were part of Gbédjanto. V28 has the unique history of creating the sub-quartier during the era of former president Bedie. Also, an administrative boundary divided Gbédjanto and V28. However, it seemed preferable from a social point of view to include V28. Having established these facts, it was agreed during the 12th Working Group meeting on 29 November 2018 to incorporate V28 as a target area.

The selected pilot projects under COSAY Phase 2 are shown in the figure below.

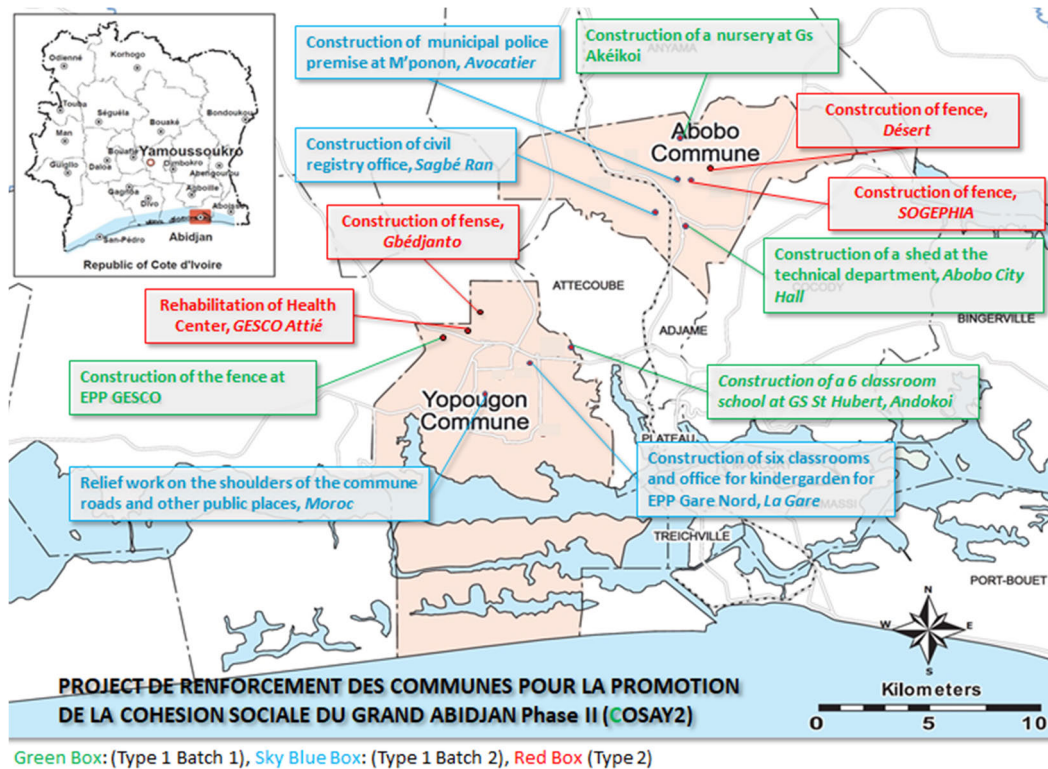


Figure 2.2.7 Map of the Pilot Projects under COSAY Phase 2



### (3) For FY2020 and 2021

Following the completion of FY 2018 and FY 2019, the JET continued to support the commune offices to select the FY 2020 and 2021 projects and adopt the COSAY methodologies.

In FY 2020, the commune offices selected three projects: one in Abobo and two in Yopougon<sup>11</sup>. Yet, progress made on establishing CCGs was very slow. While the Abobo Commune office established the CCG in January 2022, the Yopougon Commune office established one in July 2021 and the other in October 2021.

The Abobo Commune office explained the reasons why it selected only one project and why there were delays for both the selection criteria and the change of the project plan in the middle of FY 2020. The commune office was able to select only one project to meet the selection criteria<sup>12</sup> from the FY 2020 three-year plan. Also, the change of the project site in the middle of FY 2020 resulted in the commune office delaying the establishment of the CCG<sup>13</sup>. As a result, although the commune office started public consultation in April 2021, it established the CCG in January 2022.

In turn, the Yopougon Commune office started establishing CCGs from April 2021 onwards although construction work had been nearly completed at the end of FY 2021. The JET understands both the internal and external causes of the delay, among which are the weak communication between the social and technical departments on the project schedule, as well as the ongoing COVID-19 pandemic and electoral preparations. In this sense, the JET urged the commune office to improve its internal communication, which is necessary to adopt the COSAY methodologies, at the 31st Working Group meeting which took place on 16 March 2021.

In FY 2021, both commune offices selected two projects. All of these projects are related to the rehabilitation of schools, which has highly attracted local attention in terms of project planning and implementation. These projects are located in Belle Cite and M'ponon in Abobo, and in Niangon Nord and Siporex in Yopougon.

Yet, establishing CCGs was largely delayed. It is largely because both commune offices delayed publishing the three-year plan in Abobo in August 2021, and in Yopougon in May 2021 as mentioned above in [Activity 1-6]. Despite this challenge, CCGs were established in all sites, in Belle Cite in January 2022, Niangon Nord in October 2021, and Siporex in October 2021 respectively.

In the case of M'ponon in Abobo, the commune office requested a CCG-turned CBO<sup>14</sup>, which is located in the same neighbourhood, to resume as the CCG. This is because the CBO in mention

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<sup>11</sup> The selected projects are the construction of a primary school in Plaque quartier (initially planned to be done in Banco sub-quartier) in Abobo; a primary school in Bad Ananeraie sub-quartier; and fence in a bus terminal in Sicogi sub-quartier in Yopougon.

<sup>12</sup> The criteria are the low level of social cohesion and the site where no CCG has been established thus far.

<sup>13</sup> An operational reason obliged the commune office to change the construction of a nursery school from Banco sub-quartier to a primary school named Plaque 3, 4, and 5 in Plaque quartier.

<sup>14</sup> The CBO is called 'M'ponon Developpement Communautaire'.

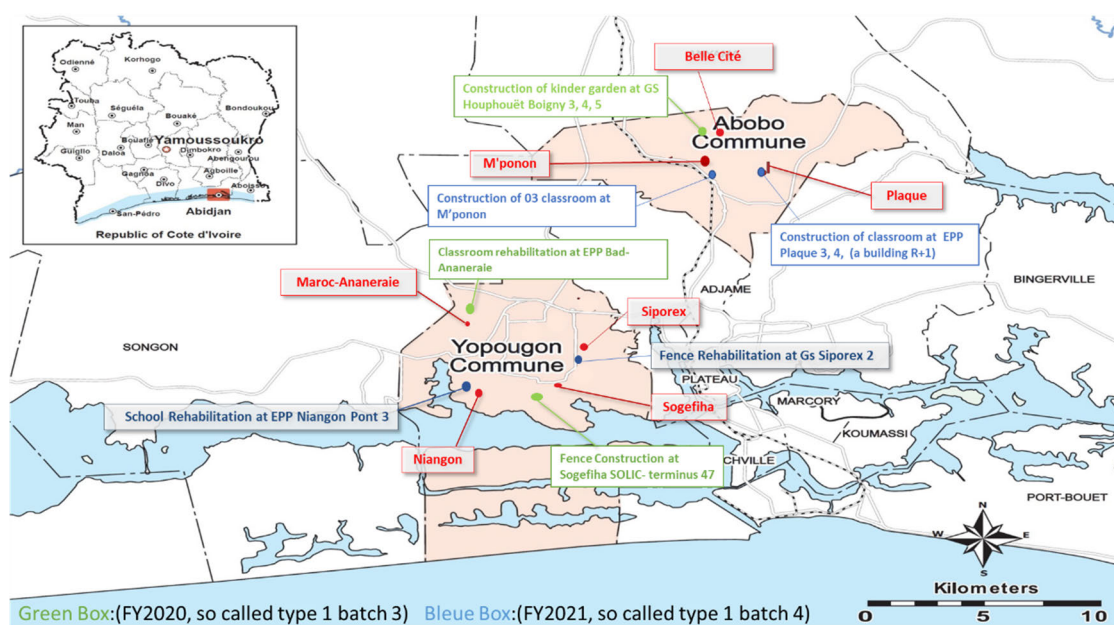
was established as the CCG to advise the commune office regarding the construction work to be done in a police station in M'ponon as part of the pilot project Type 1 Batch 2 in FY 2019, to be transformed into a CBO after the completion of FY 2019. Yet, the failure of land acquisition for the project site prevented the commune office from implementing the project, and thus largely suspended the CCG in 2019. Given this and the geographic proximity, both the residents and the CBO accepted the request of the commune office concerning this matter. Regular CCG meetings took place from October 2021. The table below outlines the summary of commune projects showing the project locations, project purposes, COSAY-related activities, and status at each project site.

**Table 2.2.12 Summary of Commune Projects in FY 2020 and 2021**

FYs	Communes	Locations	Purposes	Activities	Status
2020	Abobo	Plaque	Construction of a primary school	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	April 2021 June 2021 January 2022
	Yopougon	Maroc Ananeraie	Construction of classroom	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	September 2021 September 2021 October 2021
		SOGEFIHA	Construction of fence in the bus terminal	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	April 2021 June 2021 July 2021
2021	Abobo	Belle Cite	Construction of classroom	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	April 2021 June 2021 January 2022
		M'ponon	Construction of classroom	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	October 2021 October 2021 July 2019 (transferred)
	Yopougon	Niangon	School rehabilitation	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	September 2021 September 2021 October 2021
		Siporex	Construction of school fence	<ul style="list-style-type: none"> <li>- Meeting with the community leaders</li> <li>- Public consultation</li> <li>- CCG establishment</li> </ul>	September 2021 September 2021 October 2021

Source: JICA Expert Team

Locations of these projects are depicted in the figure below.



Source: JICA Expert Team

Figure 2.2.8 Project Sites in FY 2020 and 2021

## 2.2.5 Activity 2-5 Hold consultation with resident representatives to increase their understanding of the pilot project

### (1) Pilot Project Type 1

#### 1) Batch 1 (FY2018)

For the three out of four pilot project sites for Type 1 Batch 1<sup>15</sup>, consultation meetings with resident representatives were held in late April 2018. In order to promote the residents' understanding of the pilot project, both target commune offices held the public consultation meetings with the JET's support.

The programmes of the public consultation meetings were discussed and finalised between both target commune offices and the JET. These discussions made during the programme emphasised several things as follows which increased the potentiality of employing the COSAY method, namely, launching CCGPPs for the implementation of the pilot projects.

- A) COSAY method and its high possibility to promote social cohesion;
- B) Each project site was selected through a fair and impartial process by using the selection criteria based on the objective data collected through the social survey;
- C) The pilot projects will be financed entirely by the commune offices.

<sup>15</sup> Since the contents of the pilot project in Abobo Centre differ from those found in other three quarters, the public consultation meeting was not conducted. As mentioned in the following section, a visitor's survey became an alternative to learn the features of the project site in Abobo Centre.

Taking information of the active associations in the above quarters, the public consultation meetings – through the initiatives of the commune offices – were held on the mentioned dates, respectively.

These meetings were almost successful in terms of the following points:

- A) Deepened the understandings of the entire structure of the pilot projects including the financing body, the process of site selection, etc.;
- B) Shared the residents' understandings towards the commune offices; and
- C) Confirmed the residents' willingness to volunteer to improve their living environment.

## **2) Batch 2 (FY2019)**

After the four pilot projects sites for Type 1 Batch 2 were selected by the commune offices, the CCGs were established by the Project. The Project proceeded with the following steps: 1) meeting with the community leaders; 2) meeting with the local population; 3) meeting with the residents to select the members of CCG; and 4) approval of the TOR of the committee members.

As for the meeting with representatives of different segments, the commune office introduced the Project to the community leaders and conducted an interview to understand the socio-economic conditions in the target areas. The information collected are summarised as the community profile. Afterwards, the Project held a public consultation meeting to explain the Project to the residents.

## **(2) Pilot Project Type 2**

To understand the socio-economic conditions in the target areas as well as to clarify the boundaries of the target areas for the pilot project Type 2, the Project assessed that further information would be necessary to understand the quarters and sub-quarters. Therefore, the Project first carried out the community profiling surveys, and held resident consultation meetings after the target areas were finalised. At the consultation meeting, not only the leaders but also all the residents were invited. During the meeting, the Project's objective and concepts were presented by the commune offices. Then, the residents agreed to nominate the members of CCGSQ (or CCGQ).

### **2.2.6 Activity 2-6 Conduct community profiling in the target areas of the pilot projects**

#### **(1) Pilot Project Type 1**

##### **1) Batch 1 (FY2018)**

Before the public consultation meetings were held in the respective pilot project sites of Type 1 Batch 1, three community profiling surveys and one visitor's survey were conducted in response to the Project features.

**a) Community Profiling Surveys**

Community profiling surveys were conducted at the pilot project sites of Akeikoi in Abobo and Andokoi and Gesco Manutention in Yopougon. In addition to the information collected quartier-wisely under the social survey, this community profiling was intended to collect detailed information surrounding the pilot project sites, especially in the prospective of launching CCGPP in fair and impartial manners. Items collected under this community profiling are described below.

**Table 2.2.13 Information Collected in Community Profiling**

No	Category	Contents
1	General Information	Name of quartier and sub-quartier, approximate number of the population in the sub-quartier, major ethnic group(s) in the population, religious composition, existing associations
2	Information on social cohesion status	History of the sub-quartier, relationship among the residents, relationship between the commune office and the residents, any risks (being observed) which may jeopardise the status of the present social cohesion
3	Facility information	Name of target facility and its type, management of the target facility, operation and maintenance of the target facility, services provided by the target facility, direct and indirect beneficiaries, stakeholders

Source: JICA Expert Team

In Akeikoi, the community profiling was conducted on 17 April 2018, and on 16 April 2018 in both Andokoi and Gesco Manutention.

Based on the detailed information collected under the community profiling, each project site was basically managed by COGES (Comité de Gestion des Établissements Scolaires), since the target facilities were all primary schools. However, since these schools were found to function as public spaces for holding communal and religious events, the community profiling revealed that there are a few groups of stakeholders existing for each project site (e.g., students, religious leaders, residents, NGO, etc.). Moreover, in the case of Gesco Manutention, the target facility was found to be used not only by its residents, but also by the residents from Gesco Attié quartier next to Gesco Manutention. Therefore, CCGPP to be established under the pilot project Type 1 Batch 1 had to consider the inclusion of these stakeholders.

The feature of each project site based on community profiling is shown in the following table.

**Table 2.2.14 Feature of the Result of Community Profiling**

Project site	Abobo/ Akeikoi/ Akeikoi Extension	Yopougon/ Andokoi/ St. Hubert	Yopougon/ Gesco Manutention/ Gesco Centre
Feature	Relationships among and between the residents and the commune office seem to be good, although it has been mentioned that political division still exists.	Relationship between the residents and the commune office is fine. COGES used to be supported by an NGO for school operation and maintenance.	People said there was no tension among the residents except for individual conflicts over land ownership and illegal occupants on the road (vendors). Although people generally recognise a good relationship with the commune office, the youth are not satisfied with the actions of the commune office, since the actions seem to be political in nature.
Stakeholders of the facility	Students, COGES, residents, NGO, associations	Students (also from private schools), NGOs, associations, opinion leaders	Students and their parents, football teams, karate practitioners, all the residents in Gesco Manutention and Gesco Attié.

Source: JICA Expert Team

**b) Visitor's survey**

For the pilot project of Abobo Centre, a visitor's survey was conducted to learn the feature of its project site, namely, the Abobo Commune Office. This is because visitors may come not only from Abobo Centre where the Commune Office is located, but also from other quarters/communes. Items collected under this survey are summarised in the following table.

**Table 2.2.15 Information Collected in Visitor's Survey**

No	Category	Contents
1	Visitor's concern towards the Commune Office	Purpose of the visit, destination to visit, frequency of the visit, average waiting time at the commune office, opinion(s) towards the environment of the waiting space, needs for improvement of the waiting space, opinion(s) towards administrative procedures performed by commune officers, complaints towards the commune office, recommended opinion leader concerning public services by the commune office
2	Personal profile	Age, gender, occupant, ethnic group, place of residence

Source: JICA Expert Team

The survey itself was conducted on 19 and 20 of April 2018 by two Abobo Commune officers and three JET local staff, and the targeted 100 persons came to the Abobo Commune Office (female:male = 50:50).

Based on the survey, 91 persons out of 100 were visitors from other quarters in Abobo Commune. Their destination to visit was mostly the Civil State Department, since their inquiries were relating to procedures on certificates on birth, marriage, dependents, etc. The survey showed that those who were unsatisfied with the present waiting space had more complaints than those who were satisfied with the environment, although more than 70% of the visitors were found not to be satisfied with the present waiting space. Other opinions towards the current situation and

environment of the Abobo Commune office are summarised in the following table. Based on the survey, two things were clarified as described below:

- Long waiting times need to be solved through improvement of each procedure and capacity building of the commune officers in charge of the procedures;
- The pilot project to construct the hangar is suitable and can be considered a realisation of the people's voices, since the people long for the construction of a dedicated waiting space for procedures.

**Table 2.2.16 Result of Survey at Abobo Commune Office**

Type of complaints	Persons
Long waiting time for procedure	22
Disorder in the department/procedure	16
Unsatisfied with the environment	12
Misuse of power by the commune officers	10
Unequal provision of services	6
Corruption to facilitate procedures	5
No direction sign	3
Expensive tax	1
None	32

Note: Multiple answers allowed.

Source: JICA Expert Team

## 2) Batch 2 (FY2019)

The following information was collected.

**Table 2.2.17 Survey Items of Community Profile for the Pilot Project Type 1 Batch 2**

No	Category	Contents
1	General Information	Name of quartier and sub-quartier, approximate numbers of population in the sub-quartier, number of major ethnic group(s) in the population, religious composition, existing associations
2	Information on social cohesion status	History of the sub-quartier, relationship among the residents, relationship between the commune office and the residents, any risks (being observed) which may jeopardise the status of present social cohesion
3	Information on the infrastructure project of the Commune Office	Type of the project, management of the project, beneficiaries

Source: JICA Expert Team

For the target areas of the pilot project Type 1 Batch 2, the JET and C/Ps already had some information from the social survey report. The Project conducted a brief interview with resident representatives during the meeting (see [Activity 2-4]) to collect additional information. The findings were compiled as the community profiles and shared during the working group meeting.

## (2) Pilot Project Type 2

For the target areas for the pilot project Type 2, the community profiling survey was conducted in October and November 2018.

### 1) Community Profiling Survey

The following information was collected through group meetings and individual interviews and compiled by the JET.

**Table 2.2.18 Survey Items of Community Profiling for the Pilot Project Type 2**

Item	Elements	Main sources
General Information	Ethnic composition, religions, history, impact of the crises, security issues, land issues	National Institute of Statistics (INS), meetings, interviews
Human Capital	Community leaders, religious leaders, influential persons	Meetings, interviews
Social Capital	Existing associations, social interaction across the sub-quartier, relations and conflict among the residents	Meetings, interviews
Physical Capital	Infrastructure & public spaces available within and surrounding the sub-quartier	Meetings, interviews
Financial Capital	Economic activity inside / outside sub-quartier	Meetings, interviews

Source: JICA Expert Team

Based on the findings from the community profile, the following actions and adjustments were made.

- In Gesco Attié, the target area was modified from Mondon (sub quartier) to Gesco Attié (Quartier) in its entirety.
- In Gbédjanto, the target was modified from “Gbédjanto excluding V28” to “all Gbédjanto (including V28)”.
- In Gbédjanto, there seemed to be high tensions among the residents including tension among the sub-sub quartiers. The Project, therefore, proposed to the residents that all the sub-sub quartiers could have representatives in CCGSQ. In the list submitted afterwards, it was confirmed that the members of CCGSQ represented of all the sub-sub quartiers.
- In SOGEFIHA, the division among the sections (officially “4”, commonly perceived as “5” in the community) seemed very firm and the communication among them also seemed limited. The Project, therefore, proposed to the residents that all the sections should have representatives in CCGQ. In the CCGQ member list, submitted by the residents later on, the members comprise all the five (5) sections.

### 2) Inventory Survey

As a part of the community profile, the inventory survey on the public infrastructure at the four target areas was conducted. From October to December 2018, the JET visited the target quartiers/sub-quartiers with the commune officers to make a map which shows all the public



facilities in each area. In addition to the visit, the geographical features of the areas were surveyed using a questionnaire.

## **2.2.7 Activity 2-7 Establish CCGs with wider community representation as the platform for collaboration**

### **(1) Pilot Project Type 1**

#### **1) Batch 1 (FY2018)**

The JET undertook the following steps: 1) consult with C/Ps regarding the role and functions of CCGPP, 2) propose sample TORs, 3) advise C/Ps to identify the candidates of CCGPPs, and 4) support C/Ps to set up CCGPPs. Firstly, the JET consulted with C/Ps regarding the role and functions of CCGPP. After a series of meetings with C/Ps and former members of CCGPPs to review their experience in Phase 1, the JET discussed with C/Ps the CCGPP in Phase 2 on various occasions. These precedent meetings confirmed the necessity and validity of CCGPP in Phase 2, and enabled C/Ps to share their views on the role and functions of CCGPPs with the JET.

Secondly, the JET set out a sample TOR of CCGPP members in consultation with C/Ps in April 2018. The proposed TOR stipulates the key components as follows: 1) vision: the realisation of peaceful cohabitation; 2) objectives: a) strengthen bonds among residents for horizontal relationship), and b) facilitate communication between residents and public authority for vertical relationship; 3) tasks: a) monitor the progress of the pilot projects, b) manage the opinion box and information board, c) plan and implement cultural/sports events, training or any kind of activities; 4) segments which represent CCGPP members: a) youth, b) women, c) religious organisations, d) ethnic organisations, e) socio-professional organisations, f) the elderly (retired), g) neighbourhood committees, h) non-Ivorian nationals, i) those who recently moved into the area, and j) the responsible for the target facility; and 5) selection criteria: a) knowledge of the issue, b) knowledge of the neighbourhood and its socio-economic situation, c) active participation in neighbourhood activities, d) communication and leadership skills, e) respectful personality, f) willingness and volunteerism, g) availability, h) writing skills (for reporters), and i) respect to the by-laws. Moreover, although the TORs limit the duration of CCGPP to the end of fiscal year when the pilot projects are planned to end, it leaves room that enables the CCGPP members to transform CCGPP into a CBO after the Project, depending on their availability and willingness to do so.

Thirdly, in May 2018, the JET advised C/Ps to identify the candidates of CCGPP members according to the sample TORs. After the local residents identified the candidates of CCGPP members – both relevant associations and individuals – in the respective segments at community profiling and resident meetings that took place in the end of April 2018, the JET advised Abobo and Yopougon Communes to contact them and requested that they choose their representatives. Due to the practicability of organising CCGPPs, ideally, there should be two in each segment according to the selection criteria. This approach has the following merits, among others: 1)

minimising the commune's intervention in the selection of CCGPP members, and 2) respecting the collective will of the key members in each segment of the community on the selection of their representatives. However, apart from the other three projects relating to the local schools, the project of shed construction in the Abobo Commune office is unique to the beneficiaries who are mostly visitors to the commune office from Abobo and beyond. This makes it difficult to geographically and segmentally specify the representation of CCGPP members at the (sub) quartier level. In this sense, the JET consulted with the Abobo Commune office, conducted a visitor's survey of the commune office in place of community profiling and resident meeting as mentioned above, and agreed with the commune office to re-set the segments of CCGPP members as follows: 1) youth; 2) women; 3) the disabled; 4) retired municipal officers; and 5) the intellectual, in consideration of demographic balance on ethnicity and nationality. The JET then advised the commune office to broadly explore the candidates across Abobo.

Fourthly, the JET supported C/Ps to set up CCGPPs in June 2018. In Yopougon, both Andokoi and Gesco Manutention CCGPPs selected 20 members composed of 2 members each from 10 segments, although Gesco Manutention CCGPP vacated one representative from the religious sector due to the unavailability of a suitable person. As mentioned above, since the users of the target facility in Gesco Manutention quartier extend to the neighbouring Gesco Attié quartier, the members of Gesco Manutention CCGPP include those who reside both in Gesco Manutention and Gesco Attié. In turn, in Abobo, Akeikoi CCGPP chose 21 members who represent youths (7), women (6), ethnic organisations (3), religious organisations (2), the elderly (1), those who recently moved to the area (1), and the facility authority (1). Although segmental diversity seems unbalanced, it is actually ensured due to the overlapping status of members, for example, one who represents two segments of youth and socio-professional organisation. Abobo Centre CCGPP selected 24 members to represent the youths (8), women (5), the disabled (2), retired officers (3), and intellectuals (6). The commune office decided to incorporate all candidates in Abobo CCGPP without internal selection due to their willingness to participate. In this sense, the JET advised C/Ps to take note of segmental equality in the upcoming meetings, in particular, in Abobo CCGPP. Subsequently, the first CCGPP meetings took place in Andokoi on 2 June, in Gesco Manutention on 9 June, in Akeikoi on 13 June, and in the Abobo Commune office on 13 June, respectively. The JET re-informed the new members of the proposed TORs, advising them to consider the transformation of CCGPP into a CBO after the completion of the Project if they are available and willing to do so. The JET then assisted the members in choosing the chair, vice-chairs and reporters in each CCGPP, and formalising the TORs with minor revisions, if any, together with C/Ps.

## **2) Batch 2 (FY2019)**

Using the same procedure as for Batch 1, during the public consultation meeting (see 2.4), the commune office invited representatives of different segments and individuals who were interested in becoming members of CCG for the next meeting. In the next meeting, participants

discussed and appointed (or elected) the president of CCG. After the meeting, residents selected other members under the initiative of the president and proposed a list of CCG members to the Project. Afterwards, the Project held a meeting to validate the list of members and the Terms of Reference (TOR) of CCG. The dates of these meetings are shown in the table below.

**Table 2.2.19 Establishment of CCGs for Pilot Project Type 1 Batch 2**

Commune	Sub-Quartier	Date of Establishment	Date of TOR Validation
Abobo	M'ponon	22 Jun 2019	20 Jul 2019
	Sagbé	29 May 2019	29 Jun 2019
Yopougon	Maroc	17 Aug 2019	21 Sep 2019
	La Gare (Gare Nord)	15 Jun 2019	06 Jul 2019

Source: JICA Expert Team

## (2) Pilot Project Type 2

For the establishment of the residents committee for the pilot projects Type 2 (called CCGQ or CCGSQ, meaning joint management committee of the (sub) quartier), The JET followed the following steps: 1) meeting with the leaders of different communities, 2) meetings with the populations, and 3) approval of the TOR of the committee members.

The first step in the implementation of the committees started with a meeting with various opinion leaders. This step also made it possible to profile the residents. Thus, in the commune of Abobo, the meeting with Désert took place on 21 November 2018; in SOGEFIHA, the meeting took place in three different sub-quartiers. The meeting with the leaders of the sub-quartiers, called cité en bande, took place on 29 October 2018; as for the 4 étages, the meeting took place on 6 December 2018; finally, the leaders of Villa 1 were met on 7 December 2018. In Yopougon, the leaders of the target areas were met on 17 December 2018 in the sub-quartier called Gbédjanto, and finally, in Gesco Attié, the opinion leaders were met on 10 October 2018. After these meetings, the JET met with certain opinion leaders individually to deeply understand the information collected.

The second step was to convene meetings with the populations of the targeted sites. The purpose of this meeting was to inform the residents that their quartiers or sub-quartiers had been selected for the implementation of a social cohesion project, and to inform the various leaders and volunteers that a joint management committee was going to be established. Thus, in Abobo, this public consultation took place on 13 December 2018 in SOGEFIHA and on 5 December 2018 at Désert, respectively. As for the commune of Yopougon, the residents of Gesco Attié had their meeting on 15 December 2018; while those in Gbédjanto met on 16 December 2018.

At the third step, a series of meetings with various opinion leaders as well as volunteers took place. For the meetings at each site, the Terms of Reference (TOR) for the functioning of the committees were approved. Accordingly, a president, two vice presidents, and two reporters were elected at each site by the committee members themselves. The number of committee members

varied between 20 and 26 depending on the demographic situation of the site, and each member represented a different demographic group of the area. For example, in Abobo, the CCGQ of SOGEFIHA was set up on 19 December 2018. It had 20 members including four youth, four retired, four women, a Christian, a Muslim, five members of the house-owners' associations and a representative of the civil society.

The proposed TOR stipulates the key components as follows: 1) vision: the realisation of peaceful cohabitation; 2) objectives: a) strengthen bonds among residents for horizontal relationship, and b) facilitate communication between residents and public authority for vertical relationship; 3) tasks: a) monitor the progress of the pilot projects, b) manage the opinion box and information board, c) plan and implement cultural/sports events, training or any kind of activities; 4) segments which represent CCGS/CCGQ members: a) youth, b) women, c) religious organisations, d) ethnic organisations, e) socio-professional organisations, f) the elderly (retired), g) neighbourhood committees, h) non-Ivorian nationals, i) those who recently moved into the area, and j) those responsible for the target facility; and 5) selection criteria: a) knowledge of the issue, b) knowledge of the neighbourhood and its socio-economic situation, c) active participation in neighbourhood activities, d) communication and leadership skills, e) respectful personality, f) willingness and volunteerism, g) availability, h) writing skills (for reporters), and i) respect to the by-laws.

Later, however, the CCG of Abobo SOGEFIHA was reorganised in December 2019. Due to a problem of management of the CCG by the president and other members, the commune office of Abobo decided to reorganise the CCG to keep it on the right track for the pilot project. The public consultation meeting was organised on 7 December 2019 to explain the concept of the project and the committee to the residents and to call for a next meeting to select members. In the following meeting on 14 December, one president, two vice-presidents and two reporters were selected through voting and discussion. On 28 December, the board members, representatives of different segments and other residents gathered and discussed how to select other CCG members. During this meeting, the commune office and the JET explained the criteria of selecting members in the TOR. The participants decided to bring the issue to their community to internally discuss who would be the members of CCG. In early January 2020, the JET received a list of CCG members composed of different segments and groups.

### **2.2.8 Activity 2-8 Support an ex-CCGPP (or their successor organisations) of COSAY Phase 1 in each target commune for their continuous efforts**

#### **(1) Soft component of the maintenance work of the roads**

The meetings with the ex-CCGPPs and the residents were occasionally held to explain or discuss the activities concerning the roads in Banco 2 and Lycée Municipal. The components of the meetings are summarised in the table below.

**Table 2.2.20 Meetings with ex-CCGPP and Residents**

Date	Participants	Topic
17 December 2018	(1) Ex-CCGPPs in Banco 2 (2) Ex-CCGPPs in Lycée Municipal	Explanation on the topographic survey
19 February 2019	Ex-CCGPP in Banco 2	Explanation on the urgent maintenance work and the importance of sensitisation
21 February 2019	Ex-CCGPP and residents in Lycée Municipal	Explanation on the urgent maintenance work and the importance of sensitisation
12 March 2019	Ex-CCGPPs in Lycée Municipal	Introduction of the contractor and discussion about the joint monitoring system and the communication (information board, etc.)
13 March 2019	Ex-CCGPP in Banco 2	Introduction of the contractor and discussion about the joint monitoring system and the communication (information board etc.)

Source: JICA Expert Team

During the 14th Working Group meeting, the JET and the commune officers identified the actions to be taken for the soft component of the maintenance work of the roads. A specific actor has been assigned to be responsible for each action.

Ex-CCGPP of Banco 2 was transformed into an association called “COGERB2.” Similarly, the ex-CCGPP of Lycée Municipal became a quartier management committee called “CGQ – N’guessankoi”. Both associations (committees) of ex-CCGPPs in Lycée Municipal and Banco 2 are still active as they occasionally gather and hold internal meetings to discuss the issues in the community. COGERB2 gathers the residents by utilising megaphones to deliver useful information in the community. The president of Banco 2 reported that their association conducted a cleaning activity with the support from the commune office.

Concerning the issue of dumped waste, the commune offices both in Abobo and Yopougon established a hygiene committee in 2019 as a part of a new initiative of the government. This committee is composed of the commune office; ANAGED, a national agency for waste management; BNETD; and a subcontractor in charge of garbage collection. The representatives of the residents can also attend the weekly committee meetings. For Banco 2, the president of ex-CCGPP attended the committee meeting to report the hygiene issues in the community. The youth leader of ex-CCGPP in Lycée Municipal identified the locations for the installation of garbage containers and reported this to the committee. In addition, the commune office of Yopougon enacted the municipal ordinance to regulate the dumping of waste. The enforcement of this municipal ordinance should be stressed in the sensitisation activities.

As for the progress of the other actions, the JET ordered information boards and panels. These tools can be used for any sensitisation activities. The Ex-CCGPP members identified the locations to install the boards and assigned a person in charge of managing them.

To enhance activities related to the soft component for the Phase 1 road sites, the JET organised a cleaning event at Banco 2 in collaboration with the ex-CCGPPs of Banco 2 (COGERB2) and

the Yopougon Commune office on 23 March 2021. The main activities of the event are as follows:

- Cleaning action for the drainage, especially in the intersection areas, to remove sand and rubbish in the drainage.
- Restore huge holes at the intersection with sandbags (utilise the Donoh method).
- Sensitise population about cleanliness.

The JET prepared the announcement posters and flyers prior to the event. The posters were posted on the information boards, and flyers were distributed to the residents. As a result, approximately 100 people participated, including representatives from the Yopougon Commune office, members of the COGERB2, and the population of Banco2. Participants cleaned the road and the drainage facilities and filled the holes at the intersection with Donoh (sandbags).

## (2) Soft-component Activity related to the Emergency Maintenance Works

The commune offices and the JET consulted the ex-CCGPPs of Banco 2 and Lycée Municipal concerning the follow-up actions on the constructed road. As mentioned above, the ex-CCGPP members joined the joint inspection and delivery of the maintenance work.

The Project (each commune office and the JET) conducted soft component activities to ensure safety during urgent maintenance works and to raise awareness on the importance of self-help endeavours done on a regular basis by the area residents to maintain the road conditions. The ex-CCGPP members actively joined the activities, and the President took the initiative to mobilise other residents to participate in the activities. The table below shows the summary of the soft component activities.

**Table 2.2.21 Soft Component Activities related to the Emergency Maintenance Works**

Activity	Content
Information board and sensitisation panel	The Project installed two information boards and two sensitisation panels at each site (Lycée Municipal and Banco 2) to increase the communication level and to raise awareness on the safety of the residents.
Sensitisation event (Awareness campaign)	The commune office organised a sensitisation event on the following topics: 1) how to use the road properly; 2) prohibition of throwing garbage on the street (and drainage system); 3) importance of cleaning activities; 4) safety during rainy season; and 5) collaboration among residents. The dates of the events are shown below: <ul style="list-style-type: none"> <li>■ Banco 2 (Yopougon): 3 May 2019</li> <li>■ Lycée Municipal (Abobo): 21 June 2019</li> </ul>
Cleaning event	The commune office organised a cleaning event. The event was composed of sensitisation, cleaning and maintenance activities (flood protection using sandbags). The maintenance activities were supervised by the technical department of each commune office. The dates of the events are shown below. <ul style="list-style-type: none"> <li>■ Banco 2 (Yopougon): 25 July 2019</li> <li>■ Lycée Municipal (Abobo): 27 July 2019</li> </ul>

Source: JICA Expert Team

To organise the above-mentioned activities, the Project worked collaboratively with ex-CCGPPs. The members of ex-CCGPPs took the initiative to mobilise other residents for these activities.

The Project, especially in each commune office and the JET, continued supporting the efforts of ex-CCGPP to raise awareness on the importance of self-help endeavours done on a regular basis by the area residents to maintain the road conditions.

The members of ex-CCGPPs took the initiative to mobilise other residents for these activities. In the road of Lycée Municipal, for instance, volunteers from the area have worked together to clean drainage systems and fix damaged parts using their own initiative and resources.

### (3) Soft-component Activity related to the Follow-up Works

As mentioned in [Activity 2-2], the JICA mission, MIS and the commune offices visited Banco 2 and Lycée Municipal to observe the road conditions and to exchange ideas with ex-CCGPP members. They encouraged the members who continue their efforts to maintain the road facilities and promised that the commune offices would coordinate with companies in charge of solid waste collection in the area. However, the commune offices could not provide sufficient support to the areas in terms of large-scale repair works and solid waste collection, although the ex-CCGPP members asked them frequently.

Like other CCGs, in addition, the JET rehabilitated information boards placed at Banco 2 and Lycée Municipal to improve their attractiveness and usability and provide PR materials under the project.

To enhance the activities related to the soft component for the Phase 1 road sites, the JET and the commune offices organised planning meetings with the ex-CCGPPs in July and August 2021 before the commencement of the construction work. The JET proposed the budget and the types of soft component activities and requested the ex-CCGPPs to submit their plans. After critical review by the JET, their plans were approved, and the ex-CCGPPs conducted the soft component actions in collaboration with the road construction works. The table below shows a summary of the plans and the dates when the activities were conducted.

**Table 2.2.22 Soft Component Activities related to the Follow-up Works**

Site	Activity	Planned or Conducted date
Lycée Municipal	Sensitisation of the residents	1 – 3 September 2021
	Handover ceremony of the cleaning materials, plus information of population with the commune officers	4 September 2021
	Cleaning of the natural channel	11 September 2021
	Social Cohesion Day	13 March 2022
Banco 2	Sensitisation of the residents	7 – 10 September 2021
	Handover ceremony of the cleaning materials, plus information of population with the commune officers	15 September 2021
	Neighbourhood cleaning day	9 October 2021
	Social Cohesion Day	12 March 2022

Source: JICA Expert Team

The photos below show the soft component activities.



Source: JICA Expert Team

**Figure 2.2.9 Soft Component Activities**

**(4) Participation to the Training Programme under COSAY 2**

As with other CCGs, the JET invited the ex-CCGPPs of Banco 2 (COGERB2) and Lycée Municipal (CGQ) to the training programmes mentioned in [Activity 2-9] below.

**2.2.9 Activity 2-9 Conduct the necessary training programmes (such as conflict resolution, project planning, fundraising) for CCGs, ex-CCGPPs and the counterparts**

**(1) Kick-off Workshop**

The workshop was held on 13 and 14 November 2017 with 20 participants from the MIS/DGDDL and the commune offices to confirm the policy and framework of the Project. Major discussion topics consisted of 1) Review of COSAY Phase 1, 2) Challenges of social cohesion and public services, 3) Review and modification of PDM and PO of the Project, and 4) Confirming project management structure. As a result of the workshop, PDM and PO have been modified as version 1 considering the identified lessons learned from COSAY Phase 1 and the realities of social cohesion and public services in Abobo and Yopougon Communes. Also, the counterparts were nominated involving the general secretary and treasurers in addition to the counterparts of Phase 1.

**(2) Japan's Experience and KAIZEN – Continuous Quality Improvement**

The training was held on 29 March 2018 with seventeen participants from the MIS/DGDDL and the commune offices. The objectives of the training were to learn about Japan's experiences on recovery from war and natural disasters, to learn about the Japanese management style



“KAIZEN”, and to discuss effective and efficient office management and prepare a KAIZEN action plan. It consisted of two modules named 1) Japan’s Experience on Community Participation, 2) KAIZEN – Continuous Quality Improvement.

**(3) Infrastructure Database**

The training was held on 26 April 2018 with 22 participants from the MIS/DGDDL and the commune offices. The objectives of the training were to understand what municipalities can do with the IDB (Infrastructure Database), to understand the IDB contents and its creation process, and to learn how to use the database (Excel, Garmin and QGIS mapping (QGIS: Free GIS software)). It consisted of four modules namely: 1) Overview of the IDB; 2) How to use the inventory data of Excel; 3) How to get geographic information from Garmin and how to use the QGIS Exercise; and 4) Action Plan, and presented them.

After the training, the JET monitored the action plan execution. Since the technical officers of both communes had neither collected the data nor made the option database, the JET met the technical officers in August and discussed the following: 1) reason why IDB completing work was not continued; 2) usage of IDB; and 3) their intention to use IDB or not. Communes requested to join the JET supplemental training because the officers forgot the operation process of GARMIN and QGIS and they misunderstood the IDB formulating process.

**(4) Supplemental Training on Infrastructure Database**

According to the request of the commune offices, the supplemental training was planned for the core members who would conduct the database in each commune. At first, the JET asked each DST to form a study group of the IDB and made a member list. The training consisted of the following: 1st day: GARMIN operation and GPS code conversion to Universal Transverse Mercator coordinate system (UTM), 2nd day: Excel CSV format, how to do mapping by QGIS and basic operation of QGIS, 3rd day: Analysis of the Excel data and QGIS operations. Of the above, the training sessions were carried out on 10 September 2018 in Yopougon and on 19 September in Abobo.

**(5) Special Training Programmes to CCG members under Pilot Project Type 2**

Unlike in the previous training course mainly conducted by the JET, this time, the JET aimed to educate potential trainers from the C/Ps as part of the OJT to build their capacity as trainers using two types of strategic planning training courses. The strategic planning training courses consisted of two parts, namely: “participatory rapid appraisal (PRA)” and “project cycle management (PCM)”. The JET conducted the first session out of two training sessions in each commune, and the potential trainers from the C/P participated in the training as trainees and learned how to manage the training sessions. Then, the trained C/Ps conducted the remaining training courses.

### **1) Strategic Planning 1: PRA**

The training sessions were held in January and February 2019, respectively, with participants from the CCG(S)Qs for the pilot project Type 2 as well as the commune offices. The objectives of the training were to enable participants to understand the social cohesion theory and the COSAY approach; to learn how to identify needs and resources in the target area concerning the promotion of social cohesion; and to learn about communication and facilitation skills. It consisted of three modules, namely: 1) Social Cohesion and the COSAY approach; 2) Needs Identification; and 3) Facilitation.

After the training, the CCG(S)Q members representing their segments conducted group discussions with their segment residents in February 2019 to identify the needs and resources concerning the promotion of social cohesion in the target areas. The collected data and information were compiled in formats by the CCG(S)Qs. In addition, information boards and opinion boxes were installed in the target areas by the JET and the commune offices – in collaboration with the CCG(S)Qs – to gather community opinions for similar topics in the group discussions.

### **2) Strategic Planning 2: PCM**

The training sessions were held in March 2019, with participants from the CCG(S)Qs for the pilot project Type 2 as well as the commune offices. The objectives of the training were to learn about the theory of logic model and the methods of tree analysis, to understand the realities and conditions of the area concerning social cohesion, and to formulate pilot projects (infrastructure type and non-infrastructure type). It consisted of four modules, namely: 1) Review of the Community Profiles; 2) Problem Analysis; 3) Objective Analysis; and 4) Project Formulation.

Based on the collected segment needs and resources concerning social cohesion in the areas through the segment group meetings and the opinion boxes, the CCG(S)Q members analysed the problems and needs concerning social cohesion and the utilisation of existing resources in the areas for the purpose of promoting social cohesion. Then, they identified the necessary actions towards promoting social cohesion.

### **(6) Review of the COSAY Method**

The training sessions were held on 5 March 2019, with participants from the MIS and the commune offices. The objective of the review workshop was to reconsider the COSAY method based on experience of the pilot project Type 1 Batch 1. It consisted of four modules, namely: 1) Review of the Pilot Project Type 1 Batch 1; 2) Reconsider the COSAY Method; 3) Procedure of the Pilot Projects; and 4) Training in Japan.

Since almost half of the Project activities had been done, this was an appropriate time to review the existing COSAY method which was applied to the pilot project Type 1 Batch 1 to some extent. The participants reconfirmed the efficacy of CCGPP as a joint committee involving various

stakeholders and the necessity of expanding the number of CCGPP in the communes as a facility-based or an area-based committee that promotes social cohesion. Simultaneously, appropriate intervention from the commune office is needed when they establish the CCG (joint management committee, including the types of facility-based CCGP and area-based CCG(S)Q) for the implementation of their three-year plan. The results of the discussions were reflected in the planning and implementation of the pilot projects Type 1 Batch 2 and in refining the COSAY method.

**(7) Public Private Cooperation (PPC)**

The series of training sessions for PPC were designed to be conducted during two different time periods of the Project. For each package, the JET developed the training contents and the materials together with the C/Ps, and conducted sessions of training on trainers (TOT) with the commune officers so that they could also conduct training sessions with their colleagues and the residents (mainly the members of CCGs) during and even after the Project period. The contents of PPC training packages and the training sessions conducted are summarised in the tables below.

**Table 2.2.23 Public Private Cooperation Training 1 (PPC1)**

Module	Contents
Module 1: Social cohesion and roles of community	<ul style="list-style-type: none"> <li>- Social cohesion theory</li> <li>- Concept of CCG (joint management committee)</li> <li>- Roles of community and civil society</li> </ul>
Module 2: Communication and Leadership	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Leadership</li> <li>- Community mobilisation</li> <li>- Organising meetings</li> <li>- Community dialogue</li> </ul>
Module 3: Accountability	<ul style="list-style-type: none"> <li>- Information sharing and disclosure</li> <li>- Record taking and keeping</li> <li>- Utilisation of information boards and opinion boxes</li> </ul>
Module 4: Community Action	<ul style="list-style-type: none"> <li>- Formulation of community actions based on needs of population</li> <li>- Management of community actions</li> <li>- Request to the commune offices</li> </ul>

Source: JICA Expert Team

**Table 2.2.24 Public Private Cooperation Training 2 (PPC2)**

Module	Contents
Module 1: Organisation Management with Sustainability	<ul style="list-style-type: none"> <li>- Sustainable organisation</li> <li>- Reconsider roles and responsibilities of CCG</li> <li>- Revision of TOR</li> </ul>
Module 2: Fundraising	<ul style="list-style-type: none"> <li>- Formulation of community actions based on needs of population</li> <li>- Request to the commune offices</li> <li>- Fundraising</li> <li>- Proposal Writing</li> </ul>

Source: JICA Expert Team

## 1) PPC1

The module for the PPC1 was selected considering needs and experience of CCG members of each type/batch as summarised in the table below. As the module 1 of PPC training and some parts of the training on Strategic Planning training had certain redundancies in their contents, particularly the introductory part of social cohesion theory, module 1 of the PPC training was not conducted with the pilot project Type 2 CCG members who had already participated in the training on Strategic Planning.

**Table 2.2.25 PPC1 Training Sessions Conducted**

Date	Commune	PP Type	Site	Module
26 June 2019	All the C/Ps	--	-- (as a TOT session)	1,2,3,4
10 July 2019	Yopougon	Type 2	Gbédjanto, Gesco Attié	2,3,4
15 July 2019	Abobo	Type 1 Batch 2	Sagbé, Mponon	1,2,3,4
31 July 2019	Yopougon	Type 1 Batch 1	Gesco manutention, Saint Hubert	2,3,4
20 August 2019	Abobo	Type 2	SOGEFIHA, Désert	2,3,4
22 August 2019	Abobo	Type 1 Batch 1	Akeikoi, Abobo Centre	2,3,4
23 October 2019	Yopougon	Type 1 Batch 2	Gare Nord, Maroc	2,3,4
June 2020	Abobo	Type 2	SOGEFIHA (for new members)	1,2,3,4

Source: JICA Expert Team

In the PPC training, the CCG members of the pilot project Type 1 Batch 1 proposed some community actions. Since the CCG has finished / would finish their activities under COSAY and would be transformed into an association, the CCG promised to perform these actions as an association.

Due to restructuring of the CCG of Abobo SOGEFIHA, many members had not participated in the training sessions in August 2019, hence the JET and the Abobo Commune office planned to hold a refresher session for the CCG members in March 2020. However, this was suspended due to government restrictions concerning the COVID-19 pandemic. Finally, the JET and the Abobo Commune office held a refresher session for the CCG members in June 2020.

## 2) PPC2

At the end of the pilot project activities, the JET and the commune offices planned to conduct another series of PPC training sessions, including one on sustainable organisational management and fundraising, to enhance the capacity and sustainability of successor associations of CCGs. The JET instructed the officers in charge of the commune offices to prepare training materials and identify appropriate guest speakers to share fundraising experience. The JET set a TOT session at the end of March 2020 to finalise training contents.

Following the TOT session, the JET and the commune offices conducted sessions for CCG members of Type 1 and Type 2 as well as ex-CCGPP members of Banco 2 and Lycée Municipal between June and July 2020. The training sessions were delivered by four counterparts from the

Abobo Commune office and five counterparts from the Yopougon Commune office, respectively. The trainees from the CCGs were enthusiastic and motivated to establish their successor associations because the sessions, such as sustainable management of organisations and fundraising, allowed them to visualise their responsibility in the future. Soon after the training session, ten out of twelve CCGs finished drafting their statutes and regulations, while the other two CCGs finalised theirs by the end of 2020.

#### **(8) Public Relations (PR)**

The first training course on public relations was held on 18 December 2019 at the Yopougon Commune office, targeting all the counterparts in charge of communication. The objective of the training was to learn and understand the theory, strategy and approach to public relations. The modules were composed of 1. Theory of Public Relations, 2. Practice of Public Relations, 3. PR Strategy and Action Plan, 4. Rules of Shape on SNS, and 5. Rules of Substance on SNS.

A total of 14 participants acquired knowledge and skills on public relations, learnt the rules to follow in writing articles, and the importance of delivering messages on social networks to promote social cohesion.

The second training session on public relations was held on 26 February 2020 in a conference room at MIS/DGDDL, targeting mainly the CCG members who were in charge of communication in all the pilot project sites under COSAY Phase 2. The objective of the course was to show the participants how to use information boards and radio to share messages and to launch campaigns, and how to create and manage Facebook pages and groups.

The module was composed of three parts: 1. Information board (including the opinion box), 2. Radio, and 3. Facebook. A total of 28 participants composed of 26 CCG members and two Abobo Commune officers came to the training. During the training, the participants learned how to use SNS by creating a Facebook page and group at the commune level (one page and one group for each commune). These Facebook pages and groups would be used continuously among the CCGs even after the training, managed by the CCG members in charge of communication.

#### **(9) Safety Management Training**

In spite of the explanation on the importance of safety management during meetings before the commencement of construction works, there were several cases of unsafe practices at the construction sites that were monitored. For instance, there was a case where the workers did not use helmets or gloves during the construction work, because the workers had decided to prioritise work efficiency rather than safety. The JET observed that understanding of the contractors and their workers concerning safety management tended to be insufficient.

In order to raise the awareness of the commune offices, the contractors, and the subconsultants, and to improve their understanding on the importance of safety management, a training session was held on 29 November 2019 using training materials referring to the JICA safety management

guidelines. A total of five participants from the commune office, the contractors, and the subconsultants attended the training session to learn safety management principles and the JICA guidelines.

#### (10) Maintenance Training

In order to realise better understanding of facility maintenance, a series of maintenance training sessions were held during construction site meetings and periodical meetings in CCG with the attendance of commune officers, CCG members and facility managers.

A total of 55 participants attended the sessions. After the sessions, an MOU for facility maintenance was signed at each site among the commune office, the facility owners, CCG and the JET. Herein, MOU, the role of each stakeholder has been agreed upon, such as the implementation of periodical maintenance by facility owners, periodical monitoring by commune office and periodical checks of the facility itself by CCG.

#### (11) Training in Japan

The Project conducted training in Japan from 10 June to 21 June 2019. The objectives were for the participants to learn about the roles of the local government and its cooperation with the civil society in the field of social cohesion and urban planning, and to utilise what they have learned in the activities of COSAY. In total, eight participants were selected based on the criteria set by the JET such as the frequency of the participation in the activities of COSAY, having not participated in past training programmes in Japan during Phase 1, having no serious health conditions, etc. The table below shows the list of the C/Ps who were selected for the training.

**Table 2.2.26 Participants of the Training in Japan**

Name	Structure	Position
Dago Djahi Lazare	Ministry of Interior and Security	Director General of the Directorate General for Decentralization and Local Development
Dansi Arsène Marina Mahoutin Konan	Ministry of Interior and Security	Deputy National Coordinator/ Deputy Director in charge of Evaluation and Performance
Tena Ouattara	Commune Office of Abobo	Deputy General Secretary
Camara Moussa	Commune Office of Abobo	Head of the housing and urban planning department
Kone Lessingué	Commune Office of Abobo	Deputy Director of Education and Health
Kouadio Kacou	Commune Office of Yopougon	General Secretary
Coulibaly Mamadou	Commune Office of Yopougon	Human Development Director
Kablan Sahi Alain	Commune Office of Yopougon	Head of the Solidarity Office

Source: JICA Expert Team

The programme, designed by the JET based on discussions with the C/Ps, is composed of two modules: (1) multicultural society; and (2) urban planning and facility management with

community participation. The programme of the training course in Japan is shown in the table below.

**Table 2.2.27 Programme of the Training in Japan**

Date	Content	Lecturer	
		Name	Position
6/10	Briefing		
	Programme Orientation	Masaya SEKIGUCHI	Chief Advisor of COSAY
	General Orientation: General Overview of Japan and Administrative System in Japan		
6/11	Social Cohesion and Community Development	Masaya SEKIGUCHI	Chief Advisor of COSAY
	Create Space for Young Immigrants	Shuko EBIHARA	President, Kuriya
	JICA's Assistance for Local Governance in Conflict-Affected Regions	Yuko DOHI	Senior Advisor, JICA
6/12	Support and Cooperation Between Tsurumi Ward Office and Heian-Cho	Hiroaki ICHIKAWA	Tsurumi Ward Office
	Activities of Chonakai (a neighbourhood association) in Heiancho	Hidehiko KASAI	President of Chonakai in Heian-cho
	Visit to Community Activities in Heian-Cho		
6/13	Urban Planning in Setagaya	Toyotaka SAGAWA	Setagaya Ward Office
	Public-Resident Cooperation in Setagaya	Manabu MASAKI	Setagaya Ward Office
	Experience of «Karasuyama Net Workshop»	Shigeko MIYACHI	PLACE
	Site Visit		
	Discussions		
6/14	Introduction of "Shoin Jinja dori" Street	Sayaka KUROIWA	Setagaya Ward Office
	Review of the First Half of the Programme	Mai KATAOKA	COSAY Expert
6/15	Day Off		
6/16	Move to Osaka		
6/17	Introduction of the Training in Osaka	Masaya SEKIGUCHI	Chief Advisor of COSAY
	Activities of «Osaka International House Foundation»	Miyuki AMANO	Osaka International House Foundation
	Visit of Information Centre		
6/18	History and Multiculturalism of Ikuno Korean Town	Kwang-min KIM	Korea NGO Centre
	Visit of Ikuno Korean Town		
	Community Development Using "Easy Japanese"	Masatoshi KAMBAYASHI	Ikuno Ward Office
	Prevention of Hate Speech in Osaka City	Koichi MORI	Osaka City Hall
	Move to Tokyo		
6/19	Social Exclusion and Social Cohesion	Shinichi MUROTA	Tokyo Metropolitan University
	Review of the Second Part of the Programme	Mai KATAOKA	COSAY Expert
6/20	Explanation about Action Plan	Masaya SEKIGUCHI	Chief Advisor of COSAY
	Preparation of Action Plan		
6/21	Preparation of Action Plan	Masaya SEKIGUCHI	Chief Advisor of COSAY
	Presentation of Action Plan		
	Evaluation and Closing Ceremony		

Source: JICA Expert Team

At the end of the training session, participants made an action plan to utilise what they learned during the training within the framework of COSAY and their daily work. They proposed individual actions and collective actions for each structure (Abobo, Yopougon and the MIS).

On 31 July 2019, the MIS organised the meeting to share their experiences in Japan with other counterparts. The representatives of each commune office and MIS had a presentation on the contents of the training sessions and their action plans.

As a positive effect of the training in Japan, the participating C/Ps were motivated to institutionalise the COSAY methodologies through setting regulations for using evidence-based planning for their three-year plans and for expanding the CCGs in their communes continuously. The secretary generals who participated in the training took initiatives to draft necessary regulations. The JET and the C/Ps have been discussing procedures and necessary contents of the institutionalisation continuously, especially after the review mission from JICA Tokyo in September 2019 confirmed necessary actions for the institutionalisation.

## **(12) Additional Training**

Some political events such as the presidential election in 2020 as well as the COVID-19 pandemic affected the populations living in Abobo and Yopougon negatively in terms of social disharmony and insecurity. Thus, the JET responded to the requests of additional training sessions from the C/Ps and ex-CCG members.

### **1) COVID-19 and Social Cohesion**

Fear and social stigma among the population due to the COVID-19 pandemic had posed a risk in the deterioration of social cohesion in the target communes. There was an urgent need to disseminate appropriate knowledge and promote preventive measures for COVID-19 to the residents. Thus, the JET, MIS and the commune offices decided to conduct training on COVID-19 and social cohesion under the state of emergency for COVID-19. The contents of training sessions were discussed between the JET and the counterparts as well as the person in charge of the Ministry of Health. The training sessions were conducted in June and July 2020 with participation of CCG members from all 12 sites and the ex-CCGPP members of Banco 2 and Lycée Municipal. Posters on infection prevention measures were also made and delivered to the participants for posting on the information boards to sensitise the population.

### **2) Refresher Training on Peacebuilding**

Considering the fear of residents for the high-stake presidential election planned in October 2020, it was necessary for the CCG and ex-CCGPP members to reconfirm their roles in their communities as promoters of social cohesion and to enhance resilience of the communities. For this purpose, the JET and the commune offices developed a refresher training programme utilising the training materials of the PPC 1 training as well as the peacebuilding training under Phase 1.



In September 2020, a two-day training session was conducted in each commune, inviting some of CCG and ex-CCGPP members from each site. However, due to the limited budget for the training sessions<sup>16</sup>, only four members from CCGs / ex-CCGPPs could participate in the sessions. Participants felt that all members should take part in this training because it was very important for them as leaders. They promised to disseminate the ideas and skills concerning roles of the citizens, and conflict management with the other members through organising local training sessions among themselves. In addition, posters on peaceful elections were also made and delivered to the participants for posting on the information boards.

#### **2.2.10 Activity 2-10 Formulate and practise community actions for promoting social cohesion and development in the target areas**

In the PPC training, the CCG members of the pilot project Type 1 Batch 1 proposed some community actions. Since the CCGs had finished their activities under COSAY and were transformed into associations, each of them promised to perform these actions together as an association. As for the CCGs, which had already held the award ceremony, the president of the respective association read the plan during the ceremony.

In the case of pilot project Type 1 Batch 2, some ideas of community actions were brought up in the discussion during the CCG meeting. CCG Gare Nord, for instance, decided to visit each traditional chief of the different ethnic groups to inform them about the activities of CCG, hence increasing the awareness of the existence of CCG among the population.

As for ex-CCGs of the pilot project Type 2 and the ex-CCGPPs of Phase 1 road sites, they also committed to and acted on some community actions under their own initiative apart from the non-infrastructure community actions or soft-component activities funded by the JET.

Community actions implemented by CCGs or successor associations are summarised in the table below.

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<sup>16</sup> The budget line for training sessions was exceeded due to unexpected additional expenses for preventive measures against COVID-19.

**Table 2.2.28 Community Actions by CCGs / Ex-CCGPP**

Type	Location	Action	Month
Type 1 Batch 1	Gesco Manutention, Yopougon	Conflict resolution between the local population and teachers of elementary school	September 2020
	Akeikoi Abobo	Participation of all members of CCG and some residents in the community in the cleaning event	December 2020
Type 1 Batch 2	Sagbé, Abobo	Support for enrolment of residents to obtain the Universal Health Insurance Card	April and September 2020
	M'ponon Abobo	<ul style="list-style-type: none"> <li>• Cleaning activity called "operation shovel" in the M'ponon district held for 3 days. It was done in collaboration with some associations such as RENOUEVEAU, BINKADI, SIGUIDIA</li> <li>• Working session on security in the neighbourhood with the new 32nd district authorities</li> <li>• Awareness campaign on environmental and body hygiene in partnership with Village d'enfants SOS d'Abobo</li> <li>• Diabetes and HIV/AIDS screening campaign organised by the ex-CCG and Lumiere Action (first NGO to initiate the fight against AIDS)</li> </ul>	May - September 2021
	La Gare, Yopougon	Sensitisation of residents on COVID-19 Meeting and sensitisation of leaders in the quartier and sub-quartiers for a peaceful presidential election (before and after the election)	August 2020 October - November 2020
Type 2	SOGEFIHA, Abobo	Training of local leaders on peacebuilding Cleaning of a road, named 'Rue TOKYO', next to the school which is the project site	September 2020 January 2021
	Désert Abobo	Sensitisation of the residents on COVID-19	February 2021
	Gesco Attié Yopougon	Operation sweep carried out with an association called the Celestial Army	August 2021
	Gbidjanto, Yopougon	Awareness campaign on COVID-19 with the Red Cross Côte d'Ivoire Meeting with the leaders in the quartier and sub-quartiers for a peaceful presidential election (before and after the election)	September 2020 October - November 2020
Phase 1 ex-CCGPP	Lycée Municipal, Abobo	Drainage system cleaning activities and maintenance of the road Cleaning of gutters and litters	April 2020 February 2021
	Banco 2, Yopougon	Cleaning and backfilling of the road Cleaning and backfilling of the road	June 2020 March 2021

Source: JICA Expert Team

### 2.2.11 Activity 2-11 Select an infrastructure project and a non-infrastructure project (as pilot project type 2) at each target area

#### (1) Infrastructure project

After a series of discussions with the CCG members through the strategic planning training session, the JET visited the public facilities and public lands in the target sub-quartier from April to May 2019 to study the possible components for the infrastructure projects under the pilot

project Type 2. Based on the needs assessment from the CCG members and the technical feasibility as JICA-funded projects, candidate facilities were nominated by the technical service departments of Abobo and Yopougon Communes and the JET. After consultation with the CCG members about the candidate facilities (government facility or government-related facility) were selected.

Before the procurement of contractors, in addition, each commune office issued an official letter concerning the confirmation of target facilities with public services. Furthermore, a Memorandum of Understanding (MOU) was signed by the JET, the commune office and the CCG for the purpose of confirming the target facilities to be rehabilitated. The table below shows the components of the infrastructure projects.

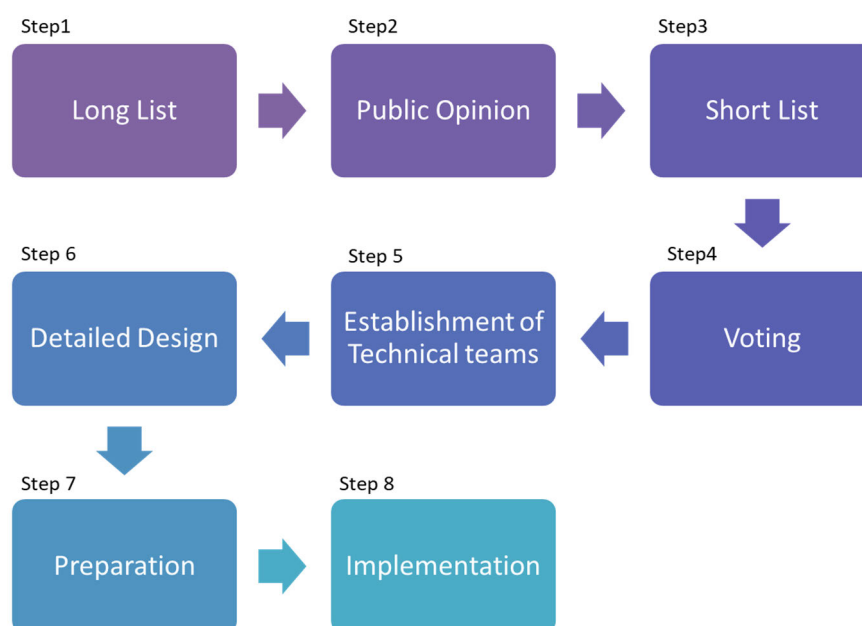
**Table 2.2.29 Components of the Infrastructure Projects**

Commune	ABOBO		YOPOUGON	
Target sub- quartier	DESERT	SOGEFIHA	GBEJANTO	GESCO ATTIE
Target site	EPP PLAQUE 2 Municipalité	EPP SOGEFIHA	EPP FLAMBOYANT	CENTRE DE SANTE FSU COM GESCO
Project contents	<ul style="list-style-type: none"> <li>1) Fence construction</li> <li>2) Partial rehabilitation of existing roofs (waterproofing against rain leaks, and renovation of septic tank and WC)</li> <li>3) Built-in information board</li> </ul>	<ul style="list-style-type: none"> <li>1) Fence construction, including fence support</li> <li>2) Cleaning the outlet for drainage</li> <li>3) Planting</li> <li>4) Built-in information board</li> </ul>	<ul style="list-style-type: none"> <li>1) Fence construction</li> <li>2) Painting of existing buildings</li> <li>3) Built-in information board</li> </ul>	<ul style="list-style-type: none"> <li>1) Cleaning of septic tank</li> <li>2) Installation of AC, ventilation, and electrical works</li> <li>3) Paving for emergency car access including carport spaces</li> <li>4) Renovation of gate</li> <li>5) Painting of existing buildings</li> <li>6) Painting of exterior wall</li> <li>7) Minor repair of existing building</li> <li>8) Built-in information board</li> <li>9) Creation of exterior waiting space</li> </ul>

Source: JICA Expert Team

(2) Non-infrastructure project (Community Actions)

The process of the implementation of community actions is as shown below.



Source: JICA Expert Team

Figure 2.2.10 Process of Implementation of Community Actions

In Désert, Gesco Attié, and Gbédjanto: for these three sites, the two actions were selected by voting during succeeding meetings by the end of October. As for Abobo SOGEFIHA, due to the restructuring of the CCG mentioned in 2.7, the whole process started late but the voting was completed in February 2020. The voting took place among the CCG members in Désert, SOGEFIHA and Gesco Attié, while CCG members in Gbédjanto proposed and adopted public voting. The results of the voting are shown in the table below.

Table 2.2.30 List of Candidate Actions and Results of Voting

	Event	Sensitisation
<b>Abobo</b>		
<b>SOGEFIHA</b>	<ul style="list-style-type: none"> <li>- Organise a festival</li> <li>- * <b>Organise Sports and Cultural activities</b></li> </ul>	<ul style="list-style-type: none"> <li>- Organise a campaign on citizenship</li> <li>- * <b>Organise activities to sensitise on cleanliness under social cohesion</b></li> <li>- Organise a campaign on preventing youth delinquency</li> </ul>
<b>DÉSERT</b>	<ul style="list-style-type: none"> <li>- * <b>Establish the sanitation committee to organise cleaning activities.</b></li> <li>- Organise football tournament</li> </ul>	<ul style="list-style-type: none"> <li>- Organise awareness campaign on social cohesion</li> <li>- Organise a skit to sensitise social cohesion among residents</li> <li>- Organise inter-community activities to promote communication among different segments.</li> <li>- * <b>Show a movie on social cohesion to sensitise the population</b></li> <li>- Organise sensitisation event on anti-drug</li> </ul>

	Event	Sensitisation
<b>Yopougon</b>		
<b>GESCO ATTIE</b>	<ul style="list-style-type: none"> <li>- * <b>Turning football game</b></li> <li>- Organise activities which promote communication among different religious groups</li> <li>- Turning cooking contest</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise youth on the effects of drug use</li> <li>- * <b>Organise awareness campaign on social cohesion</b></li> <li>- Sensitise residents, especially children, on-road traffic safety</li> </ul>
<b>GBEJANTO</b>	<ul style="list-style-type: none"> <li>- * <b>Organise an inter-ethnic festival.</b></li> <li>- Organise inter-religious activities to bring different religious communities in one place for the purpose of social cohesion (e.g., Inter-religious praying day)</li> </ul>	<ul style="list-style-type: none"> <li>- * <b>Organise the campaign to provide information on sanitation to sensitise the residents on the hygiene.</b></li> <li>- Organise sensitisation event on illegal drugs for the residents</li> <li>- Sensitise the residents on peace and social cohesion</li> </ul>

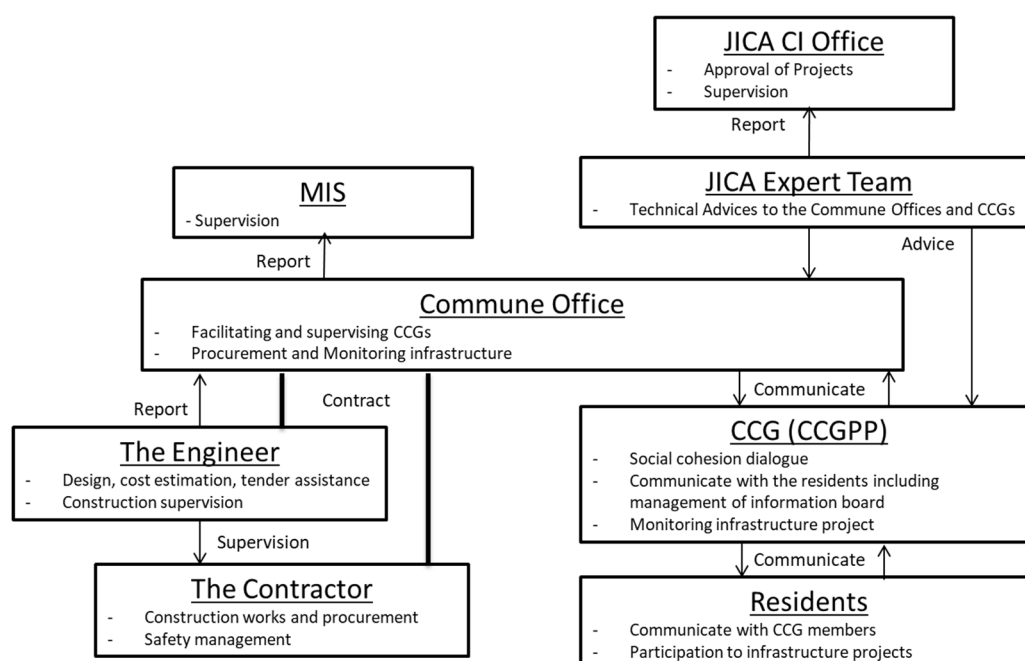
\* Action selected based on the results of voting

Source: JICA Expert Team

## 2.2.12 Activity 2-12 Design, prepare and implement the pilot projects and carry out joint monitoring

### (1) Pilot Project Type 1

Based on discussions in the review session of the COSAY method, the implementation structures of the pilot project Type 1 were agreed on as shown in the figure below.



Source: JICA Expert Team

**Figure 2.2.11 Implementation Structure for the Pilot Project Type 1**

### 1) Batch 1 (FY2018)

Although a regular meeting is supposed to be held each month, CCGPPs – with the exception of Akeikoi – sometimes encounter difficulties to convene a meeting due to big events concerning the municipal election, or simply the unavailability of the members.

The reason might be due to lack of motivation caused by the delay of the construction work. CCGPP had the first meeting in June 2018, but the construction started late around October 2018 for Abobo Centre, November 2018 for Akeikoi and Gesco Manutention, and late January 2019 for Andokoi. The huge delay of the commencement of the project in Andokoi was due to the lack of road access to the school. This created frustrations among the residents towards the commune office.

In the Terms of Reference of CCGPP, it is precisely mentioned that the mandate of CCGPP was valid until December 2018. However, as the construction commenced late, CCGPP extended their mandate until the end of March 2019. After that, construction work stopped again, so the mandate was changed once more to reflect the expected completion date of the project in Andokoi, which was towards the end of June 2019.

Concerning the construction of the infrastructure, the construction works finally finished with significant delay as shown in the table below.

**Table 2.2.31 Construction Works under the Pilot Project Type 1 Batch 1**

Location	Project Name	Completion
Akeikoi, Abobo	Construction of a nursery at GS Akéikoi	Nov. 2019
Abobo Centre, Abobo	Construction of a shed at Abobo City Hall	Jan. 2019
Andokoi, Yopougon	Construction of six classrooms at GS St Hubert	Jan. 2020
Gesco Manutention, Yopougon	Rehabilitation of the fence at EPP Gesco	Aug. 2020

Source: JICA Expert Team

Regarding the local employment, although it was not compulsory in Phase 2, the commune offices wanted the contractors to employ local residents for the construction work. As the condition of the local employment was not included in the tender documents nor contract agreements, but promised orally during the negotiation between the commune offices and the contractors, some contractors did not fully respect it. When the CCG members faced any problems regarding the local employment, they reported it to the commune office during CCG meetings.

Despite delays or suspension of the construction work, all CCGPP members agreed to complete their mandate and transform into an association to assume their role as the interface between the commune office and the local population, with the aim to promote social cohesion in the quartier. The JET and the commune offices facilitated the CCGPPs through the following: 1) developing internal regulations; and 2) preparing an official registration. Also, to celebrate and appreciate the contribution of the CCGPP members, award ceremonies were organised, and the commune

officers and the residents were invited. During the award ceremonies: 1) the new association members presented their plans for community actions, such as cleaning activities and organising sports events, which were developed during the PPC training; and 2) the Project awarded the certificates and distributed commemorative shirts to the dedicated members. All CCGPPs were transformed into associations by October 2019.

## 2) Batch 2 (FY2019)

After establishment, the CCGs started to organise monthly meetings in order for the commune office to monitor the construction work and to have a dialogue with the community.

Concerning the infrastructure projects of the commune offices, the Project confirmed the progress during each CCG meeting and Working Group meeting. By September 2019, the commune office of Abobo had prepared the tender documents to select the contractors. The commune office of Yopougon selected a contractor for the construction of a kindergarten in GS Gare Nord in La Gare. in July 2019, while there is no construction work during the expected intervention period at Maroc. Although the commune office of Abobo had conducted the tender to select the contractor for the construction of civil registry offices at Sagbé in November 2019, the construction of the municipal police station at M'ponon was suspended (and finally cancelled) due to a land acquisition problem.

Due to COVID-19 prevention measures imposed by the government of Cote d'Ivoire as well as the opinions of CCG members, all CCG meetings after late March 2020 were postponed, excluding the internal evaluation and award ceremony at the end of CCG activities. Both the commune offices and the JET supported the CCGs to transform themselves into associations. All CCGs under the pilot project Type 1 Batch 2 submitted application forms to the commune offices and the MIS, respectively, and transformed into associations and an NGO by April 2020. As for the construction works, the table below summarised names of the infrastructure projects and their completion dates or status.

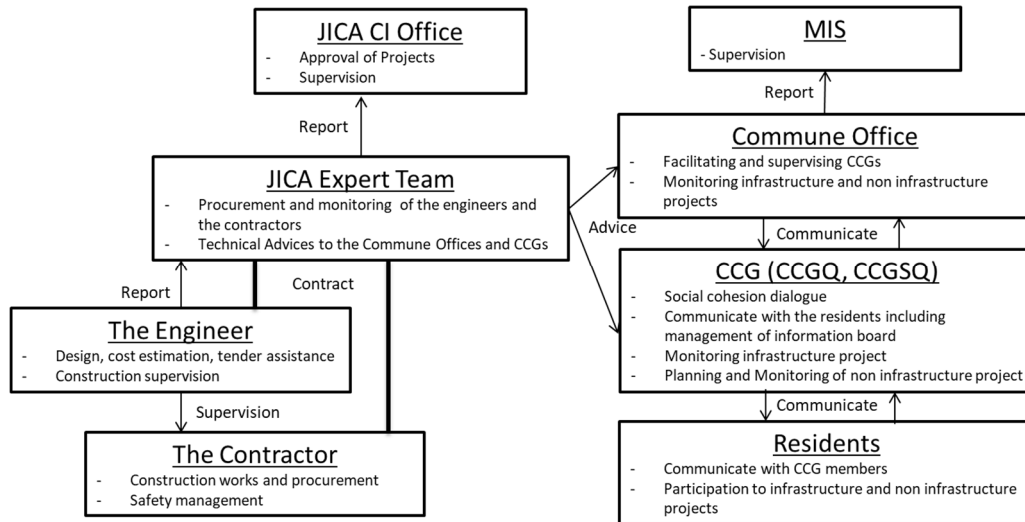
**Table 2.2.32 Construction Works under the Pilot Project Type 1 Batch 2**

Location	Project Name	Completion
M'ponon, Abobo	Construction of municipal police station	Cancelled
Sagbé, Abobo	Construction of civil registry offices	Almost done as of March 2023
La Gare, Yopougon	Construction of six classrooms and an office for the kindergarten in GS La Gare Nord	March 2021
Maroc, Yopougon	Relief work along the shoulders of the commune roads and other public places	No construction work under Batch 2

Source: JICA Expert Team

## (2) Pilot Project Type 2

Based on discussions in the review session of the COSAY method, the implementation structures of the pilot project Type 2 were agreed on as shown in the figure below.



Source: JICA Expert Team

**Figure 2.2.12 Implementation Structure for the Pilot Project Type 2**

After the series of training sessions held from January to March 2019, the JET returned to the CCGs to explain the proposed infrastructure projects. During the meeting held in June 2019, the subconsultant attended the meeting to explain the content of the proposed projects. From August to September 2019, the CCGs started the discussion on the selection of the community actions as the non-infrastructure projects.

There are gaps in the number of the CCG meetings. This is mainly because some CCGs had focused on the meetings of the technical committees to prepare their community actions. Some CCGs were also mobilised for the site meetings for the infrastructure projects.

Due to COVID-19 prevention measures imposed by the government of Cote d’Ivoire as well as the opinions of CCG members, all CCG meetings were postponed after late March 2020, excluding the internal evaluation and award ceremony at the end of the CCG activities. Both the commune offices and the JET supported the CCGs to transform themselves into associations. All CCGs under the pilot project Type 2 submitted application forms to the commune offices and the MIS, respectively, and transformed into associations by April 2020.

### 1) Infrastructure Project

The JET procured local consultants for the engineering works for the infrastructure projects in June 2019 after JICA had approved the target facilities. The engineering works included topographic surveys, surveys on existing buildings, detailed design, cost estimation, tender assistance and construction supervision. The TOR was distributed to the shortlisted consultants on 28 May 2019, and financial proposals were submitted to the JET on 5 June 2019. As the result of evaluation by the JET, CATEP was awarded the contract for engineering services for projects in Abobo, while ACROPOLE was awarded the contract for works in Yopougon.

The local consultants – whose design works were delayed – submitted the basic design reports to the JET in early September 2019. The basic designs for the target facilities were reviewed by



the JET and the technical service departments considering the needs of the facility owners, the limited budget, and conditions of the Project. The JET submitted a procurement plan to JICA in the middle of September 2019, while the JET prepared a long list of contractors by referring to past procurement records under the Project and collecting information from the commune office. After the JET conducted the pre-qualification exercise by examining the financial situation and technical experience of the nominees, five contractors were shortlisted. The tender document for the nominated competitive bidding process was sent to the shortlisted contractors on 27 September 2019, after JICA approved the procurement plan. The tender opening was set on 8 October 2019.

**a) Procurement of Contractors**

There were four infrastructure projects consisting of the three schools and one health centre. The construction works were packaged into 2 lots, including two projects for Abobo and another two projects for Yopougon. While the topographic survey, detail design, tender assistance and supervising work were delegated to the subcontracted local consultants, the JET procured the contractors by bidding after shortlisting qualified contractors based on experience from similar projects and a strong financial condition.

**Table 2.2.33 Outline of Construction Project**

Package	PKG-1 (ABOBO)		PKG-2 (YOPOUGON)	
<b>Local Consultant</b>	CATEP		ACROPOLE	
<b>Local Contractor</b>	EPEC SARL		TENSY SERVICE	
<b>Contract price</b>	68,600,000 FCFA (HT)		67,662,565 FCFA (HT)	
<b>Area</b>	DESERT	SOGEFIHA	GBEJANTO	GESCO ATTIE
<b>Project Name</b>	Project for the construction of school fence and the rehabilitation of toilets of existing school of EPP Plaque 2 Municipalité	Project for the construction of the school fence of GS SOGEFIHA.	Project for the construction of the fence of EPP Flamboyant	Project for improvement of environment of FSU -COM GESCO
<b>Construction Site</b>	Abobo Désert	Abobo SOGEFIHA	Yopougon Gbédjanto	Yopougon Gesco Attié
<b>Construction Period</b>	Oct. 2019 - Feb. 2020	Oct. 2019 - Feb. 2020	Oct. 2019 - Feb. 2020	Oct. 2019 - Feb. 2020
<b>Construction Contents</b>	1) Fence construction 2) Partial rehabilitation of existing classrooms, (waterproofing for rain leaks, septic tank and WC renovation) 3) Built-in information board	1) Fence construction including fence support 2) Cleaning the outlet for drainage 3) Planting 4) Built-in information board	1) Fence construction 2) Paint for Existing buildings 3) Built-in information board	1) Cleaning septic tank 2) Installation of AC, ventilation, and its electrical works 3) Paving for emergency car access including carport spaces 4) Renovation of gate 5) Painting for existing buildings 6) Paint of exterior wall 7) Minor repair of existing building 8) Built-in information board 9) Making of the exterior waiting space

Source: JICA Expert Team

The Tender Procedure was done as shown in schedule below:

- 27 September 2019: Tender documents were distributed
- 8 October 2019: Bidding  
[Bid Evaluation and Negotiation]

- 11 October 2019: Contract agreements were signed
- 22 October 2019: Commencement of work in PKG-1
- 23 October 2019: Commencement of work in PKG-2

The implementation schedule is shown in the table below.

**Table 2.2.34 Implementation Schedule**

No.	Construction Procedure	2019		2020				2021
		September	October	November	December	January	February	February
1	Tender document Distribution	▲						
2	Bidding		▲					
3	Evaluation / Negotiation		■					
4	Contract Agreement		▲					
5	Construction Period		▬					
6	Construction Completion / Provisional Handing over						▲	
7	Defect Inspection							▲

Source: JICA Expert Team

#### b) Monitoring of the Construction Works

Before the commencement of the construction work, a technical meeting was organised by the JET on 16 October 2019 with the attendance of the commune offices, the contractors and the subconsultants. At the same date after the meeting, the Notice to Proceed was issued to each contractor. The agenda of the meeting is shown below:

- Explanation of project outline
- Review of construction schedule and construction plan
- Sharing of information including explanation of construction safety management during construction period
- Agreement on the methodology for the interim inspection
- Agreement on the date for site meeting

The interim inspection was conducted when more than 50% of the price had been spent according to the BOQ in the contract document was completed. Abobo was inspected on 27 December 2019, and Yopougon was done on 18 December 2019. The contractors were certified by the subconsultants to have completed 50% of the construction work, with the attendance of representatives from the commune offices and the JET.

The contractors made the final inspection by the subconsultants with the attendance of representatives from the Abobo Commune office / Yopougon Commune office, COGES /FSU-COM, the CCGs and the JET. After the final inspection, the contractor worked on the rectifications and remaining items pointed out during the final inspection.

After confirmation of the appropriate rectification works mentioned above, provisional handing over was done with the attendance of the commune office, CCG members, facility managers, the subconsultants, the contractor and the JET. Provisional handing over was done from the contractor to the JET, then from the JET to the commune office. At the same time, the JET explained the defect inspection one year after construction completion to the related parties.



Source: JICA Expert Team

**Figure 2.2.13 Constructed Facilities**

The CCG members and staff concerned with rehabilitated facilities were involved in the construction works as well as local unskilled workers. During monitoring of the construction works, they had opportunities to talk about and decide several things by themselves, such as colouring, lettering on the fence and location of the information board as far as possible. Also, a number of residents attended the completion ceremony of the rehabilitated schools and the health centre, and then, celebrated the improved infrastructure in their communities. These opportunities enabled the residents to understand each other and made them happy with their

community facilities. Thus, the infrastructure projects could contribute to improving social cohesion among the residents.

**c) Change of Ownership of the Rehabilitated School**

In ABOBO / GS SOGEFIHA, as a primary school, the facility was changed to “COLLEGE MODERNE D'ABOBO SOGEFIHA” as a secondary school during the defect period. In line with this change, the institution responsible for the facility was changed from the Abobo Commune office to Abidjan District. However, it was agreed that the Abobo Commune office would still be responsible for reporting to the Abidjan District department in charge of maintenance and management of the facility, and that the Abobo Commune office would continue to be the counterpart in this work and would be responsible for the defect inspection of the facility. For the purpose of avoiding confusion, the name of the construction work of the facility will be referred to as "EPP SOGEFIHA" in this report.

Considering the change of the facility ownership and its manager, a maintenance training session was held during the defect inspection in EPP SOGEFIHA, with attendance from the representatives of the commune office, CCG members and new facility managers. The same contents implemented in other project sites during the construction period were utilised in the training. With regard to facility maintenance, a memorandum of understanding (MOU) was signed between the Abobo Commune office, the new facility managers, CCG and the JET on 13 September 2021. Although communes are not responsible for the maintenance of high schools, the Abobo Commune office will assume full responsibility for the maintenance of COLLEGE MODERNE D'ABOBO SOGEFIHA until the administrative procedures with the District of Abidjan are completed.

**d) Defect Inspection**

In order to carry out the defect inspection efficiently, a pre-inspection was conducted with the attendance of the local consultant, the contractor and the JET. Instructions were given to examine whether the indicated items could be agreed upon as defects and how to correct them prior to the inspection.

The contractors collected the information on the defect inspection done by the subconsultants, with attendance from the representatives of the Abobo Commune office /Yopougon Commune office, COGES/FSU-COM, the CCGs and the JET. After the inspection, defects and their rectification methods were agreed on between the attendees. The table below summarises the results of the defect inspection.

**Table 2.2.35 Summary of Defect Inspection**

Package	PKG-1 (ABOBO)		PKG-2 (YOPOUGON)	
Inspection date	17 February 2021		16 February 2021	
Attendee	Abobo Commune office, CATEP (the engineer), EPEC (the contractor), COGES, JET		Yopougon Commune office, Acropole (the engineer), TENSY (the contractor), COGES (Gbédjanto) / FSU-COM (Gesco Attié), JET	
Site	DÉSERT	SOGEFIHA	GBEJANTO	GESCO ATTIE
Facility	EPP PLAQUE 2 Municipalité	GS SOGEFIHA	EPP FLAMBOYANT	CENTRE DE SANTE FSU COM GESCO
Major issues identified	<ol style="list-style-type: none"> <li>1) Repairing cracks on the surface of the fence and repainting the entire surface</li> <li>2) Re-installation and reinforcement of gate doors</li> <li>3) Updating the toilet equipment</li> <li>4) Filling and repairing with gravel and soil under the drainage outlet on the wall</li> </ol>	<ol style="list-style-type: none"> <li>1) Repairing cracks on the surface of the fence and repainting the entire surface</li> <li>2) Replacing bulletin board glass and installing protective barriers</li> <li>3) Rectification to the lower part of the gate and pillar concrete frame</li> </ol>	<ol style="list-style-type: none"> <li>1) Repainting of peeling areas in the pillar</li> <li>2) Repairing cracks on the surface of the fence and repainting the entire surface</li> <li>3) Filling and compaction by gravel and soil in soil at erosion areas due to drainage at the foot of the fence</li> </ol>	<ol style="list-style-type: none"> <li>1) Repairing cracks on the surface of the fence and repainting the entire surface</li> <li>2) Replacing damaged door handle and installing a new one</li> <li>3) Re-installation of outlet covers and fixing screws</li> <li>4) Cleaning of outdoor unit of air conditioner</li> <li>5) Replacing broken ceiling fan</li> <li>6) Reinstalling shower hose</li> <li>7) Renewal of lighting at the canopy of the parking space</li> </ol>

Source: JICA Expert Team



Source: JICA Expert Team

**Figure 2.2.14 Defect Inspection**

After the defect inspection, the contractor worked on the rectifications identified during the defect inspection. These works were done as shown in the schedule below.

- PKG-1 (Abobo) : From 17 February to 28 February 2021
- PKG-2 (Yopougon) : From 16 February to 1 March 2021

The subconsultants conducted the inspection of rectification works done by the contractors, with attendance from the representatives of the Abobo and Yopougon Commune offices, COGES /FSU-COM, CCGs and the JET. The inspection on PKG-1 (Abobo) was held on 1 March 2021, and PKG-2 (Yopougon) was inspected on 2 March 2021. All attendees confirmed that the defects had been properly corrected.

Upon completion of the rectification works inspection, the local consultant issued a certification of completion of rectification works. Upon receipt of the certification, the JET issued a notice of completion of the defect liability period to the contractor and the responsible authority (Abobo Commune office/Yopougon Commune office), and the defect liability periods for both sites had ended.

## 2) Non-infrastructure Community Action

The Project decided to label the non-infrastructure projects as “community actions” in order to better describe the principles of the activities. For the selection of community actions, the Project discussed and agreed on the steps during the 19th Working Group meeting and individual meetings with the C/Ps before proposing to the CCGs.

**Table 2.2.36 Process of Implementation of Community Actions**

Month	Actions
Sep	<b>Step 1 Long List</b> 1-1 Elaborate on the activity list <ul style="list-style-type: none"> <li>- Proposed activities by the segments + issues from the problem tree</li> <li>- Screening based on JICA's conditions.</li> <li>- Categorising them into “Event” and “Sensitisation”</li> </ul> 1-2 Additional propositions during the CCG meeting <b>1st CCG meeting</b>
Oct	<b>Step 2 Residents' Opinions</b> 2-1 Inform the residents of the long list (information board) 2-2 Gather the opinions placed in the suggestion box. <b>Step 3 Pre-selection 2nd CCG meeting</b> 3-1 Take into account the residents' opinions 3-2 Remove the activities which do not go along with JICA's conditions 3-3 Prioritise five (5) actions for “Event” as well as “Sensitisation” <b>Step 4 Vote</b> (among the CCG members or among the residents)
Nov	<b>Step 5 Establish two (2) technical teams 3rd CCG meeting</b> One technical team for “Event”, another for “Sensitisation” (total of two actions)
Dec	<b>Step 6 Detail Planning</b> 6-1 Two technical teams meet and discuss project details (date, place, activities, etc.) 6-2 Detailed plans are validated at CCG <b>4th CCG meeting</b>
Dec - Jan	<b>Step 7 Preparation (Logistic arrangements)</b> 7-1 Procure the necessary items, call for volunteers, etc.. <b>Step 8 Implementation</b>

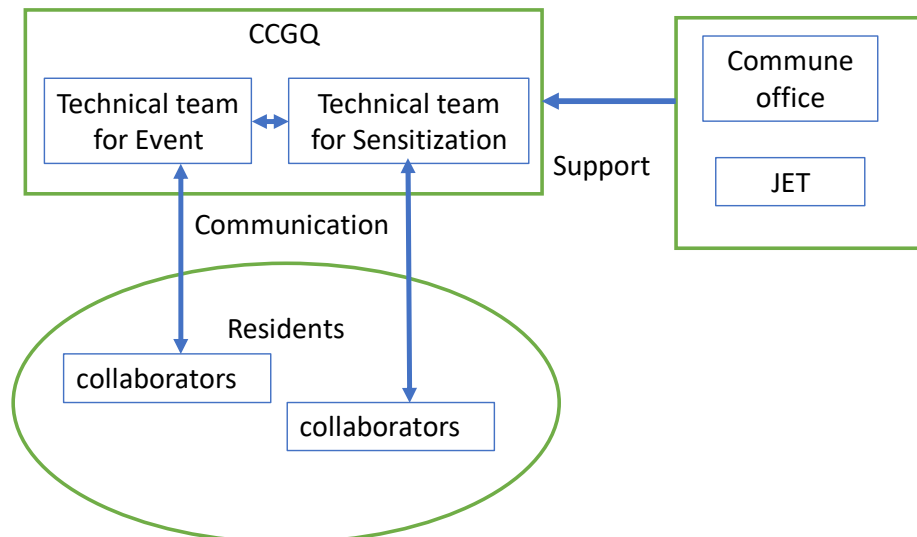
Source: JICA Expert Team

**a) Planning Stage**

After the voting, the CCGs divided the members into two technical committees named a sensitisation team and an event team. The commune offices and the JET instructed each technical committee to make a draft detailed plan of actions. The detailed plan, including the budget and drafted by each technical committee, was shared with all the CCG members during the regular CCG meetings. Some modifications were made on the plan based on the discussion before its approval.

The technical committees have played a major role in preparation including the procurement, storage and management of the necessary items, and advertisement of their actions. An average of four to six technical committee meetings were held before implementation of the community actions.

The figure below shows the structure of the implementation of community actions.



Source: JICA Expert Team

**Figure 2.2.15 Implementation Structure of Community Actions**

The technical committee members mainly took the responsibility for all the preparations for community actions except payment of the necessary goods and services. The Community Action Team of the JET conducted the procurement of the items to ensure accuracy in accounting. The commune office and the JET attended the CCG meetings and technical committee meetings to assist and advise the members as needed.

**b) Implementation Stage**

The table below shows the schedule of community actions in each site.



**Table 2.2.37 Schedule and Progress of Community Actions**

Site	Community Action		Date
Désert	Sensitisation	Sketch on social cohesion	1 <sup>st</sup> : 22 Feb 2020 2 <sup>nd</sup> : 29 Feb. 2020
		Event	Semi-final Maracana match (men)
	Cleaning activities		16 Feb. 2020
	Gala match (women)		16 Feb. 2020
	Final Maracana match (men)		16 Feb. 2020
SOGEFIHA	Sensitisation	Scraping of Tokyo Street with machines	3 Mar. 2020
		Hand cleaning by residents	7 Mar. 2020
		Painting and drawing of an image of Tokyo City on the walls of Tokyo Street	9 Mar. 2020
		Awareness-raising on cleanliness to pupils and teachers and installation of 12 dustbins in the GS SOGEFIHA compound	11 Mar. 2020
	Event	Maracana match (men)	14 Mar. 2020
		Marathon	15 Mar. 2020
		Gala match (women)	15 Mar. 2020
		Final match (men)	15 Mar. 2020
Gbédjanto	Sensitisation	Install 12 sub-quartier sections of sensitisation	From 15 Feb. to 21 Feb. 2020
		Launching of cleaning contest	29 Feb. 2020
		Meeting with residents to inform them on hygiene issues.	From 7 Mar. to 15 Mar. 2020
		<i>Cleaning event, results opening and ceremony for cleaning contest</i>	<i>21 Mar. 2020 (Postponed)</i> 14-18 Dec. 2020
	Event	Meeting with chiefs of 12 sub-quartiers	8 Feb. 2020
		Inform residents about the event	15 Feb. 2020
		2 <sup>nd</sup> meeting with chiefs of 12 sub-quartiers	22 Feb. 2020
		<i>Inter-ethnic festival</i>	<i>28 Mar. 2020 (Postponed)</i> 19 Dec. 2020
Gesco Attié	Sensitisation	Cleaning activities	15 Mar. 2020
		<i>Ceremony on social cohesion</i>	<i>22 Mar. 2020 (Postponed)</i> 10 Apr. 2021
	Event	Maracana match (men)	7 Mar. 2020
		Gala match (women)	14 Mar. 2020
		Sketch and Dance	14 Mar. 2020
		Final Maracana match (men)	14 Mar. 2020

Source: JICA Expert Team

The brief outlines of community actions already conducted in public are as follows.

### **Sensitisation in Désert (Abobo)**

The CCG members conducted “Sketch on Social Cohesion” in order to encourage residents to understand the benefits of social cohesion through theatrical sketches. They hired a semi-

professional sketch group from Désert, who played different sketches for two days. Since there were other activities, such as a dance competition and a quiz session for kids, that took place before the sketch play, approximately 450 attendees, from small children to elders, joined the sensitisation activities. With support of the Abobo Commune officers, they tried to deliver the concept of social cohesion to the children.

#### **Event in Désert (Abobo)**

The CCG members conducted “Cleaning of the quartier” in order to ensure cleanliness of the quartier by the residents’ joint actions. This event was composed of two parts: sensitisation on sanitation/cleaning activity and a soccer game. Approximately 200 attendees, from small children to elders, joined in the event and were very excited.

#### **Sensitisation in SOGEFIHA (Abobo)**

The CCG members conducted “Organise cleaning, painting and sensitisation activities” in order to encourage residents to keep SOGEFIHA clean. They conducted cleaning activity with residents. At the same time, they tried to sensitise residents about the importance of cleanliness by installing dustbins, and by painting sensitisation drawings on walls. They even named the road with these walls “Tokyo Street”. Approximately 300 attendees joined the activity.

#### **Event in SOGEFIHA (Abobo)**

The CCG members conducted “Sports and culture activities” in order to strengthen social cohesion through sports and culture in SOGEFIHA. They organised a marathon event and football events for males and females, as well as a local culinary presentation after the final football match. Approximately 200 attendees joined.

#### **Sensitisation in Gbédjanto (Yopougon)**

The CCG members conducted a “Sensitisation on sanitation and hygiene” activity in order to make their quartier clean, and to obtain greater involvement of residents in maintaining cleanliness. After conducting separate discussions with sub-quartier members on the importance of cleanliness, they conducted the launching of a cleaning contest. They invited representatives from sub-quartiers and handed out cleaning tools, such as wheelbarrows, rakes, brooms, etc. Although people from each sub-quartier did not know each other before the ceremony, this opportunity allowed them to get to know each other and share the same objective to make their quartier clean. Approximately 70 attendees joined.

#### **Event in Gbédjanto (Yopougon)**

Although the sensitisation activity and the event activity in Gbédjanto had been postponed since March 2020 due to the COVID-19 pandemic, the aforementioned activities finally took place on December 14 to 18 and 19, 2020. The sensitisation activity aimed at increasing people’s awareness towards the cleanliness of the community and enhancing people’s actions to keep their community clean, while the event activity was an inter-ethnic festival which intended to enhance

mutual understanding among different ethnic groups through presenting and experiencing traditional ethnic cuisine and traditional dances. On 14 to 18 December, a sanitation caravan was launched and approximately 15 people participated. The award ceremony for the sensitisation activity and inter-ethnic festival were conducted on the following day, 19 December, with the presence of approximately 300 participants from the commune office, the JICA office, and local residents.

#### **Sensitisation in Gesco Attié (Yopougon)**

The CCG members conducted a cleaning activity in order to promote social cohesion through residents' joint action. The CCG members and residents cleaned the area in front of their houses, and this was done to give the residents the idea about the importance of cleanliness. Approximately 70 attendees joined.

#### **Event in Gesco Attié (Yopougon)**

The CCG members conducted a "Football tournament" in order to break down barriers, eliminate mistrust between people and build trust between them. Before and between football matches, a parade with an event banner, a brass band performance, and a dance performance were demonstrated. Approximately 80 attendees joined.

The remaining community action – the sensitisation activity (ceremony on social cohesion) in Gesco Attié, Yopougon – had been postponed since March 2020. This was because of the COVID-19 pandemic and the presidential and legislative election campaigns. The rescheduled activities took place on 10 April 2021 at Ecole St. Michel de Kouadio. The activity consisted of two parts: 1) performances by dance groups and sketches on social cohesion, and 2) a culinary competition. Although the people still needed to follow infection prevention measures, a total of 303 people participated in the activity, including the community leaders who performed as judges for the culinary competition.

The photos below show scenes from the community actions.



Source: JICA Expert Team

**Figure 2.2.16 Implemented Community Actions**

**(3) Transformation to Association**

All the ex-CCGs under the pilot project Type 1 Batch1, Batch2, and Type 2 had transformed themselves into associations/NGOs. The application forms submitted to the commune offices were approved officially from April to May 2021, and the certificates were handed over to each association/NGO during the final seminar.

**Table 2.2.38 Names and Registration Status of New Associations/NGO**

Name of CCG	Name of Associations/NGOs	Registration Status
<b>ABOBO</b>		
Abobo Centre	Organisation pour le Développement Communautaire d'Abobo	Issued on 15 April 2021
Akékoï	Association pour la Cohésion Sociale a Akeikoi	Issued on 15 April 2021
Désert	Association pour le Développement Social d'Abobo Extension C Désert	Issued on 15 April 2021
M'ponon	M'ponon Développement Communautaire	Issued on 15 April 2021
Sagbé	Ensemble pour la Cohésion et le Développement d'Abobo Sagbé	Issued on 15 April 2021
SOGEFIHA	Agir pour la Cohésion Sociale à Abobo SOGEFIHA	Issued on 15 April 2021

Name of CCG	Name of Associations/NGOs	Registration Status
<b>YOPOUGON</b>		
Gare Nord	Union pour la Cohésion Sociale de Yopougon Attié	Issued on 27 April 2021
Gbédjanto	Comité Centrale de Gestion de Développement de Gbédjanto	Issued on 3 May 2021
Gesco Attié	Eyo Yenian	Issued on 3 May 2021
Gesco Manutention	Cohésion Sociale, Paix et Développement	Issued on 27 April 2021
Maroc	ONG Union pour la Paix Universelle	Issued on 27 April 2021
Saint Hubert	Association de Gestion d'Andokoi Saint Hubert	Issued on 27 April 2021

Source: JICA Expert Team

### 2.2.13 Activity 2-13 Compile good practices and lessons learnt from the implementation of the pilot projects type 1 and type 2

#### (1) Review of the COSAY Method

On 5 March 2019, the JET and C/Ps held the review session on the pilot project Type 1 Batch 1 as a part of the training mentioned in Section 2.7. The objective of this session was to review the activities of pilot project Type 1 Batch 1 in order to improve the methodology for pilot project Type 1 Batch 2. The JET and C/Ps first analysed the positive results with some stories they experienced at the project sites as stated below.

**Table 2.2.39 Positive Results of the Pilot Project Type 1 Batch 1**

Type of impact		Positive Result
Vertical relationship	1.	The commune officers understand the difficulties/problems the residents face.
	2.	The residents understand the services of the commune office (the scope of the work of the commune office).
	3.	The residents have representatives who can deliver the opinions (problems and needs) of the residents directly to the commune office.
	4.	The opinions of the residents have been reflected to the services of the commune office.
	5.	The commune office gives advice to the residents to help solve their problems.
Horizontal relationship	6.	CCGPP members from different groups have opportunities to talk to each other.
	7.	Volunteerism has been promoted.
	8.	CCGPP members discuss the common concerns and possible solutions.

Source: JICA Expert Team

**Table 2.2.40 Examples of Positive Effects**

<b>1</b>	In Akeikoi, CCGPP complained about the construction site as it used the space badly. In response, the commune office changed the location of the excavation to leave some space available for the future projects.
<b>2</b>	In Akeikoi, the residents had security issues over Gnambros <sup>17</sup> . The commune office solved this problem by sharing the contact information of the commune officer in charge of security.

<sup>17</sup> Gnambros are people who illegally manage mini bus stations/ stops and collect money from drivers/ drivers' mates.

3	In Yopougon, CCGPP needed megaphones to share the information with other residents. The commune office decided to provide them to CCGPP.
4	In Gesco Manutention, the contractor did not follow the COSAY method (e.g., local employment). CCGPP reported it to the commune office. The commune office asked the contractor to stop the construction and follow the COSAY method.
5	In Andokoi, CCGPP members raised the problem of sanitation (throwing wastewater on the road). CCGPP members came up with the idea of identifying the houses by themselves.

Source: JICA Expert Team

The difficulties faced during the project implementation were also discussed. The table below summarises the difficulties and proposed solutions to improve the methodology.

**Table 2.2.41 Difficulties under the Pilot Project Type 1 Batch 1**

	Difficulty	Actions to be taken	
		Commune Office	Residents (CCGPP/CCGSQ)
1	Contractor does not follow the condition of local employment	Clearly mention the conditions in the tender documents and contract	Discuss how to provide the workers
2	Commune officer who attends the CCGPP meeting does not have the up-to-date information about the project	The person who will attend the meeting makes sure to collect the up-to-date information from the relevant department	No actions can be taken
3	Residents raise the problems which are out of the scope of the commune office (e.g., issues regarding water distribution or electricity)	Report the problems to the high-ranking officers and ask them to make a request to the organisations concerned (e.g., SODECI / Give the advice to CCGPP on how to write a letter to the organisations concerned)	Discuss the alternative ways to deliver the opinions to the organisations concerned (e.g., by writing a letter to SODECI)
4	Participants repeat the same discussions (They forget the previous discussions)	Take minutes of the discussions and share with the other commune officers (e.g., by utilising Facebook or WhatsApp)	Keep track of the previous discussions (minutes-taking)
5	CCGPP members do not share the information with other residents	Provide the information-sharing tools with CCGPP (e.g., information board, megaphone)/ Invite the residents to talk about their activities on the radio / Provide training on CCGPP	Make use of information-sharing tools and opportunities to summon people (e.g., meetings of associations, through events, at churches/mosques)
6	CCGPP does not deliver the opinions of other residents to the commune office	Provide training on CCGPP / Provide tools if necessary (e.g., opinion box)	Utilise the tools and the above opportunities
7	Lack of the running cost (both commune office and CCGPP sides)	Secure the sufficient budget for COSAY activities / Provide some financial support to CCGPP	Work on fundraising activities
8	CCGPP activities stopped because of the election campaign	-	-

Source: JICA Expert Team

**(2) JICA Review Mission**

JICA dispatched a review mission for the Project at the beginning of September 2019 and conducted interview surveys with the C/Ps and CCG members. Good practices and lessons learnt were identified by the mission as summarised in the table below.

**Table 2.2.42 Findings of the JICA Review Mission**

Key Feature of Methodology	Abobo Commune	Yopougon Commune
Planning for public services (with database as a reference)	<ul style="list-style-type: none"> <li>• Use of social database in implementing PP Type 1</li> <li>• <b>【Before】</b>The three-year plan was formulated based on information from councillors.</li> <li>• <b>【Now】</b>Infrastructure database is used as a reference in formulating the three-year plan in addition to the above (e.g., inclusion of school equipment based on the database). Technical department is also instructed to conduct field assessment for the three-year plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of social database in implementing PP Type 1</li> <li>• Discussions with the mayor about the use of database as a reference in formulating the three-year plan for the 2020 budget</li> </ul>
Communication for accountability (dissemination of information and public consultation)	<ul style="list-style-type: none"> <li>• <b>【Before】</b>Implemented public works without sharing the information with residents</li> <li>• <b>【Now】</b>The commune is taking the initiative to disseminate the information concerning public works (e.g., information dissemination about the demolition and construction of new market). Information is disseminated via the information board)</li> </ul>	<ul style="list-style-type: none"> <li>• Information dissemination via existing CCG (e.g., campaign on wastewater management, community health care support, etc.) and the information board</li> <li>• Less progress in promoting communication in areas where CCGs are not yet established</li> </ul>
Establishment and collaboration with CCG (as platform for collaboration between commune-citizens, and among citizens)	<ul style="list-style-type: none"> <li>• Establishment of CCG in PP Type 1</li> <li>• Transformation of CCG into an association</li> <li>• No establishment of CCG outside COSAY</li> <li>• Inclusion of CCG expense in the 2019 Budget as part of operation expense (local tax collection)</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of CCG in PP Type 1</li> <li>• Transformation of CCG into an association</li> <li>• Collaboration with existing CCG in implementing commune activities outside COSAY</li> <li>• No establishment of CCG outside COSAY</li> <li>• Drafting of the Municipal Order for the establishment of CCG to provide them with legal status</li> </ul>
Others	<ul style="list-style-type: none"> <li>• Promoting local youth employment through PP Type 1 (was not part of the bidding document)</li> <li>• Social considerations for resettlement in public work (e.g., demolition of market)</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting local youth employment through PP Type 1 and other work by commune (depends on the result of negotiation with contractors)</li> </ul>

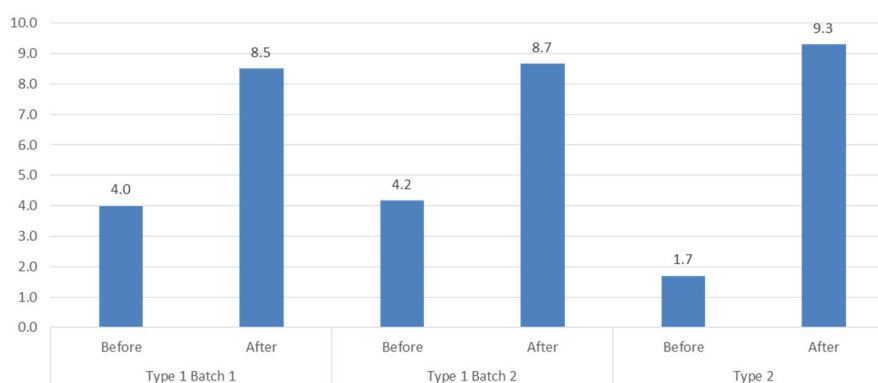
Source: JICA Review Mission Report

### (3) Internal Evaluation

At the end of the Type 1 and Type 2 pilot projects, the JET conducted internal evaluation practices with CCG members in July 2019, and June and July 2020. All internal evaluation had been completed by July 2020. The results are summarised as shown below.

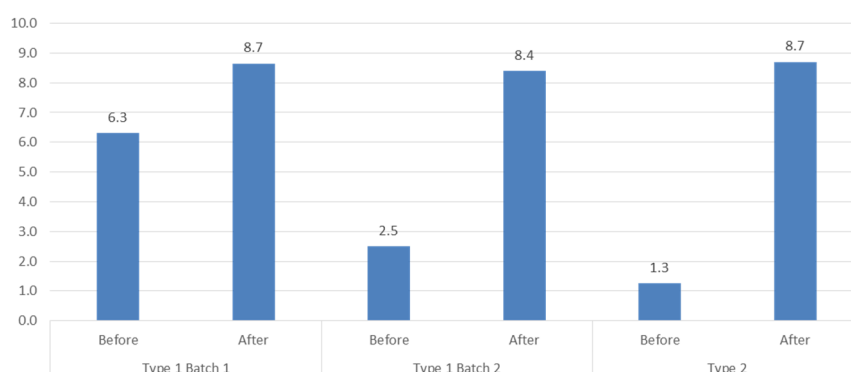
#### 1) Horizontal Social Cohesion

Trust among the residents was measured by scaling CCG members' trust with other members from 1 to 10 before and after the project intervention. Figures below show the results of the CCGs in Abobo and Yopougon Communes.



Source: JICA Expert Team

**Figure 2.2.17 Horizontal Relationship in Abobo**



Source: JICA Expert Team

**Figure 2.2.18 Horizontal Relationship in Yopougon**

The CCG members showed improved trust with other members and their neighbours during the Project period in all sites. In particular, a significant improvement is observed at the T2 sites. This may be attributed to the lively non-infrastructure activities which closely involved many CCG members and residents. The CCG members in charge of the non-infrastructure activities took initiatives to communicate with other residents to implement community actions such as sensitisation and events including PR for residents. Implemented community actions as well as

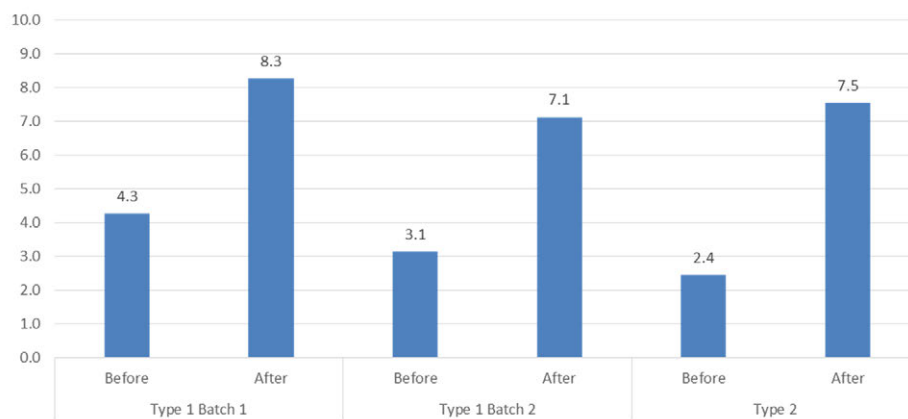


efforts by CCG members beyond their segments in the process could deliver a positive message to the general population in the sites.

According to results of the endline surveys summarised in Figure 2.1.5, the horizontal relationship shows a similar tendency. Although relationship among the members before the establishment of CCGs depended on the situation at each site, they seemed to develop good relationships through CCG activities.

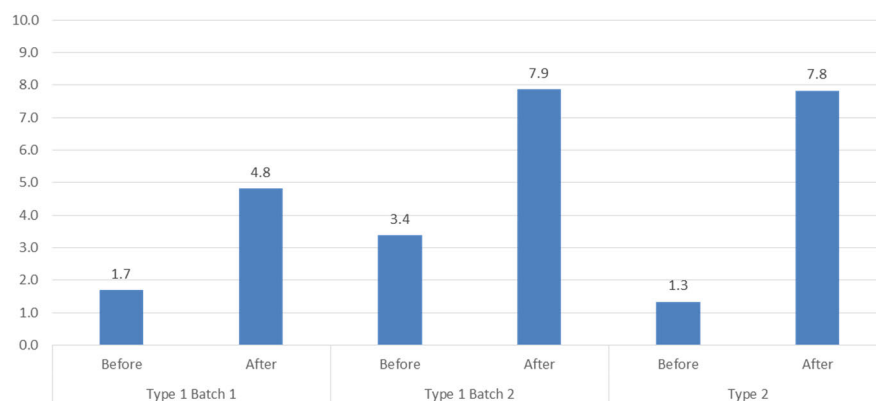
## 2) Vertical Social Cohesion

Trust between the commune offices and residents was measured by scaling CCG members' trust with the commune office from 1 to 10 before and after the project intervention. Figures below show the results of the CCGs in Abobo and Yopougon Communes.



Source: JICA Expert Team

**Figure 2.2.19 Vertical Relationship in Abobo**



Source: JICA Expert Team

**Figure 2.2.20 Vertical Relationship in Yopougon**

Although the CCG members showed improved trust in the commune offices during the project period in all sites, a higher increasing rate was observed in Yopougon. This may be because the anti-government phenomenon seems to be higher in Yopougon than in Abobo after the post-electoral crisis.

According to results of the endline surveys summarised in Figure 2.1.6, the vertical relationship shows a similar tendency and is less improved compared to the horizontal relationship. However, the CCG members seemed to increase their trust in the commune offices higher than the general population in the sites. The results imply that close communication between the commune officers and the CCG members through the pilot projects can contribute to increasing trust between them.

#### (4) Second Seminar

As the second seminar of the COSAY Project, a series of workshops was held in February 2021. The seminar was divided into two workshop sessions. The outlines of the workshops are shown in the table below.

**Table 2.2.43 Outlines of the Workshops as the Second Seminar**

	<b>1<sup>st</sup> Session</b>	<b>2<sup>nd</sup> Session</b>
Date	17 February 2021	26 February 2021
Venue	Abidjan District Hotel	Abidjan District Hotel
Participants	MIS, All C/P from commune offices, representatives from ex-CCGs, JICA CI and the JET	MIS, representatives from commune offices, academia, JICA CI and the JET
Objective	<ul style="list-style-type: none"> <li>- Share findings from the terminal evaluation</li> <li>- Discuss major challenges for consolidating the COSAY methodologies</li> </ul>	<ul style="list-style-type: none"> <li>- Share results of the terminal evaluation and the first session</li> <li>- Discuss dissemination of COSAY methodologies</li> </ul>
Contents	Lecture: <ul style="list-style-type: none"> <li>- Introduction of COSAY methodologies</li> <li>- Summary of the terminal evaluation on COSAY 2</li> </ul> Discussion: <ul style="list-style-type: none"> <li>- Challenges for consolidating COSAY methodologies</li> <li>- Actions for consolidating COSAY methodologies</li> </ul>	Lecture: <ul style="list-style-type: none"> <li>- Introduction of COSAY methodologies</li> <li>- Summary of the terminal evaluation on COSAY2</li> <li>- Summary of the Workshop Session 1</li> </ul> Discussion: <ul style="list-style-type: none"> <li>- Contents of COSAY methodologies to be disseminated</li> <li>- Actions for the dissemination of COSAY methodologies</li> </ul>

Source: JICA Expert Team

##### 1) Session 1

In connection with practices of the terminal evaluation conducted in January and February 2021, many of the participants in the first session were prepared to discuss the challenges in consolidating COSAY methodologies. After sharing key findings from the terminal evaluation, participants were divided into four groups, as groups of the commune office counterparts, and ex-CCG representatives of each commune. The results of the discussions concerning the challenges in consolidating COSAY methodologies are summarised in the table below.

**Table 2.2.44 Identified Challenges**

For Commune Offices	For Ex-CCGs
<ul style="list-style-type: none"> <li>- Weak communication/information sharing among the different departments</li> <li>- Weak communication/information sharing with the population</li> <li>- Difficulty of securing and executing the necessary budget for activities concerning COSAY methodologies</li> <li>- Weak financial, logistical and human resources of the commune offices</li> <li>- Political interventions</li> </ul>	<ul style="list-style-type: none"> <li>- Community mobilisation and volunteerism</li> <li>- Low recognition of the CCGs by the population</li> <li>- Weak financial, logistical and human resources of the CCGs</li> </ul>

Source: JICA Expert Team

Based on the identified challenges, participants from the commune offices selected and discussed their actions focusing on four challenges, namely: information sharing; budgeting; support to CCGs/associations; and public relations. Their committed actions are summarised in the table below.

**Table 2.2.45 Committed Actions by the Commune Offices**

Challenges	Abobo Commune Office	Yopougon Commune Office
Information sharing (among the staff, with the population)	<ul style="list-style-type: none"> <li>- Establish consultation framework of counterparts (twice a month)</li> <li>- Establish exchange framework with the populations (CCG sites) (once a month)</li> </ul>	<ul style="list-style-type: none"> <li>- Creating a WhatsApp group</li> <li>- Holding a monthly meeting for the implementation of COSAY activities</li> </ul>
Budgeting	<ul style="list-style-type: none"> <li>- Include budget issues of COSAY method on the agenda of the municipal management meetings and the municipal council</li> </ul>	<ul style="list-style-type: none"> <li>- Securing the COSAY budget continually</li> <li>- Integrating the function of ex-CCGs in the commune office budget</li> </ul>
Support to CCGs/Associations	<ul style="list-style-type: none"> <li>- Granting of a subsidy to the CCGs for their operation</li> </ul>	<ul style="list-style-type: none"> <li>- Accentuating the capacity building of CCGs/associations</li> </ul>
Public Relations (PR)	<ul style="list-style-type: none"> <li>- Maintaining radio broadcasts (every Wednesday)</li> <li>- Creating more information boards</li> <li>- increasing information sharing on social networks</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening of communication through radio, social networks and community actions</li> </ul>

Source: JICA Expert Team

Moreover, participants from the ex-CCGs selected and discussed their actions focusing on two challenges: community mobilisation and information sharing. Their committed actions are summarised in the table below.

**Table 2.2.46 Committed Actions by the ex-CCGs**

Challenges	Ex-CCGs in Abobo	Ex-CCGs in Yopougon
Community Mobilisation	<ul style="list-style-type: none"> <li>- Effective communication</li> <li>- Synergy of actions between the commune office and the CCGs towards the populations</li> <li>- Community activities (cleaning activities)</li> <li>- Strengthen social cohesion through inter-ethnic alliances</li> <li>- Strengthen relationship between the commune office and CCG through festival, theatre, sketches</li> <li>- Action for solidarity</li> </ul>	<ul style="list-style-type: none"> <li>- Effective communication</li> <li>- Synergy of actions between the Commune office and the CCGs towards the populations</li> <li>- Sensitise the population to participate in activities without compensation</li> <li>- Initiate hygiene, health, cultural and sports activities (work in close collaboration with the commune office)</li> <li>- Neighbourhood cleaning</li> </ul>
Information Sharing (with Other Residents)	<ul style="list-style-type: none"> <li>- Door-to-door visits</li> <li>- Accountability to the community, minutes of community dialogue meetings</li> <li>- Make population understand the services provided by the commune office and commune officers</li> <li>- Sharing of information via local radio programmes</li> <li>- CCG can put up displays, banners, or use megaphones and the internet to inform the populations</li> </ul>	<ul style="list-style-type: none"> <li>- Door to door visits</li> <li>- Use Facebook pages and SNS</li> <li>- Use Yopougon radio to relay information</li> </ul>

Source: JICA Expert Team

The JET observed that both the commune offices and the ex-CCGs recognised their challenges and the necessary actions to be taken.

## 2) Session 2

Following the first session as well as the 4th JCC meeting that verified the results of the terminal evaluation, a second session was held, in which academia representatives and NGO practitioners working in the field of social cohesion were invited. After introducing the COSAY methodologies and sharing the results of the first session and the terminal evaluation, participants discussed the elements of the COSAY methodologies which can be generalised and applied to other communes that face similar social cohesion issues. Identified elements and considerations/necessary actions for dissemination are summarised in the table below.

**Table 2.2.47 Elements to be Disseminated**

Elements	Considerations/Necessary Actions
<ul style="list-style-type: none"> <li>- Community dialogue can be effective not only for prevention, but also for conflict resolution</li> <li>- Promotion of volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>- Expanding the community dialogue not limited to CCG members and opinion leaders, but also to a wider range of population.</li> <li>- Training in citizenship culture</li> <li>- People are not accustomed to citizen participation and volunteerism.</li> </ul>
<ul style="list-style-type: none"> <li>- Identify and conduct a survey to know the leaders who are familiar to and recognised by the population</li> </ul>	<ul style="list-style-type: none"> <li>- COSAY methodologies must be implemented in the communes where the populations live in distrust.</li> <li>- Include victims of crises in the composition of the CCGs.</li> </ul>
<ul style="list-style-type: none"> <li>- Utilisation of construction project</li> <li>- Use of local labour by contractors</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of infrastructure creates problems of social cohesion.</li> <li>- Selection of construction or rehabilitation projects as a common interest of the populations</li> <li>- The populations are interested in projects which encourage the involvement of young people and facilitate good communication between the commune office and the residents.</li> <li>- Local youth employment must be clearly mentioned in the tender document (consultation with DMP is needed).</li> </ul>
<ul style="list-style-type: none"> <li>- Accountability and public relations (PR)</li> </ul>	<ul style="list-style-type: none"> <li>- The social and infrastructure databases allow the communes to carry out infrastructure projects on a transparent basis.</li> <li>- Communication and public relations tools must be adapted to the realities of the populations.</li> <li>- Make CCGs known to the populations.</li> </ul>
<ul style="list-style-type: none"> <li>- Institutional and financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Commune office should secure the COSAY budget for the implementation of the method.</li> <li>- The mayors must be deeply involved in the project.</li> <li>- TOR for CCGs can make their activity sustainable.</li> </ul>

Source: JICA Expert Team

Based on the results of productive discussions, various elements of the COSAY methodologies can be generalised and applied to other communes. The results of the discussions are reflected in the refined COSAY handbook and the final seminar.

#### **2.2.14 Activity 2-14 Issue a regulation concerning the establishment and monitoring of CCGs and successor associations in each target commune**

In connection with [Activity 1-4], after the meetings with the mayors, the JET addressed the key aspects required for the regulations, among others, the non-financial ones to clarify which departments do what activities, and the financial ones to underline which budget line in the three-year plan can be used for activities by the CCGs, MIS and commune offices with reference to the regulation guidelines set out by the JET and shared with MIS and the commune offices. Subsequently, MIS elaborated the draft regulation, which highlights the creation of CCGs and the utilisation of evidence-based data in municipal planning.

In complying with MIS's draft, the commune offices began elaborating the draft regulations. MIS and JET reiterated the key aspects which the commune offices should address in the draft

regulation in March 2020. In response, the Yopougon Commune confirmed sharing the draft with MIS and the JET by the middle of April 2020.

In turn, the Abobo Commune has faced challenges. While the mayor and his senior staff members have committed to institutionalisation, the mayor expressed his intentions to establish the CCGs as the CGQs<sup>18</sup> in all quartiers across the Abobo Commune and explore the necessary budget for implementation. This measure, however, required the commune office to consult with a number of relevant stakeholders including the local council members, and get a collective consensus. Subsequently, the drafting of regulations was subject to internal discussions and consultations between the stakeholders. MIS and the JET encouraged the Abobo Commune to expedite internal consultation for swift publication.

However, given the delay of the commune offices in issuing the regulations, the JET advised the MIS to urge the commune offices to expedite the publication process. In response to this, the MIS drafted a sample document and presented this to both commune offices in May 2020. In the meantime, as mentioned in [Activity 1-4], above, the outbreak of COVID-19 made it difficult for both commune offices to engage in this matter. Yet, the strong commitment of the mayors and senior staff members in both commune offices made it possible for the Yopougon Commune office to issue a regulation on 17 September 2020, and for the Abobo Commune office to issue a regulation in combination with the one on the utilisation of databases in April 2021.

#### **2.2.15 Activity 2-15 Modify the TORs of the responsible departments and the job descriptions of the commune officers for the establishment, and monitoring of CCGs and successor associations**

##### **(1) Departmental TOR**

In connection with [Activity 1-5], the JET understands that the TORs and job descriptions, or something equivalent to these, existed under the discretion of the mayors. The JET requested the commune offices to share these at the Working Group meeting in March 2020. The MIS and the JET examined and clarified how they are actually used and operated in practice.

As mentioned in [Activity 1-5] above, in May 2020, the JET obtained a guidebook of TORs and job descriptions of the key departments in the commune offices, which the MIS published in 2008. The MIS requested the JET to identify the COSAY-related terms and job descriptions. In doing so, based on the draft regulation for the utilisation of databases and the establishment of CCGs and their successor associations which the MIS presented to Abobo and Yopougon Commune Offices in May 2020 as mentioned in [Activity 1-4] and [Activity 2-14], the JET, together with the MIS, identified which departments are responsible for specific functions in relation to the establishment and monitoring of CCGs and their successor associations.

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<sup>18</sup> The CGQ stands for the management committee of quartiers ('comite de gestion de quartier' in French). This commune-crafted entity was an official resident organisation established at the quartier level across Abidjan, except the Abobo Commune area, under the Gbagbo administration. The CGQs have been largely dormant under the current administration.

Subsequently, the JET set out a working regulation on TORs and job descriptions of the respective departments, such as a Secretary General for general supervision and internal coordination; a Social Department for leading the establishment and monitoring of CCGs and their successor associations; a Communications Department for disseminating information on CCG-related activities; and a Finance Department for budgeting CCG-related activities in consultation with the MIS. This draft working regulation was proposed to the Abobo and Yopougon Commune offices in the Working Group meeting which took place on 30 September 2020.

The presented TORs and job descriptions in relation to the establishment of CCGs are as follows (the actual draft was combined with those in relation to the utilisation of databases):

**For Secretary General**

- TORs:
  1. Ensure that municipal, governmental, and donor-funded projects at the commune area are evidence-based, and promote a participatory approach to planning and implementation.
- Job description:
  1. Monitor and promote evidence-based planning and CCG formation across the commune.

**For Social Department**

- TORs:
  1. Promote social cohesion in the commune area.
- Job descriptions:
  1. Organise resident meetings and set up CCGs at quartier and sub-quartier levels.
  2. Facilitate CCGs to set out a timetable and internal regulations, and internally approve these.
  3. Identify training needs of CCG members and provide training.
  4. Sensitise CCG members to promote citizens' participation and inclusion, and encourage community residents to participate in CCG-related activities.
  5. Support CCGs to transform themselves into official associations.
  6. Coordinate with the finance department to finance CCG-related activities.
  7. Coordinate with the communications department to disseminate information on CCG-related activities.
  8. Coordinate with the technical department to promote local employment in the execution of infrastructure projects.

### **For Communications Department**

- TORs:
  1. Support CCGs to disseminate information on CCG-related activities.
- Job description:
  1. Install information boards/opinion boxes, create platforms on the Internet, and facilitate CCGs to explore various means of communication, including through municipal and community radio programmes.
  2. Coordinate with the finance department to finance CCG-related activities.

### **For Finance Department**

- TORs:
  1. Take budgetary measures to finance CCG-related activities.
- Job descriptions:
  1. Appraise costs and expenses to be incurred for CCG-related activities in consultation with social, communications and technical departments.
  2. Secure and execute budget for CCG-related activities.

In connection with [Activity 1-5], after the internal review of the draft TORs and job descriptions proposed by the MIS and JET, both commune offices agreed on the drafts and decided to translate them into internal regulations.

In Abobo, the commune office decided to attach the agreed TORs and job descriptions to the draft municipal regulation as mentioned above in [Activity 1-4, 1-5, and 2-14], respectively. In Yopougon, since the commune office approved the municipal regulation on the COSAY methodologies, it decided to separately issue a set of municipal regulations on the TORs and job descriptions of the respective departments, including the Secretary General's office and the Technical, Social, Communications, and Financial Departments. The commune office approved these items in March 2021 as mentioned above in [Activity 1-4, 1-5, and 2-14].

## **(2) Communication Plan**

In connection with [Activity 1-4, 1-5, and 2-14], the Secretary General of the Abobo Commune office suggested that the commune offices formulate a communication plan. The aim was to strategise the communication between the commune offices and residents, hold the commune offices more accountable to the residents, and thus improve the vertical relationship between the commune office and the residents. As the MIS endorsed this suggestion, the JET started advising both commune offices on how to elaborate communication plans in April 2021.

The JET has advised both commune offices to elaborate and improve the draft plans both in person and online thereafter. As a result, the Offices of the Secretary General at both commune



offices internally approved the communication plans for implementation according to the Department of Communications by October 2021.

#### **2.2.16 Activity 2-16 Secure the budget for establishing a CCG for 2 projects under the three-year plan (FY2020) in each target commune**

In connection with [Activity 1-6 and 2-4], the JET has advised both commune offices to set out the 2021–2023 three-year plans following the completion of the 2020–2022 plans. In doing so, focus was given to the following matters in consultation with the MIS: 1) keeping a budget line to implement the COSAY methodologies, and 2) ensuring evidence-based planning in the use of databases, including social and infrastructure databases, as mentioned above in [Activity 1-6]. Subsequently, both commune offices confirmed that they have secured the budget to apply for the COSAY methodologies in the 2021–2023 three-year plans.

With reference to [Activity 2-13], the commune offices have confirmed to secure the budget for the CCG-related activities in the four projects so-called ‘Type 1 Batch 3’ in 2020, employing the existing budget for associations<sup>19</sup> in place of the budget for the COSAY from 2020 onwards. Given the slow process of financial disbursement which the Ministry of Economy and Finance oversees across public institutions, the JICA mission, which visited Cote d’Ivoire in February 2020, requested MIS to support the two commune offices to obtain swift approval for the disbursement of COSAY-related budget from the Ministry of Economy and Finance.

However, the JET understood that the aggravating COVID-19 pandemic, and the intensifying electoral campaign made it difficult for the commune offices to organise resident meetings, and form and organise CCGs as initially planned. Rather, both commune offices have advanced local employment for infrastructure projects before the formation of CCGs at the project sites. This indicates that both commune offices have partially implemented the COSAY methodologies. In this regard, during the Working Group meeting that took place on 30 September 2020, the JET explained to the MIS and to both commune offices that CCG formation is an integral part of the COSAY methodologies to improve vertical and horizontal relationships and address social cohesion, and advised them to make the maximum effort to organise resident meetings and form CCGs as soon as the local situation allows. Both commune offices agreed on this.

In addition, the JET advised both commune offices to set out the 2021–2023 three-year plans following the completion of the 2020–2022 plans. In doing so, focus was given to the following matters in consultation with the MIS: 1) keeping a budget line to implement the COSAY methodologies, and 2) ensuring evidence-based planning in the use of databases, including social and infrastructure databases, as mentioned above in [Activity 1-6]. Subsequently, both commune offices confirmed that they have secured the budget to apply for the COSAY methodologies in the 2021–2023 three-year plans. Subsequently, the commune offices approved the 2021–2023

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<sup>19</sup> There is a budget line to support associations in the three-year plans of Abobo and Yopougon Communes. The commune offices have used this to assist community organisations such as associations of women, disabled, and elderly, etc.

three-year plans in Abobo in August 2021, and in Yopougon in May 2021 respectively as mentioned above in [Activity 1-6].

## **2.2.17 Activity 2-17 Share the updated COSAY methodology with the staff of other communes in Greater Abidjan and relevant actors who are interested in social cohesion**

### **(1) Launch Seminar**

On 22 June 2018, the launch seminar of the Project was held at the Palm Club Hotel. This Seminar aimed at:

- Presenting the outline of the COSAY 2 Project to all stakeholders concerned regarding the issue of social cohesion;
- Discussing relevant approaches that can promote social cohesion while drawing on the results of independent studies; and
- Ensuring better mobilisation of stakeholders as well as national and international partners around the issue of social cohesion.

Guests from different organisations attended the seminar such as the government, embassies, international agencies and NGOs, United Nations, ex-CCGPP, local NGOs and the press. The programme of the seminar is as follows:

The presentation part consists of two presentations and a panel discussion. The first presentation was provided by Interpeace/Indigo, which introduced the outcome of their research on the social cohesion in Abobo and Yopougon. The second one is from MIS on the outline of the Project of COSAY2. During the panel discussion, four panellists (two commune officers from each commune and two ex-CCGPP members) exchanged ideas on the questions raised by the moderator from Interpeace/Indigo. Finally, the floor was opened for questions and comments. The participation of different organisations and the lively discussion showed the success of the seminar as an opportunity to mobilise the stakeholders concerning the issue of social cohesion.

### **(2) Final Seminar**

In June 2021, the JET, together with the MIS and both commune offices, published a new COSAY handbook (i.e., Handbook for Promoting Social Cohesion through Government-Community Cooperation, see Annex 7) as a new reference to the COSAY methodologies. The JET also organised a final seminar on 15 July 2021 in order to share with a broad range of stakeholders the outline and experience of the COSAY methodologies and the achievements made during the Phase 2 period.

In doing so, the JET undertook the two preparatory works as follows. Firstly, in order to renew the COSAY handbook, the JET set up a task group with the MIS and both commune offices, and identified the key issues and lessons learnt from the COSAY activities following a series of meetings. The JET then compiled the opinions and suggestions raised by the group members, and incorporated these into the new handbook to serve as the institutional memory on the

COSAY method and experience. Following the internal consultation on the draft with the MIS, the commune offices and the JICA Cote d'Ivoire and Headquarters in Tokyo, the renewed handbook was published and broadly distributed to counterparts, CCG members, and participants during and after the final seminar.

Secondly, the task group worked simultaneously for the preparation for the final seminar, reviewing the objectives, agenda, participants, and topics to be discussed during the sessions. Subsequently, the MIS organised a whole-day final seminar at Novotel Abidjan on 15 July 2021. The seminar followed strict COVID-19 preventive measures in organising this large-scale event. Nearly 100 participants were invited, with representatives from the JCC member institutions and other commune offices in Greater Abidjan, including Port Bouet, Attécoubé, Cocody, Koumassi, and Treichville, as well as from foreign missions, international and local NGOs, universities, CCGs, and the national media.

The seminar, including the press conference, highlighted the following matters: 1) presentation of the outline and achievements made during the Project, and 2) panel discussions to share with the participants the experience of counterparts in promoting social cohesion in Abobo and Yopougon Communes in practice; to explore the applicability of the COSAY methodologies to other communes; and to discuss the lessons learnt, best practices, and the remaining challenges of the COSAY methodologies. The seminar received largely positive receptions from the media including local newspapers and national TV stations.

During and after the seminar, the MIS repeatedly expressed its willingness to deepen the COSAY method in Abobo and Yopougon Communes and extend this to other communes in Greater Abidjan. In response to this, the seminar participants from other commune offices in Greater Abidjan also expressed their willingness to apply the COSAY method to their respective municipal projects.

## Chapter 3 Constraints and Challenges in the Implementation

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### 3.1 Local Governance

#### 3.1.1 Information Sharing in the Commune Office

Weak communication between departments in the commune offices was observed frequently. Communication between the technical department and the social department used to be almost nil at the beginning of the Phase 1. Because the Project focused on both technical and social issues including “basic infrastructure”, “social cohesion”, and “youth employment”, the JET tried to strengthen communication between the departments, as well as communication among the staff within a department. Although the communication has been improved gradually through the process of the pilot projects implementation and training programmes under both Phase 1 and 2, miscommunications among the departments has been observed throughout the Project period, especially when they established new CCGs under their three-year plans in FY2020. The technical department commenced the construction work before the social department established the CCG as described in [Activity 2-4], Chapter 2. In February 2020, the counterparts discussed this problem intensively at the second seminar, and committed to forming regular communication platforms such as monthly meetings and a WhatsApp group concerning utilisation of the COSAY methodologies.

#### 3.1.2 Schedule Management of the Commune Offices

Lack of punctuality was a serious constraint on the Project activities, especially in meetings and training programmes. Although the C/Ps behaviour regarding punctuality improved progressively through the implementation of both Phase 1 and 2, further improvement is continuously needed.

Also, weak schedule management of the C/Ps was observed in the Type 1 pilot projects which were financed by the commune offices, especially in Batch 3 and 4 CCG establishment as described in [Activity 2-4], Chapter 2. The JET asked the C/P to report their plan and progress of the CCG establishment and implementation of the construction works at the monthly WG meetings. Even though the C/Ps well understood the procedure of practising the COSAY methodologies to the infrastructure projects under their three-year plans, their schedule management tended to be weak, and they failed to establish CCGs before commencement of the construction works, which were expected to promote local employment. Although there were some external reasons, such as the COVID-19 pandemic and the presidential election, and the

sudden death of the mayor of Abobo, the JET advised the C/Ps to prepare exact timelines for each step of the COSAY methodologies such as the establishment of CCGs, and organising the PPC training sessions. Finally, the C/Ps prepared the intervention plans with exact timelines and mitigated the delay of activities under Batch 3 and 4.

### **3.1.3 Budget Execution of the Commune Offices**

Although the commune offices committed to secure the budget for practising the COSAY methodologies for implementing some projects under their three-year plans, they sometimes faced difficulties in using the budget. The reasons are multiple, and among others, the slow process of financial disbursement which the Ministry of Economy and Finance oversees across public institutions as mentioned above in [Activity 1-6], Chapter 2 was noted.

The reasons also include the timing of elections. While the municipal elections took place in October 2018, the presidential and parliamentary elections were undertaken in October 2020 and March 2021, respectively. As these political events delayed the delivery of public goods and services, they also affected financial disbursement in the commune offices in relation to the COSAY methodologies.

Another reason is related to the change of high-ranking officers, including the mayor in the commune offices. In particular, the lengthy absence of the mayor of Abobo due to the hospitalisation of the late mayor to assumption of the new mayor between January 2021 and July 2021 seriously affected the delivery of public goods and service in the commune office.

## **3.2 Community Development**

### **3.2.1 Information Sharing within the Community**

Similar to the difficulties in communication of the commune office, information sharing within the CCG members and their community was also a challenge. The Project introduced a TOR for the CCGs to regulate their roles and responsibilities as well as to encourage their ownership for autonomous management of the CCGs. This methodology contributed to enhancing ownership of the CCG members and their communication among the members. However, information sharing with the general population in the target area did not work efficiently according to the results of the endline surveys, although the project installed the information boards, established the SNS platforms and the radio programmes, and the CCG members practised door-to-door visits to share information. One of the reasons seemed to be a tendency of urban areas where the general population tend to be more interested in personal interests than community issues. Thus, the JET, the C/Ps and the CCG members struggled with this issue and tried to introduce effective ways to reach a wider population utilising social media and influential people ('influencers') as well as the conventional ways like sharing information at religious gatherings.

### **3.2.2 Lack of Volunteer Spirit and Community Contribution**

Residents in the target areas tended to be isolated individuals and not care about their neighbours or the common property of the community. In addition to a common tendency in urban areas concerning individualism, the prolonged conflict and complex politics in Cote d'Ivoire deteriorated solidarity and collaboration among the various populations. Although the CCG members were originally representatives of community-based associations who had a kind of volunteer spirit and they attended CCG meetings and other project activities without asking for a salary, it was difficult to involve local residents including youth into the project activities as volunteers.

It should be noted that people in these communities are not familiar with a sense of volunteerism. They often think that they can get paid when they join any community activity. In fact, some of the members were seen paying other residents who came to work voluntarily. Therefore, when thinking about sustainability of members' commitment, it is important to inform the people who want to participate in the activities about volunteer work, as well as make them aware what they do will be purely for the benefit of their communities.

### **3.2.3 Abuse of CCG**

The JET and commune office of Abobo faced difficulties in convening CCG meetings at Abobo SOGEFIHA. The JET was obliged to make special arrangements as some of the CCG members refused lunch or the bus offered for the training due to the quality, while the other CCGs agreed to accept the same quality. The CCG members also kept insisting that they cannot have regular meetings in the public school because they do not want to sit on the school benches. Even if the meetings were held at better place, only a few members out of 20 showed up. In November 2019, the president of the CCG expressed his frustration over the Project activities and stated that he and other CCG members in the Project cannot participate anymore.

The reason for the dissatisfaction in some of CCG members of Abobo SOGEFIHA was the procedure and conditions of the pilot project which they believed were below their expectations in terms of meeting venues, meals and size of infrastructure project. Many of the CCG members are landowners and are financially well-off compared with other CCGs members in other areas. Their expectations of the Project seemed to be higher than those from other CCGs and previous pilot project sites under the COSAY Project. However, it must be noted that there were issues of abuse of the CCG by the president and his supporters to control the Project as they wanted rather than promoting social cohesion with inclusiveness.

After an extraordinary working session between the commune office of Abobo and the JET to discuss this issue in November 2019, the commune office of Abobo called a meeting with the CCG members to elect a new president. However, only two members out of 20 showed up. As a result, the commune office of Abobo finally decided to add new members to the CCG to fill the

vacancies. This process hampered the preparation of the non-infrastructure community actions by the CCG.

Finally, the CCG was reformed in December 2019, and the reformed CCG in Abobo SOGEFIHA functioned well and the members were motivated for community development and social cohesion. The JET and the commune office supported them through additional training sessions and to transform into an association.

### **3.3 Peace and Security**

#### **3.3.1 Social and Political Tensions**

The Project has faced an instable political situation since its commencement in 2017.

As the social survey and the Interpeace study revealed, various kinds of tensions among the population in Abobo and Yopougon Communes increased at the time of launch of the project. The residents tended to seek benefits for themselves such as getting a limited number of jobs through their ethnically-linked politicians. This tendency fomented “winner and loser” politics. Under the context, thus, the commune offices have tried to secure political neutrality and accountability in their public services.

A municipal election was held on 13 October 2018. The mayor of Abobo was changed to Mr. Hamed Bakayoko who was the ex-Minister of MIS, while the mayor of Yopougon was not changed. Although some of the C/Ps have been replaced, the majority of the C/Ps have remained in their positions, or stayed in office despite having changed their positions. Although there was no visible negative impact on the ground in Abobo and Yopougon Communes after the municipal election, since the ex-Minister of MIS became the mayor of Abobo, and the Prime Minister in 2020, it made it difficult for the commune officers to communicate with the mayor.

The political struggles at the national level had become unstable as the country moved towards the presidential election in 2020, especially after President Alassane Ouattara announced his candidacy for a third term on 6 August 2020. Although the presidential election in 2020 was held with fewer casualties compared with the post-electoral crisis in 2011, President Alassane Ouattara’s bid for another term was criticised by opponent parties. The opponent parties participated in the legislative election in March 2021 and increased their shares in the parliament, although the ruling party kept its majority. On the other hand, within the ruling party, the deaths of the Prime Ministers (Gon Coulibaly in July 2020 and Ahmed Bakayoko in March 2021) were other concerns regarding the possible successor of President Alassane Ouattara for the next presidential election in 2025.

Considering these unstable political affairs and public opinions towards the government, it was necessary for the commune offices to secure more accountability for their public service delivery.

### 3.3.2 COVID-19 Pandemic

Due to the COVID-19 pandemic, JICA announced a ban on trips of Japanese experts to other countries effective on 17 March 2020, and on 20 March 2020, the Government of Côte d'Ivoire announced the closure of its borders starting midnight of 22 March. Therefore, the travel of Japanese experts to Côte d'Ivoire from the end of March to the end of April was cancelled.

Since the Government of Côte d'Ivoire had also announced several COVID-19 prevention measures including a ban on gatherings with more than 50 people, the remaining non-infrastructure community actions, which were supposed to be implemented 18 March 2020 onwards in Yopougon, were postponed.

Other Project activities such as institutionalisation of the COSAY method and PR activities were done by the C/Ps and the JET based on remote instructions by Japanese experts, while activities which require CCG members' participation, such as the PPC training and regular CCG meetings, were postponed at that time.

The COVID-19 pandemic has been prolonged and caused the delay of activities under the Project, although the dispatch of Japanese experts resumed in February 2021.

In addition, the COVID-19 pandemic could be a serious risk that deteriorates social cohesion in the communities in Abidjan. This is because for the population, fear of the pandemic and frustration with government restrictions might aggravate social stigma among the population. Responding to this issue, the JET and the commune offices conducted training sessions on COVID-19 and social stigma, and trained CCG members in June and July 2020 as described in Activity 2-9 in Chapter 2. After the training sessions, the trained CCG members shared their acquired knowledge with other residents in the target areas using the sensitisation posters on the information boards and SNS.



## Chapter 4 Achievements of the Project

### 4.1 Outputs

#### 4.1.1 Output 1: Evidence-based Planning

As summarised in the table below, all indicators for Output 1 “The three-year plans and other projects in Abobo and Yopougon Communes are elaborated by evidence-based planning considering social cohesion.” have been achieved.

**Table 4.1.1 Achievement of Indicators for the Output 1**

Indicators	Evaluation Results
<b>1-1. Infrastructure database (IDB) and social database (SDB) in each target commune are developed.</b>	The database was developed in April 2018 and shared with the commune offices after the training on infrastructure database.  The survey data was compiled in the beginning of September 2018, and the social survey report, including the QIS, was submitted to the C/Ps.
<b>1-2. Databases, both IDB and SDB, are used each year for the elaboration of the three-year plan in Abobo and Yopougon communes.</b>	With regard to the infrastructure database, the Yopougon Commune office used this in preparation for its three-year plan in 2020 according to the discussion in November 2019 with the mayor. The Abobo Commune office started using this for municipal planning from 2021. With regard to the social database, both commune offices used this to identify the projects applied for the COSAY methods in 2019 (Type 1 Batch 2) and in 2020 and 2021 (so-called Type 1 Batch 3 and 4).
<b>1-3. The TORs of the responsible departments and job descriptions of the commune officers in charge of developing the three-year plans and other projects are prepared.</b>	The JET and MIS proposed TORs and job descriptions to the commune offices. The commune offices agreed on the proposed TORs and job descriptions and prepared municipal orders for their officialisation. The Yopougon Commune office issued the municipal orders in March 2021, while the Abobo Commune office issued it in April 2021.

Source: JICA Expert Team

#### 4.1.2 Output 2: Methodology for Promoting Social Cohesion

As summarised in the table below, all indicators for Output 2 “Methodology for promoting social cohesion is established in the target communes CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.” have been achieved.

**Table 4.1.2 Achievement of Indicators for the Output 2**

Indicators	Evaluation Results
<b>2-1. 12 CCGs with wider community representation as the platform for collaboration are established by the Abobo and Yopougon Commune Offices.</b>	<p>2 CCGPPs in each commune (4 CCGPPs in total) were established under the pilot project Type 1 Batch 1 (FY2018).</p> <p>2 CCG(S)Q in each commune (4 CCG(S)Q in total) were established under the pilot project Type 2.</p> <p>2 CCG(S)Q in each commune (4 CCG(S)Q in total) were established under the pilot project Type 1 Batch 2.</p> <p>Established CCGs consist of representatives from various segments in the target communities such as different ethnic groups, religions, gender, and generations.</p>
<b>2-2. The TORs of the responsible departments and job descriptions of the commune officers in charge of establishment and monitoring of CCGs and their successor associations are established.</b>	<p>The JET and MIS proposed the TORs and job descriptions to the commune offices. The commune offices agreed to the proposed TORs and job descriptions and prepared municipal orders for their officialisation. The Yopougon Commune office issued the municipal orders in March 2021, while the Abobo Commune office issued it in April 2021.</p>
<b>2-3. Experiences and lessons learnt from the pilot projects and the follow-up activities are compiled as guidelines for the utilisation of COSAY methodologies by each target commune.</b>	<p>Lessons learnt from the review surveys were reflected to discuss the framework of CCGPP and the types of pilot projects under COSAY Phase 2 for reconsideration of the appropriateness of adoption of Phase 1 COSAY methodology as it is.</p> <p>The 2nd seminar was held in February 2021 to draw on lessons learnt and discuss challenges to consolidate the COSAY methodologies. Reflecting the discussion points, the COSAY handbook was refined with updated COSAY methodologies in June 2021.</p> <p>The final seminar was held in July 2021 to share the experiences and lessons learnt from the Project with stakeholders from other communes in Abidjan, concerned ministries, donors and civil society representatives.</p>
<b>2-4. A total of 80% of CCGs are transformed into associations under the authorisation of the target communes.</b>	<p>All CCGs (CCGPP) of Type 1 Batch 1, Type 1 Batch 2, and Type 2 have been transformed into associations or an NGO, and have been authorised by the commune offices.</p>
<b>2-5. Satisfaction rate of the residents in the target areas on information disclosure by the commune office is increased after the pilot projects have ended.</b>	<p>According to the results of the endline surveys for the pilot projects, residents' satisfaction rating has slightly improved, although the majority of them are not satisfied with the commune offices' information disclosure. Specifically, only 23.04% of the respondents stated that they are sufficiently informed, compared to 17.87% respondents who had the same answer in the baseline surveys.</p>

Source: JICA Expert Team

## 4.2 Project Purpose

As summarised in the table below, all indicators for the Project Purpose “Methodology for public service delivery with considerations for social cohesion is consolidated in the target communes.” have been achieved.

**Table 4.2.1 Achievement of Indicators for the Project Purpose**

Indicators	Evaluation Results
1. Regulation(s) for evidence-based planning in developing the three-year plans and other projects and for the establishment and monitoring of CCGs or associations in accordance with the COSAY methodologies is(are) enacted in Abobo and Yopougon Communes.	<p>&lt; Achieved&gt;</p> <p>MIS and the JET held discussions with the mayors concerning the institutionalisation of evidence-based planning, including the use of databases and the establishment of CCGs, prepared municipal orders with the commune offices.</p> <p>In March 2021, the Yopougon Commune office issued a municipal ordinance concerning the COSAY methodologies, while the Abobo Commune office issued one in April 2021.</p>
2. The number and types of collaborative activities/events among the residents are increased in the pilot project areas.	<p>&lt;Achieved&gt;</p> <p>According to the endline interview sessions with CCG members and ex-post monitoring by the JET, CCG members have organised collective activities by themselves such as community gathering beyond ethnic and religious groups. Table 2.2.28 Community Actions by CCGs / Ex-CCGPP shows some particular examples.</p>
3. At least one CCG is established by the Abobo and Yopougon Commune Offices outside of the pilot projects (Type1 Batch1 and 2, and Type2) during the Project period.	<p>&lt;Achieved&gt;</p> <p>The Yopougon Commune office selected 2 projects which establish CCGs under the three-year plan FY2020, while Abobo Commune Office selected 1 project for the establishment of a new CCG, and another project for continuous support to an existing CCG. Due to the COVID-19 pandemic and the presidential election in late 2020, the establishment was delayed, and the commune offices resumed establishing CCGs in 2021. The Yopougon Commune office established two CCG in July and October 2021 for FY2020 and two CCGs in October 2021 for FY2021, while The Abobo Commune office established a CCG in January 2022 for FY2020 and January 2022 for FY2021.</p>
4. The number of residents who feel that relations with other residents in the pilot project areas are cohesive is increased after the pilot projects have ended.	<p>&lt; Achieved&gt;</p> <p>Majority of CCG members in the pilot projects gave a better score rating on the relationships among the residents in the endline interview sessions compared to before the establishment of CCGs.</p> <p>According to the results of the endline surveys, the rate has significantly improved. A total of 74.89% of the respondents of the endline survey stated that they trust their neighbours, while 32.80% of the respondents had the same answer in the baseline surveys. In particular, a significant improvement has been observed at the T2 sites.</p>
5. The number of residents who are content with public services which have been provided by the commune in the pilot project areas is increased after the pilot projects have ended.	<p>&lt;Achieved&gt;</p> <p>The majority of CCG members of the pilot projects sites gave a better score rating on the residents' trust in the commune office during the endline interview sessions compared to before the establishment of CCGs.</p> <p>According to the results of the endline surveys, the rate has significantly improved. However, only 37.36% of the respondents stated their satisfaction with public services during the endline survey, while 8.85% of the respondents answered the same during the baseline surveys.</p>

Source: JICA Expert Team

### 4.3 Recommendations for Achieving the Overall Goal

The overall goal in a PDM is expected to be achieved within three to five years after completion of the Project. In the PDM of the Project, the overall goal is “Social cohesion and harmony is promoted in the target communes.” with the indicators shown in the table below.

**Table 4.3.1 Indicators for the Overall Goal**

Indicators
1. Each commune office implements at least 2 projects per year utilising the COSAY methodologies <sup>20</sup> in the target communes.
2. The number and types of collaborative activities/events among the residents are increased in the target communes.
3. Each commune office continues working with successor associations for promoting social cohesion.
4. The number <sup>21</sup> of residents who feel that their relations with other residents in the target communes are cohesive is increased in 2024 compared with the numbers in the baseline surveys
5. The number <sup>22</sup> of residents who are content with public services which have been provided by commune in the target communes is increased in 2024 compared with the numbers in the baseline surveys.

Source: PDM ver.2.2

For the purpose of achieving the indicators for the overall goal in 2025, concerns and recommendations can be summarised as below.

#### 4.3.1 Budget for Establishment and Monitoring of CCGs

The Project advises the commune offices to keep the budget line for promoting social cohesion in the three-year plan. The implementation of COSAY methodologies requires the budget for, among other things, mobilising public officers for public consultation and participation, coordinating and training residents for public activities such as the PPC training strengthening capacities of CCG members, especially in citizenship culture to enhance their volunteer spirits, and engaging with CCGs-turned associations after the COSAY Projects are over. It is securing the budget that makes the COSAY methodologies sustainable and thus contributes to social cohesion at the local level.

#### 4.3.2 Regular Consultation with ex-CCGs

The commune offices developed good relationships with the CCGs as the findings from the internal evaluation of the CCG member concerning their trust in the commune offices. Since the

<sup>20</sup> The COSAY methodologies cover the methods for promoting social cohesion at the urban commune level when the commune offices implement projects under the three-year plan. The methods include considerations of scientific data and social cohesion for developing the three-year plans and other projects in the communes, establishment and monitoring of a joint management committee (CCGs), capacity development of CCG members by the commune office, effective communication and information-sharing among the residents and between the residents and the commune office, and supporting CCGs to transform into associations.

<sup>21</sup> According to the baseline surveys, approximately 47% of the respondents feel that their relation with other residents are cohesive (for the pilot project Type 1 Batch 1: June 2018, Type 2: December 2018, Type 1 Batch 2: May 2019).

<sup>22</sup> According to the baseline surveys, approximately 9% of the respondents are content with the public services which have been provided by the commune offices (for the pilot project Type 1 Batch 1: June 2018, Type 2: December 2018, Type 1 Batch 2: May 2019)

CCGs and their successor associations (ex-CCGs) are an interface between the commune offices and the residents, the commune offices should continue this relationship with them through regular meetings to listen their voices and needs for the public services. In addition, the commune offices need to respond, when the ex-CCGs and population are facing problems that beyond their control.

#### **4.3.3 Subsidy to CCGs and ex-CCGs**

Since the CCGs and their successor associations are voluntary organisations, they tend to face a difficulty of lack of budget for implementing their community activities. Thus, the commune offices should provide subsidies and the necessary equipment to make CCG and ex-CCG capable to implement their community actions, and to increase their PR activities. The Yopougon Commune office installed information boards with opinion boxes and provided megaphones for newly established CCGs under FY 2020 and FY2021 for this purpose. These efforts should be continued to enable the CCGs to promote social cohesion effectively.

#### **4.3.4 Outreach of Information**

Increased outreach of public and community information with general population beyond CCG members and their segment members remains a challenge. The commune offices, the CCGs and the ex-CCGs need to improve their PR activities and secure more accountability.

To deliver effective and efficient PR activities, the counterparts are advised to focus on two aspects: 1) having and regularly updating communication plans to guide on conducting PR activities (what to conduct, when to conduct, how to conduct, for what objectives, etc.) and 2) developing, reviewing, and utilising PR tools depends on target segments to deliver the necessary information to the necessary people. Also, they need to use new technology (more effective and less money and physical burden) considering recent digital transformation (DX).

#### **4.3.5 Usage of the Databases**

The databases including the infrastructure database (IDB) and the social database (SDB) are one of the key references for developing the three-year plans of the commune offices. Needless to say, the databases need to be updated for appropriate planning for the three-year plans. The IDB should be updated by the technical service departments when new information is collected annually. As for the SDB, the summary table of the QIS should be updated by the social departments every year or when there is a change in the social tension.

#### **4.3.6 Multi-institutional Cooperation**

Good communication and information sharing beyond the departments are essential to practise the COSAY methodologies, because its practice requires multi-institutional collaboration across departments concerned. It is necessary to strengthen systems to share information closely and

cooperate with each other in the commune office in order to continue promoting social cohesion effectively.

## Chapter 5 Lessons Learned from the Implementation

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### 5.1 Lessons for Promoting Social Cohesion

#### 5.1.1 Co-working among Different Segments towards Social Cohesion

Establishment of CCGs is a good practice to improve the relationship between local governments and divided communities, and between different segments in a community in the form of public involvement. The CCGs that consist of representatives of various segments as the consultation body for planning, implementation and monitoring of the pilot projects take the initiative and key roles for monitoring the pilot projects with assistance from the C/Ps and the JET. The CCG had supplemental roles such as promoting local employment for the construction works and expressing the opinions of the residents regarding the construction works to the commune office. Although there are existing organisations responsible for the maintenance of public infrastructure, such as COGES, the CCG enables the residents' voices to be reflected to the commune offices and mobilises the local populations more, beyond the responsible organisations.

The members of CCGs are representatives of various segments such as ethnic, religious, youth, retired, and women's groups, and are working for the CCG activities as volunteers. Meetings of the CCGs provide a good opportunity both for the C/Ps and for the residents to exchange their opinions and ideas concerning community actions and basic infrastructure development toward social cohesion like never before. Especially in the urban context, which includes individualistic tendencies and weak identity in the communities, the CCG had a significant role in uniting the residents from various segments. Also, relationships and communication between the commune offices and the residents have been gradually improving while the resident members frequently expressed improved relationships among the resident groups through cooperative work with CCGs.

Unlike the CCGPPs under Phase 1, Phase 2 took a different approach to establish and manage the CCGs. The Project introduced TORs of the CCGs which made the members have more ownership of the pilot projects and facilitated them to promote social cohesion to the communities that they belong to. Community dialogues concerning issues of social cohesion in their communities enabled the CCG members to share problems which each segment was facing in their community with other segments. Through the CCG activities, the CCG members built trust among the resident members, which improved the horizontal relationality.

### 5.1.2 Sustainable Promotion of Social Cohesion by the ex-CCGs

As mentioned in the above 5.1.1, the Project introduced the TOR for the CCG when it was established. Unlike the CCGPPs under Phase 1 as an ad hoc committee led by the commune office, the concept of the CCG was more like an organisation for promoting social cohesion rather than a committee to monitor the pilot project. The CCGPPs under Phase 1 were dissolved when the pilot project was completed, and they transferred their roles of facility maintenance to the COGES and successor organisations. However, the JET found that some of successor organisations of the ex-CCGPPs faced challenges regarding continuous activity as an organisation due to insufficient preparedness during the Project intervention. Thus, Phase 2 introduced the TOR at the beginning of establishment of CCGs and they could practise their activities as an organisation from the very early stages. This autonomous mechanism increased their ownership and initiatives serving for their community from the beginning and contributed to smooth transformation into their successor associations.

The JET conducted a survey<sup>23</sup> on the 2020 presidential election and violent cases in Abobo and Yopougon in 2021 through interviews with the ex-CCG members and community representatives who participated in other social cohesion projects. In fact, there were several violent cases in Abobo and Yopougon during the period, and while some of incidents happened in quartiers which had experienced social cohesion projects, there were no cases at the target areas under the COSAY Project. The survey revealed that most of the areas that experienced violence did not have any continuous efforts made by those who participated in the social cohesion projects, unlike all ex-CCGs who had sensitised their neighbours towards a peaceful election, and they managed and prevented rumours from forming. Thus, the continuity of transforming CCGs associations contributed to preventing violent conflict through their sensitisation action with their neighbours even after the end of the pilot project intervention by the Project.

### 5.1.3 Community Action

The Project implemented non-infrastructure community actions in addition to infrastructure works under the pilot project Type 2. The CCG members discussed necessary actions to promote social cohesion in their quartiers/sub-quartiers and formed working committees including other residents outside CCG members. Through the process of planning and implementation of the community actions such as sensitisation on social cohesion and sportive and cultural events beyond ethnic and religious groups, the involved various segments in the community for a common objective built a good relationship among residents from various segments and with CCG members. In addition, capacities of CCG members concerning planning and implementation of community activities were strengthened through the activity.

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<sup>23</sup> The survey consisted of the ex-post evaluation on peacebuilding training for the CCGs (12 CCGs and two ex-CCGPPs) after the 2020 presidential election, and interview surveys for both officials from the commune offices in charge of other social cohesion projects (e.g., PARCS, YOP-CREALAB, and AVCI) and resident representatives from eight sample areas (one violent case and two non-violent cases from Abobo, and five violent cases from Yopougon).



#### **5.1.4 Female Participation**

Women in Abobo and Yopougon tended to be seen as domestic and small vendors and not recognised as actors in community development. Thus, it was difficult to involve women in the activities under the Project. Only 26% of CCG members were women in the traditionally male dominant communities. Women were also busy due to their domestic work and small businesses. Although the percentage of women in the CCG members was low, their participation in the Project was remarkable and contributed to the changing attitude of the population as well as the male CCG members. At the CCG meetings, opinions from the female members were respected, and sometimes different approaches from men were suggested and solved problems in the communities. Especially during occasions of small conflicts involving children, women were excellent mediators to resolve these problems. Also, female CCG members contributed to mobilising women in their communities for community actions and other pilot project activities. Concerning peace and social cohesion, female CCG members sensitised the population including the youth and children in their neighbourhood effectively. The male CCG members witnessed these contributions by women and changed their attitude towards women. Through the CCG activities, women have become recognised as important actors for community development and social cohesion.

### **5.2 Lessons for Improving Local Governance**

#### **5.2.1 CCG as the Interface between the Commune Office and the Residents**

Meetings of the CCGs provided good opportunities both for the C/Ps and for the residents to exchange their opinions and ideas concerning problems in social cohesion and needs of basic infrastructure development toward social cohesion. Relationships and communication among the commune offices and the residents have been gradually improving. While in the beginning they did not even know each other and most of residents had little relationship with the commune office except to obtain a certificate or pay taxes, by the end of the Project, the resident members understood how to communicate and with whom when they deliver a request to the commune offices. It is important for residents to understand the role of the commune offices in order to build trust between them. The CCGs and their successor associations became the interface between the commune offices and the residents. They could strengthen the vertical relationality.

#### **5.2.2 Securing Accountability using the Selection Criteria and Databases**

The selection of the pilot projects using the selection criteria with a scientific evaluation method contributed to clear and transparent explanations of the selection results to the stakeholders, as well as preventing unreasonable intervention from the politicians. The developed infrastructure and social databases have been used both to prepare three-year plans and to select projects under the three-year plan that adopt the COSAY methodologies. The evidence-based planning and project selection contributed to not only securing accountability of the commune offices, but also

to changing the behaviour of the C/Ps. The C/Ps tended to pay more attention to scientific data and social tensions when they planned and selected projects. The repeated selection process under the Project consolidated the evidence-based planning among the C/Ps.

### **5.2.3 Local Employment**

Although local employment was not the main objective of the pilot projects under Phase 2 unlike Phase 1, the commune offices considered local employment in the implementation of pilot project Type 1. Promoting local employment contributed to increased trust in the residents towards the commune office, in addition to job creation for unemployed youth. At the beginning, however, the technical departments failed to include the condition of local employment in their tender and contract documents with the contractor. Then, the C/Ps negotiated with the contractor verbally to employ local youth as their manual workers. Although the conditions for local employment must be included in tender documents for procurement of the contractor, in fact, the national procurement system cannot allow this due to the standardised formats. However, the commune offices continued to ask the contractor to consider promoting local employment notwithstanding the tender and contract documents under the projects which adopt the COSAY methodologies.

### **5.2.4 Lessons from Public Relations**

The JET introduced and produced different types of PR tools and materials throughout the Project period. Lessons from the PR activities under the Project are summarised below.

#### **(1) Information Board**

To deliver the messages to people who prefer to acquire information in conventional ways, several posters were made for the Project. For instance, the JET created COVID-19 prevention sensitisation posters in collaboration with the Ministry of Health as well as the C/Ps to encourage people to wash and sanitise their hands and to observe social distance. In addition, the JET made advertisement posters for the COSAY2 radio programme and posted them on information boards that the Project installed at each site. It is important to use photos and pictures as much as possible to deliver the messages so that even illiterate people can easily understand them. Moreover, the boards attracted people to the same place. This encouraged residents to have more communication with their neighbours.

Although information boards contributed to providing information to everyone at the site regardless of age, gender, etc., as long as people recognise the boards, it has also been identified that many residents were not aware of the existence of information boards at some sites in the first place. In addition, some residents are illiterate and find it difficult to understand the posted information. Therefore, both increasing the residents' recognition of information boards and designing illiterate-friendly posters are keys to accelerate the utilisation of information boards.

## **(2) Radio Programme**

In order to achieve Project information dissemination to a wider range of people, the commune offices and the JET have started broadcasting radio programmes since January 2020.

The radio programmes contributed to delivering peace messages to a wider range of the population, especially during insecure times such as the COVID-19 pandemic and the presidential election in 2020.

The radio programmes appeared to contribute towards building networks and trust between the commune officers and CCG members as well as the invited influential people. They helped deliver messages about peace and social cohesion, with the aim of attracting a wider range of people.

## **(3) Social Networking Service (SNS)**

As mentioned above, the counterparts and the JET have identified that some of the PR tools that we introduced were sometimes not compatible with the lifestyle of the local residents, thus those were not in active use. Instead, more traditional ways of information dissemination, such as going around the community with megaphones, tended to catch people's attention more. In this regard, the JET proposed to assist in improving the PR strategies of both commune offices to make the strategies more in line with the actual situation of the residents regarding acquiring information.

In turn, as DEFTY shared the COSAY2 song on his official YouTube account receiving more than 20,000 views as of January 2022, SNSs seem useful in disseminating the "concept" of social cohesion to those who are familiar with digital tools, while traditional ways seem useful in disseminating community-specific information to community residents. Thus, "what to disseminate to whom through which channel" is important to think about for communication/PR strategies.

## **5.3 Lessons for Project Management**

### **5.3.1 Lessons from the Infrastructure Project under the Pilot Project Type 2**

Although the infrastructure project was planned to promote social cohesion through the construction works employing local residents, additional practices encouraged positive participation of facility users and CCG members in the Project.

During the design phase, construction items, such as cost and material specifications, were clarified for the tender. However, painting colour distribution on the fence was decided after the proposal of several options on the painting concept, and the discussion involved facility users and CCG members. The main reason to take this step was that the facility users and CCG members could easily imagine the actual painted situation after completion of the fence structure. This step could give them a positive perspective on how the constructed items can be more familiar with the residents and the users.

Increasing opportunities to enhance communication among the stakeholders often raises unreasonable requirements. For example, communication opportunities caused additional requests from facility users and CCG members such as making the fence higher than original design that would require a higher cost and a longer construction period than the contract stated. However, a sincere explanation to clarify the difficulty was accepted without a problem, and this became a good opportunity for the commune office, the contractor, the subconsultants, the JET, facility users, and CCG members to build trust among all parties.

## **5.4 Training in Japan**

The C/Ps tended to have good motivation towards learning from the Project. Thus, the opportunities for participation in the training programmes, especially the training programmes in Japan, were a significant incentive for them. New methods and ideas introduced by the JICA experts seemed to help them to improve their skills and to implement the pilot projects smoothly, even though many of the lectures from JICA experts required translation into French.

Participation of the DG from MIS/DGDDL and the SCs from the commune offices increased their understanding and their support for the Project significantly, and their leadership contributed to drafting the municipal ordinances and securing / executing the budget for practising the COSAY methodologies.

Concerning the contents of the training, experiences of community development in Japan had a great positive impact for the C/Ps to recognise and imagine good cases of public and private cooperation in community participation and tangible and intangible development in the communities. However, the cases of social cohesion in Japan were less effective to learn, because Cote d'Ivoire has much more experience in this field than Japan.

## **5.5 Recommendations**

### **5.5.1 Social Infrastructure Development**

The successor associations of the CCGs are a legacy for promoting social cohesion in Abobo and Yopougon. However, many of the populations in the communes are still living in poverty with deteriorated social infrastructure. Frustration of the residents is a potential risk for social disharmony in these areas. Thus, there is an immediate need to promote the development of social infrastructure in the communes. Since the development budget under the three-year plans is limited, mobilising support from donors may have to be considered. In this sense, utilisation of the COSAY methodologies, including establishing a new CCG and utilising an ex-CCG, should be considered when the commune offices get financial support from a donor.

### **5.5.2 Inter-ministerial Coordination on Social Cohesion**

The Ministry of Reconciliation and National Cohesion (MRNC) was created after the cabinet reshuffle in April 2021 and became the primary ministerial institution to promote national

cohesion in the government, although the OSCS remained under the Ministry of Solidarity and Fight against Poverty, which was previously the primary ministry to promote social cohesion. The MRNC plans to publish a new national policy of social cohesion in March 2022 following the termination of PNSCS (2016–2020). In turn, other commune offices in Greater Abidjan expressed their willingness and interest in adopting the COSAY methodologies in the final seminar. In this regard, the Project advises the MIS to coordinate with the MRNC as well as OSCS under the MSP to promote social cohesion, expand the COSAY methodologies in and beyond Abobo and Yopougon Communes, and thus make the methodologies sustainable.

## Annexes

Annex 1	Project Design Matrix (PDM)
Annex 2	Plan of Operation (PO)
Annex 3	Plan of Input (PI)
Annex 4	List of Equipment
Annex 5	Training Records
Annex 6	Minutes of JCC Meetings
a)	1 <sup>st</sup> JCC
b)	2 <sup>nd</sup> JCC
c)	3 <sup>rd</sup> JCC
d)	4 <sup>th</sup> JCC
e)	5 <sup>th</sup> JCC
Annex 7	COSAY Handbook

## **Annex 1**

### **Project Design Matrix (PDM)**

**Project Design Matrix (PDM)**

Version 2.2  
Date: February 2020

**Project Title:** The Project for Community Reinforcement towards Social Cohesion in Grand Abidjan Phase II  
**Implementing Agency:** Ministry of Interior and Security(MIS), Abobo commune and Yopougon commune  
**Target Group:** 1) People living in Abobo commune and Yopougon commune. 2) Staff of Abobo commune and Yopougon commune.  
**Period of Project:** November 2017 to July 2023  
**Project Site:** Abobo commune and Yopougon commune in Greater Abidjan.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><b>Overall Goal</b> Social cohesion and harmony is promoted in the target communes.</p>	<p>1. Each commune office implements at least 2 projects per year utilising the COSAY methodologies*1 in the target communes.                      2. The number and types of collaborative activities/events among the residents are increased in the target communes.                      3. Each commune office continues working with successor associations for promoting social cohesion.                      4. The number*6 of residents who feel that their relations with other residents in the target communes are cohesive is increased in 2024 compared with the numbers in the baseline surveys.                      5. The number*7 of residents who are content with public services which have been provided by commune in the target communes is increased in 2024 compared with the numbers in the baseline surveys.</p>	<p>1. TORs of the established CCGs                      2. Interview with staff of the target commune offices and members of the successor associations                      3. Interview with staff of the target commune offices and members of the successor associations                      4. Results of questionnaire and interview surveys with community representatives and residents                      5. Results of questionnaire and interview surveys with community representatives and residents</p>	<p>The national policy on social cohesion will not be changed negatively.</p>
<p><b>Project Purpose</b> Methodology for public service delivery with considerations for social cohesion is consolidated in the target communes.</p>	<p>1. Regulation(s) for evidence-based planning in developing the three-year plans and other projects and for the establishment and monitoring of CCGs or associations in accordance with the COSAY methodologies is(are) enacted in Abobo and Yopougon Communes.                      2. The number and types of collaborative activities/events among the residents are increased in the pilot project areas.                      3. At least one CCG is established by the Abobo and Yopougon Commune Offices outside of the pilot projects (Type1 Batch1 and 2, and Type2) during the Project period.                      4. The number*6 of residents who feel that relations with other residents in the pilot project areas are cohesive is increased after the pilot projects have ended.                      5. The number*7 of residents who are content with public services which have been provided by the commune in the pilot project areas is increased after the pilot projects have ended.</p>	<p>1. Issued regulations                      2. Results of questionnaire and interview surveys with community representatives and residents                      3. Monitoring Sheet and TORs of the established CCGs                      4. Results of the baseline and endline surveys                      5. Results of the baseline and endline surveys</p>	<p>Events which affect social cohesion do not occur in the target areas.</p>
<p><b>Outputs</b> Output 1: The three-year plans and other projects*1 in Abobo and Yopougon Communes are elaborated by evidence based planning considering social cohesion.</p>	<p>1-1. Infrastructure database (IDB) and social database (SDB) in each target commune are developed.                      1-2. Databases, both IDB and SDB, are used each year for the elaboration of the three-year plan in Abobo and Yopougon communes.                      1-3. The TORs of the responsible departments and job descriptions of the commune officers in charge of developing the three-year plans and other projects are prepared.</p>	<p>1-1. Developed infrastructure database (IDB) and social database (SDB)                      1-2. Three-years plan in Abobo and Yopougon communes                      1-3. TOR / Job descriptions</p>	<p>• Socio-political situation in the communes are not deteriorated.                      • Regulations for the utilisation of COSAY methodologies is to be discussed and processed in a timely and appropriate manner by due process of law.</p>
<p>Output 2: CCGs and their successor associations are established and monitored in Abobo and Yopougon according to the COSAY methodologies to reinforce social cohesion between the residents and the commune office as well as among the residents.</p>	<p>2-1. 12 CCGs with wider community representation as the platform for collaboration are established by the Abobo and Yopougon Commune Offices.                      2-2. The TORs of the responsible departments and job descriptions of the commune officers in charge of establishment and monitoring of CCGs and their successor associations are established.                      2-3. Experiences and lessons learned from the pilot projects and the follow-up activities are compiled as the guidelines for the utilisation of COSAY methodologies by each target commune.                      2-4. A total of 80% of CCGs are transformed into associations under the authorisation of the target communes.                      2-5. Satisfaction rate of the residents in the target areas on information disclosure by the commune office is increased after the pilot projects have ended.</p>	<p>2-1. Agreed TORs of the CCGs                      2-2. TOR/Job descriptions                      2-3. Compiled guidelines                      2-4. Agreed TORs of the successor associations                      2-5. Results of the baseline and endline surveys</p>	
<p align="center"><b>Activities</b></p>	<p align="center"><b>Inputs</b></p>	<p align="center"><b>The Ivoirian Side</b></p>	<p align="center"><b>Important Assumption</b></p>
<p>1-1. Develop the framework for social survey and social infrastructure database.                      1-2. Conduct social survey on social cohesion in the target communes based on the survey framework.                      1-3. Collect and analyse information needed for the social infrastructure database based on the framework.                      1-4. Issue a regulation for the utilisation of social and infrastructure databases for the three-year plan and project formulation in each target commune.                      1-5. Modify TORs of the responsible departments and the job descriptions of the commune officers for the utilisation of social and infrastructure databases for the three-year plan and project formulation.                      1-6. Prepare the three-year plans for FY2020-2022 considering the issued regulation.                      1-7. Develop indicators in measuring the achievements of social cohesion.                      1-8. Conduct periodic monitoring on social cohesion.                      1-9. Conduct baseline survey on social cohesion in the project areas.                      1-10. Conduct endline survey in the project areas.</p>	<p align="center"><b>The Japanese Side</b></p> <p>&lt;&lt; Japanese side &gt;&gt;                      1) Experts                      -Chief                      -Social Survey                      -Community Development                      -Local Governance                      -Cost Estimation/Procurement Supervision/Infrastructure Maintenance / Infrastructure Database                      -Communication/Training/Administrative Coordinator                      -Other experts when necessary                      2) Provision of machinery and equipment                      -Vehicle x 2                      -Office equipment                      3) Others                      -Expense for the Pilot Projects (Type 2)                      -Expense for follow-up actions for the Phase 1 pilot projects                      -Training equipment and materials</p>	<p align="center"><b>The Ivoirian Side</b></p> <p>&lt; Ivoirian Side &gt;                      1) Assignment of personnel                      -Project Director                      -Project Coordinator                      -Counterparts                      2) Provision of facility and equipment                      - Suitable office space with the necessary equipment and utilities (i.e. electricity, water, internet access, air conditioners etc.) at MIS, Abobo Commune Office and Yopougon Commune Office                      - Vehicle                      3) Arrangements                      - Access to the necessary information, permission to undertake project activities, and securing safety                      - Information as well as support for obtaining medical services                      - Identification cards                      4) Budget Allocation                      - Expenses for the Pilot Project (Type 1) activities under the three-year plan in the target area                      - Operation and maintenance cost of equipment provided and facilities developed in the Project                      - Financial support for the project assigned personnel</p>	<p>• Project counterparts are working continuously for the target areas.                      • The project budget of the Commune Offices for the three-year plans is allocated to the Communes as planned.</p>
<p>2-1. Review the Phase 1 activities.                      2-2. Follow-up the Phase 1 activities if the intervened area faced challenges on social cohesion.                      2-3. Identify the candidates of the pilot projects type 1* from the three-year plans (FY2018 and FY2019) and the candidates of the pilot projects type 2* based on the results of the social survey and the social infrastructure database.                      2-4. Select 2 pilot projects in each target Commune in FY 2018 and FY 2019 (type 1), and 2 pilot areas (type 2) in each target Commune based on the selection criteria.                      2-5. Hold consultation with resident representatives to increase their understanding of the pilot project.                      2-6. Conduct community profiling in the target areas of the pilot projects                      2-7. Establish CCGs*4 with wider community representation as the platform for collaboration.                      2-8. Support an ex-CCGPP*5 (or their successor organisations) of COSAY phase 1 in each target commune for their continuous efforts.                      2-9. Conduct the necessary training programmes (such as conflict resolution, project planning, fundraising) for CCGs, ex-CCGPPs and the counterparts.                      2-10. Formulate and practise community actions for promoting social cohesion and development in the target areas.                      2-11. Select an infrastructure project and a non-infrastructure project (as pilot project type 2) at each target area.                      2-12. Design, prepare and implement the pilot projects and carry out joint monitoring.                      2-13. Compile good practices and lessons learnt from the implementation of the pilot projects type 1 and type 2.                      2-14. Issue a regulation concerning the establishment and monitoring of CCGs and successor associations in each target commune.                      2-15. Modify the TORs of the responsible departments and the job descriptions of the commune officers for the establishment, and monitoring of CCGs and successor associations.                      2-16. Secure the budget for establishing a CCG for 2 projects under the three-year plan (FY2020) in each target commune.                      2-17. Share the updated COSAY methodology with the staff of other communes in Greater Abidjan and relevant actors who are interested in social cohesion.</p>			
<p>*1: Other projects include projects financed by the central government and donors.                      *2: The COSAY methodologies cover the methods for promoting social cohesion at the urban commune level when the commune offices implement projects under the three-year plan. The methods include considerations of scientific data and social cohesion for developing the three-year plans and other projects in the communes, establishment and monitoring of a joint management committee (CCGs), capacity development of CCG members by the commune office, effective communication and information-sharing among the residents and between the residents and the commune office, and supporting CCGs to transform into associations.                      *3: The pilot projects are divided into pilot project type 1 to be implemented by the commune offices using their own budget, and pilot project type 2 to be financed by the Japanese side. As the commune offices choose the pilot projects from their three-year plans according to the COSAY method, pilot project type 1 is considered to comply with Phase 1 in terms of approach. In turn, pilot project type 2 will aim to maximise the effect of social cohesion.                      *4: CCG is the abbreviation of Joint Management Committee in French, and a platform with wider representation of community based on target facilities or areas. A CCG has variations based on its coverage entity: 1) CCGPP is the abbreviation of pilot project joint management committee as a facility-based committee; and 2) CCGQ/CCGSQ is the abbreviation of Quartier/Sub-quartier Joint Management Committee in French as an area-based committee.                      *5: ex-CCGPP is the CCGPP which was established under COSAY Phase 1.                      *6 According to the baseline surveys, approximately 47% of the respondents feel that their relation with other residents are cohesive (for the pilot project type 1 batch 1: June 2018, type 2: December 2018, type 1 batch 2: May 2019).                      *7 According to the baseline surveys, approximately 9% of the respondents are content with the public services which have been provided by the commune offices (for the pilot project type 1 batch 1: June 2018, type 2: December 2018, type 1 batch 2: May 2019).</p>			<p align="center"><b>Pre-Conditions</b></p> <p>• Security in the target communes does not hamper the project activities.                      • Cooperation and understanding on the Project are obtained from commune office and community population.</p> <p align="center"></p> <p align="center"><b>&lt;Issues and countermeasures&gt;</b></p>



## **Annex 2**

### **Plan of Operation (PO)**



## **Annex 3**

### **Plan of Input (PI)**



**Annex 4**  
**List of Equipment**

## Annex 4 List of Equipment

Items	Specifications	Qty.	Price		Date of Purchase	Placement of Equipment	reference
			Price (XOF)	Price (JPY)			
Complex Printer(Laser)	Konica Minolta bizhub C221	1	1,475,000	280,589	11/11/2017	Discarded	malfunction
Laptop PC	HP Probook 450 Corei5	1	480,000	91,310	11/11/2017	Project Office	
Laptop PC	HP Probook 450 Corei5	1	480,000	91,310	11/11/2017	Project Office	
Laptop PC	HP Probook 470 Corei5	1	480,000	91,310	11/11/2017	Project Office	
Graphics Editor Software	Illustrator CS6	1	350,000	66,581	16/11/2017	Project Office	
Laptop PC	HP Probook 470 Corei5	1	480,000	91,310	11/12/2017	Project Office	
Car	NISSAN Patrol 128MD34	1	24,350,000	4,845,650	14/06/2016	Project Office	
Car	NISSAN Patrol 128MD33	1	24,350,000	4,845,650	14/06/2016	Project Office	
Shelf	Meuble de Rangment Bas POLO	1	212,000	40,178	26/01/2018	Project Office	
GPS	GPS GARMIN EXTREX20	2	300,000	53,604	19/03/2018	Project Office	
Laptop PC	HP Probook 450 Corei5/G5	1	510,000	91,126	23/03/2018	Project Office	
Laptop PC	HP Probook 450 Corei5/G5	1	580,000	106,847	11/07/2018	Project Office	
Laptop PC	HP Probook 450 Corei5/G5	1	600,000	118698	16/08/2018	Project Office	
Air conditioner	TCL XA21	1	120,000	23,048	6/3/2019	Project Office	
Projector	EPSON EB-S41	1	350,000	67,224	18/3/2019	Project Office	
Complex Printer(Laser)	CANON IRC3025i	1	2,343,700	420,225	14/10/2019	Project Office	
Video Editing Software	FILMORA9	1	55,000	9,973	12/6/2020	Project Office	

**Annex 5**  
**Training Records**

## Annex 5 Training Record

Country	Project Name	Training Programme	Year and Month	Scheme	Number of Participants
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Kick off Workshop	2017.11	In-country Training	20
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Japan's Experience and KAIZEN	2018.3	In-country Training	17
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Infrastructure Database	2018.4	In-country Training	17
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Supplemental Training on Infrastructure Database	2018.9	In-country Training	9
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Participatory Rapid Appraisal (PRA)	2019.1	In-country Training	83
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Project Cycle Management (PCM)	2019.3	In-country Training	80
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Workshop on the COSAY Method	2019.3	In-country Training	23
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Training on Promotion of social cohesion	2019.6	Training in Japan	8
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training (TOT Training)	2019.6	In-country Training	28
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training	2019.7-8	In-country Training	201
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Supplemental Training on Infrastructure Database	2019.7	In-country Training	5
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training	2019.10	In-country Training	43
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Safety Management Training	2019.11	In-country Training	5
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Relations Training	2019.12	In-country Training	14
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Maintenance Training	2020.02	In-country Training	55
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Relations Training 1	2020.02	In-country Training	28
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training 1	2020.06	In-country Training	34
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training 2	2020.06	In-country Training	262
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Sensitization on COVID19 and Social Cohesion	2020.06	In-country Training	234
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Public Private Cooperation Training 2	2020.07	In-country Training	85
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Sensitization on COVID19 and Social Cohesion	2020.07	In-country Training	136
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Training on Peacebuilding	2020.09	In-country Training	121
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Workshop on COSAY Methodologies 2-1	2021.2	In-country Training	32
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Workshop on COSAY Methodologies 2-2	2021.2	In-country Training	13
Côte d'Ivoire	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan Phase II	Final seminar (Promotion of Social Cohesion through Public Private Cooperation)	2021.7	In-country Training	60



## **Annex 6**

### **Minutes of JCC Meetings**

#### **a) 1<sup>st</sup> JCC**

**MINUTES OF MEETING  
BETWEEN  
THE JICA EXPERT TEAM  
AND  
DEPARTMENT OF DECENTRALISATION AND LOCAL DEVELOPMENT  
OF  
MINISTRY OF INTERIOR AND SECURITY  
ON  
JAPANESE TECHNICAL COOPERTAION  
FOR  
THE PROJECT FOR COMMUNITY REINFORCEMENT TOWARDS  
SOCIAL COHESION IN GRAND ABIDJAN PHASE II (COSAY 2)**

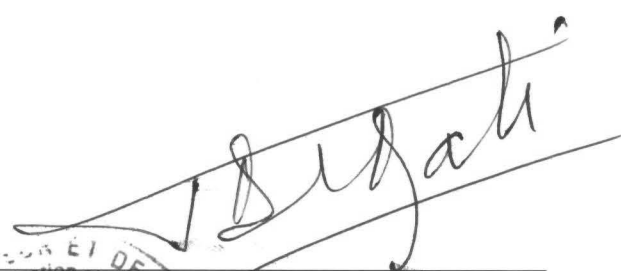
The JICA Expert Team (hereinafter referred to as “the Team”) of Japan International Cooperation Agency (hereinafter referred to as “JICA”) presented the Work Plan of the Project for Community Reinforcement towards Social Cohesion in Grand Abidjan Phase II (hereinafter referred to as “the Project”) at the Joint Coordination Committee of the Project chaired by the Director-General of Department of Decentralisation and Local Development, Ministry of Interior and Security on 20 November 2017.

As a result of the discussions, both sides confirmed the Work Plan including PDM ver.1. Also, both sides confirmed the comments by the JCC members concerning the matters referred to in the document attached hereto.

Abidjan, 20 November 2017



Mr. Masaya SEKIGUCHI  
Chief Advisor, JICA Expert Team  
The Project on the Reinforcement of  
Communities for Promoting Social  
Cohesion in Greater Abidjan, Phase II



Mr. Lazare Dago Djahi  
Director-General  
Department of Decentralisation and  
Local Development  
Ministry of Interior and Security

## **ATTACHED DOCUMENT**

### **1.1. The Representative of the Ministry of Health and Public Hygiene**

Thanking the extension of COSAY, Mr. Kassi N'gouan Victor, the Sub-Director of Study, the Normalisation and Programme of Investments, the Ministry of Health and Public Hygiene, requested to update the current situation of COSAY 1.

### **1.2. The Representative of the Ministry of the Promotion of Youth, the Employment of Youth, and the Civic Service**

Mr. Toure Mamadou, Director-General, the Ministry of the Promotion of Youth, the Employment of Youth, and the Civic Service, raised a question about the COSAY method and its contribution to addressing youth-related violence.

### **1.3. The Representative of the Secretariat of the State to the Prime Minister in Charge of the Budget and the Portfolio of the State**

Mr. Soumahoro Kouity, Research Officer, the Secretariat of the State to the Prime Minister in Charge of the Budget, asked about the financial modality of the Project.

### **1.4. The Chief Advisor of the Team**

Regarding the current situation of COSAY 1, Mr. Masaya Sekiguchi, the Chief Advisor of the Team, explained the planned schedule of the Project to assess it in the next few months. In turn, he commended the good maintenance of 'SOGEFIA 6' primary school in Yopougon, one of the pilot projects in COSAY 1, according to his visit on 10 November 2017.

### **1.5. The Director of Human Development, Yopougon Commune**

Echoing Mr. Sekiguchi, Mr. Coulibaly Bengaly, the Director of Human Development, Yopougon Commune, commended the Parent Association and its leading role in maintaining 'SOGEFIA 6'.

### **1.6. The Chief Advisor of the Team**

Regarding youth issues in the community, Mr. Sekiguchi, the Chief Advisor of the Team, explained a socio-economic dimension of COSAY 1, referring to the creation of employment opportunities for the local youth in the pilot projects. Although the Project does not underscore youth employment as COSAY 1 did, Mr. Sekiguchi highlighted the role of youth in engaging in social activities in the Project and contributing to social cohesion in Abobo and Yopougon Communes. At the same time, he emphasised the need of further discussions with the counterpart institutions on how the Project engages with the youth in the pilot projects.

With respect to the COSAY method, Mr. Sekiguchi underlined two core elements: data-based decision-making to ensure accountability, transparency, and a fair delivery of public service, as well as the participatory approach of CCGPPs (Pilot Project Joint Management Committees) to engaging in the pilot projects from planning and implementation to monitoring.

### **1.7. The Deputy Resident Representative of JICA Cote d'Ivoire**

Regarding the modality of aid, Ms. Yu Abiko, the Deputy Resident Representative of JICA Cote d'Ivoire, explained the nature of technical assistance, highlighting its focus on capacity development. She also referred to the financial contribution of counterpart

institutions to the Project.

**1.8. The National Coordinator of the Project, the Ministry of Interior and Security**

Adding to Ms. Abiko, Mr. Gbala Gnato Raphael, the National Coordinator of the Project, the Ministry of Interior and Security, explained the contribution of the Government, amounting to FCFA 150,000,000 (one hundred fifty million) during the entire period of the Project. He stated that this contribution would meet daily allowances and compensation of the government officials who work for the Project. As for the communes, their contribution accounts for FCFA 15,000,000 (fifteen million) per commune annually.

**1.9. The Representative of the Secretariat of the State to the Prime Minister in Charge of the Budget and the Portfolio of the State**

Thanking the answers and comments, Mr. Soumahoro Kouity, Research Officer, the Secretariat of the State to the Prime Minister in Charge of the Budget, reiterated the remaining challenges of social cohesion in the Ivorian community, and the institutional willingness of the Secretariat to support the Project.

**1.10. The Representative of the Ministry of the Promotion of Youth, the Employment of Youth, and the Civic Service**

Following Mr. Soumahoro, Mr. Toure Mamadou, Director-General, the Ministry of the Promotion of Youth, the Employment of Youth, and the Civic Service, referred to the initiative of the Ministry of National Education, Technical Education, and Vocational Training with the aim to employ the youth in developing public infrastructure in the community, as COSAY 1 did, and improve their employability. Then he appreciated COSAY 1.

**1.11. The Representative of the Ministry of Health and Public Hygiene**

Echoing Mr. Toure, Mr. Kassi N'gouan Victor, the Sub-Director of Study, the Normalisation and Programme of Investments, the Ministry of Health and Public Hygiene, highlighted the challenges faced by local youth, and the measures to address these.

**1.12. The Representative of the National Observatory of Social Cohesion**

Mr. Coulibaly Tioho, the Director-General, the National Observatory of Social Cohesion, thanked JICA and its Expert Team who have mainstreamed social cohesion, and shared with the participants a finding of Social Cohesion Survey 2016 on the youth at risk to have a negative impact on social cohesion and even radicalise community-level violence.

**1.13. The Representative of the Ministry of Solidarity, Women, and Child Protection**

Following Mr. Coulibaly, Mr. Doh Dibahi Marcellin, Director-General, the Ministry of Solidarity, Women, and Child Protection, explained the concept of horizontal solidarity to bridge intra- and inter-community divisions. In practice, he underlined measures to engage with the community and address its tensions and conflict. Also, he drew the attention of participants to the challenges faced by women in employment and empowerment.

**1.14. The National Coordinator of the Project, the Ministry of Interior and Security**

Regarding the youth issues, Mr. Gbala Gnato Raphael, the National Coordinator of the Project, the Ministry of Interior and Security, wished the Project to continue to engage with

the youth.

#### **1.15. The Deputy Mayor of Abobo Commune**

On the side of the Communes, Mr. Kone Siaka, the Deputy Mayor, Abobo Commune, appreciated JICA and commended the achievements of COSAY 1, rehabilitating the key infrastructures in Abobo Commune, despite the remaining challenges and additional needs. He then referred to the challenges of local governance, requesting the national ministries to address the weak capacity of local government.

Moreover, Mr. Kone mentioned weak voluntarism between the local youth, encouraging the Ministry of the Promotion of Youth, the Employment of Youth, and the Civic Service, to address this together with Abobo Commune.

#### **1.16. The Deputy Mayor of Yopougon Commune**

Subsequently, Mr. Coulibaly Issifou, the First Deputy Mayor, Yopougon Commune, thanked JICA and the Ministry of Interior and Security, commending the achievements of COSAY 1 in infrastructure development. He then stressed community participation in the pilot projects, underlining the engagement of the Project with the youth. He hoped Yopougon Commune to learn from the spirit of Kaizen from the Team.

#### **1.17. The Resident Representative of JICA Cote d'Ivoire**

Mr. Tsutomu Imura, the Resident Representative of JICA Cote d'Ivoire, thanked all participants and their contributions to the discussions. He reiterated the participatory approach of the Project as the key to bridging the divided community, upholding the inclusion of, and engagement with, the youth, especially the social weak, in the community affairs, and delivering public goods and services in a fair manner. Also, he requested all the counterpart institutions to ensure the safety of the Team.

## **2. Closing remarks**

### **2.1. The Director-General of the Ministry of Interior and Security**

Mr. Lazare Dago Djahi, the Director-General of Department of Decentralisation and Local Development, the Ministry of Interior and Security, made closing remarks on the first Joint Coordination Committee meeting, appreciating all the participants and their contributions. He hoped that the Project contributes to the development of capacity and infrastructure and social cohesion in Abobo and Yopougon Communes, referring to his experience of training in Japan. In turn, Mr. Dago requested the counterpart institutions, among others, the two Communes, to extend their cooperation to the Project, mobilising the available resources and ensuring the national ownership of the Project. Before conclusion, he requested the counterpart institutions to putting the safety of the Team first.

## **Annex 6**

### **Minutes of JCC Meetings**

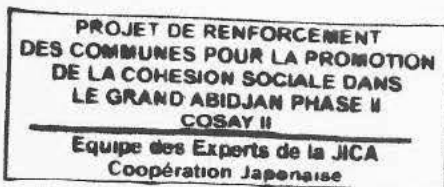
#### **b) 2<sup>nd</sup> JCC**


**MINUTES OF MEETING  
BETWEEN  
JICA EXPERT TEAM  
AND  
DEPARTMENT OF DECENTRALISATION AND LOCAL DEVELOPMENT  
OF  
MINISTRY OF INTERIOR AND SECURITY  
ON  
JAPANESE TECHNICAL COOPERTAION  
FOR  
THE PROJECT FOR COMMUNITY REINFORCEMENT TOWARDS  
SOCIAL COHESION IN GRAND ABIDJAN PHASE II (COSAY 2)**

As part of the Project for Community Reinforcement towards Social Cohesion in Grand Abidjan Phase II, the Department of Decentralization and Local Development/ Ministry of Interior and Security (DGDDL/MIS), and the Communes of Abobo and Yopougon reported the progress of the project activities and proposed the revised version of the Project Design Matrix (PDM) at the 2nd Joint Coordination Committee (JCC) meeting held on 19 November 2018. The purpose of that 2<sup>nd</sup> JCC meeting was not only to keep the honourable JCC members informed on the progress of the activities but also to reach a consensus on the proposed revision of the PDM.


As a result of the discussions, the parties hereto expressed their satisfaction with the progress of the project activities and made no objection to the revised version of the PDM. Besides, the parties confirmed the comments made by the honourable JCC members concerning the matters referred to in the document attached hereto.

Abidjan, 19 November 2018



  
Mr. Masaya SEKIGUCHI  
Chief Advisor, JICA Expert Team  
The Project on the Reinforcement of  
Communities for Promoting Social  
Cohesion in Greater Abidjan, Phase II



  
Mr. Lazare Dago Djahi  
Director-General  
Department of Decentralisation and  
Local Development  
Ministry of Interior and Security

## **ATTACHED DOCUMENT**

### **1.1. The Representative of the Ministry of Interior and Security**

Ms. Diaby Aminata thanked the presenters for their successful presentation that enabled the audience to not only better understand the project but also become familiar with the objectives and the implementation methodology of the project as well as the progress of the different activities. Having mentioned the lessons learned from COSAY method, she encouraged the audience and especially communes to henceforth select projects based on scientific databases. She therefore thanked the project team for the initiative. However, since no human work is perfect, she stated that there is room for the participants to make comments and contributions aiming at improving the approach of COSAY. After that, she gave the floor to the audience and thereby opened the question and answer/contribution session.

### **1.2. The Representative of the Ministry of Budget**

Regarding the improvement of accountability, Mr. Kéita Mahamadou asked to know how the preparation and dissemination of CCGPP/ CCGSQ (Joint Pilot Project Management Committee/ Joint Sub-Quartier Management Committee) meeting memos would practically be conducted. In fact, he asked this question because, according to him, if the project-related information is put on an information board located at the Commune Office, not everybody would be likely to visit the commune office to have access to such information.

### **1.3. The Director of Human Development, Yopougon Commune**

Mr. Coulibaly Bengaly clarified that the information boards and opinion boxes under COSAY 2 are not located at the commune office, but rather in sub-quartiers at locations identified by the CCGPP/CCGSQ members where many residents can see or have access to.

### **1.4. The Representative of the Ministry of Women, Family and Children**

Mr. Niamké N'Dri Bertin asked if CCGPP/ CCGSQ members had received training on the prioritization of the choices made and on the identification of the most relevant and useful projects for the whole community? He explained that sometimes the project may be selected by the committee according to criteria set for the project, but the reality is that populations do not always feel involved in the choices made because they assume that the selection criteria do not take into account their expectations. This is the reason why he suggested that, after the selection of projects, the project team should go back to the populations to confirm that the projects selected meet their expectations.

Regarding accountability, Mr. Niamké expressed his satisfaction with the fact that the project also addresses accountability. For him, when it comes to accountability, the first people who are visible are the Project Coordinator and the management



committees established. However, he believes that the community as a whole should be the first entity to be accountable. In this regard, he suggested that accountability mechanisms should be created in communities so that they could feel responsible, because he feels that it is necessary to create a sense of responsibility and accountability among populations.

#### **1.5. The Representative of the Minister of Interior and Security**

Reacting to Mr. Niamké's intervention, Ms. Diaby Aminata said that the communes had worked by integrating the approach he had just recommended. She explained that it is based on the consultations with the populations that the databases were developed by integrating all the expectations of the populations in order to promote social cohesion and their sense of ownership. She added that the projects were selected based on the databases in order to make sure that they reflect the expectations of the populations. However, she recommended that the communes should go back to the populations before the active phase.

#### **1.6. The Director of Human Development, Yopougon Commune**

Mr. Coulibaly Bengaly, replied that all the approaches and steps mentioned by Mr. Niamké were an integral part of COSAY methodology.

JCC members suggested that the project team should take into account the comments made by Mr. Niamké for a smooth progress of the project.

#### **1.7. The Representative of the Minister of Interior and Security**

Ms. Diaby Aminata asked if CCGPPs and grassroots committees had been trained.

#### **1.8. The Deputy National Coordinator of COSAY 2/DGDDL**

Mr. Dansi Arsène replied that JICA expert team provides trainings to all the actors of the project, including CCGPPs, CCGSQs and counterparts on project management, project monitoring and evaluation, project selection, etc. Moreover, he explained that some actors of the project are even sent to Japan in order to receive training.

#### **1.9. The Deputy Director of the Department of Human Development/DGDDL**

Remarking on the selection criteria of Type 2 lot 1 pilot projects sites, Ms. Diakité Fatouma said that one of the criteria (criterion N° 12) reads "Presence of microbes". She therefore wanted to know what was meant by "presence of microbes". She explained that since JCC meeting is an official meeting with official documentation, no unofficial word like "microbes" should be used in connection with it. She therefore recommended that the phrase "presence of children in conflict with the law" should be used instead of "presence of microbes".

**1.10. The Director of Human Development, Yopougon Commune**

Mr. Coulibaly Bengaly, replied that Ms. Diakité was right and that care would be taken to replace the word “microbe” by “children in conflict with the law”.

**1.11. The Representative of the Ministry of Budget**

Mr. Kéita Mahamadou, recalled that Type 1 pilot projects are selected from the three-year plan while Type 2 pilot projects are funded by JICA. He then asked what measures had been taken in order to ensure that JICA-funded Type 2 pilot projects are not planned again in the three-year plans of the communes, so as to avoid having to finance the same projects twice.

**1.12. The Director of Human Development, Yopougon Commune**

Responding to Mr. Kéita's question, Mr. Coulibaly Bengaly said that there was no risk of double planning Type 1 pilot projects, because COSAY only implements projects which are already included in the three-year plan under Type 1 pilot projects. He argued that COSAY implements projects which are already part of the three-year plan using the COSAY method.

As for Type 2 pilot projects, he clarified that, since the Technical Department monitors the projects and is involved in the preparation of the three-year plan, it ensures that Type 2 pilot projects are not included in the three-year plan in order to avoid any duplication of projects.

**1.13. Ministry of Solidarity, Social Cohesion and the Fight against Poverty**

Mr. Kouassi said that, in his ministry, they have a certain number of infrastructures which are planned as part of the National Program on Social Cohesion. He explained that the infrastructures constructed as part of this program are infrastructures which have a direct impact on the populations and on social cohesion. He gave the example of an infrastructure called “Maison des Chefs” (House of Chiefs), which was constructed under the program and where community leaders meet in order to prevent or manage conflicts. He therefore wanted to know if such infrastructures are targeted under COSAY project.

**1.14. The Director of Human Development, Yopougon Commune**

Mr. Coulibaly Bengaly explained that COSAY project is not an infrastructure project, but a social cohesion project. He argued that the construction or rehabilitation of infrastructure under COSAY is only a pretext for achieving the objective of the project which is nothing else but strengthening the relationships among residents and the relationships between the Commune Office and residents. He also said that the projects are selected based on some criteria and scientific social and infrastructure data which all help identify areas in need of social cohesion.

**1.15. The National Coordinator of the COSAY 2 Project/DGDDL**

Mr. Gbala Gnato Raphaël added that it is only when there is a pressing need for social cohesion in an area that COSAY project plans to intervene in the area in question. Just like Mr. Bengaly, he pointed out that COSAY is not an infrastructure project to target facilities directly. He concluded that, in the process of selecting projects under COSAY, priority is given to areas which have problems of social cohesion and that infrastructure comes into play only when the infrastructure in question is located in an area which has problems of social cohesion and can be utilized to achieve the project purpose of strengthening social cohesion.

**1.16. The Representative of the Ministry of Women, Family and Children**

Mr. Niamké N'Dri Bertin said that he read "Project formulation through community dialogue within CCGSQ" from one slide, so he wanted to know who manages this community dialogue and whether that person had received appropriate training for that purpose.

**1.17. The Representative of the Ministry of Interior and Security**

Ms. Diaby Aminata replied that the project team would make sure that the community dialogue manager is well trained for that purpose. She also explained that one of the purposes of the project is capacity development and training intended for the actors of the project. She then requested that the project team should henceforth make all training reports, modules as well as the qualification of the instructors available to JCC members.

Apart from the comment made by Mr. Niamké on community dialogue, no comments were made on the revised PDM proposed to JCC members. As a result of the discussions on the PDM, the CCC members made no objection to the revised version of the PDM.

**1.18. The Resident Representative of JICA Côte d'Ivoire**

Mr. Tsutomu Iimura thanked all the participants for the fruitful discussions held in the 2<sup>nd</sup> JCC meeting. He explained that COSAY 2 project mainly focuses, among others, on strengthening the capacities of the administration as well as the population in order to ensure the sustainability of the project's achievements and increase the population's sense of responsibility. With regard to taking into account the expectations of the population, he explained that this stands as a priority for the project. In this regard, he stated that surveys had been conducted and the various segments had been brought together as part of the committees established in order to ensure that the concerns of each segment and of the population as a whole are taken into account. However, he pointed out that it was worth mentioning that it is sometimes difficult to obtain at 100% the consent of a population which is already divided and affected by social tensions. Moreover, he explained that, though COSAY model is a model under experimentation,

the project team stood ready to welcome any criticism and recommendations made by other actors and partners in order to improve this approach and make it more appropriate. He finally expressed the hope that, at the end of this project, "Abobo la guerre" would become "Abobo le bonheur" and "Yopougon la bagarre" would become "Yopougon la joie".

## **2. Closing Remarks**

### **2.1. The Representative of the Ministry of Interior and Security**

Ms. Diaby Aminata thanked all the participants for attending the 2nd JCC meeting and for the quality of the discussions that were held. She also thanked the project team the work done. However, she said that, since social cohesion is a long process, it was necessary for the project team to continue the efforts made so far and integrate the recommendations made by JCC members in order to maximize the impact of the project in the communes of Abobo and Yopougon. She finally expressed the hope that the project would be extended to other communes.

## **Annex 6**

### **Minutes of JCC Meetings**

#### **c) 3<sup>rd</sup> JCC**

**\*Minute for the 3<sup>rd</sup> JCC is  
only available in French**

**COMPTE RENDU DE REUNION  
ENTRE  
L'EQUIPE D'EXPERTS DE LA JICA  
ET  
LA DIRECTION GENERALE DE LA DECENTRALISATION ET  
DU DEVELOPPEMENT LOCAL DU MINISTERE DE L'ADMINISTRATION  
DU TERRITOIRE ET DE LA DECENTRALISATION  
SUR  
LE TROISIEME COMITE CONJOINT DE COORDINATION  
DANS LE CADRE DU  
« PROJET DE RENFORCEMENT DES COMMUNES POUR LA PROMOTION  
DE LA COHESION SOCIALE DANS LE GRAND ABIDJAN PHASE II »  
(COSAY 2)**

Dans le cadre du Projet de renforcement des communes pour la promotion de la cohésion sociale dans le Grand Abidjan Phase II, l'Equipe d'Experts de l'Agence Japonaise de Coopération Internationale, la Direction Générale de la Décentralisation et du Développement Local / Ministère de l'Administration du Territoire et de la Décentralisation (DGDDL/MATED), et les Communes d'Abobo et de Yopougon ont présenté l'état d'avancement du projet et les propositions de modifications à faire dans le Cadre Logique du Projet (CLP). L'objectif de cette troisième réunion du Comité Conjoint de Coordination (CCC) était de discuter sur la pérennisation des acquis du projet par l'institutionnalisation de la méthodologie du COSAY mais aussi de parvenir à un consensus sur la modification du CLP.

À l'issue des discussions, les parties aux présentes ont exprimé leur satisfaction quant aux acquis du projet et n'ont fait aucune objection à la version révisée du CLP. Les parties ont également confirmé les observations faites par les honorables membres du CCC sur les questions contenues dans le document ci-joint.

Abidjan, le 20 Novembre 2019

森島 勇

for

M. Masaya SEKIGUCHI  
Chef d'Équipe  
Équipe d'Experts de la JICA,  
Projet de renforcement des  
Communes pour la promotion de la  
cohésion sociale dans le Grand Abidjan  
Phase II



*[Signature]*  
M. Lazare DAGO Djahi  
Directeur Général  
Direction Générale de la Décentralisation  
et du Développement Local  
Ministère de l'Administration du  
Territoire et de la Décentralisation

PROJET DE RENFORCEMENT  
DES COMMUNES POUR LA PROMOTION  
DE LA COHESION SOCIALE DANS  
LE GRAND ABIDJAN PHASE II  
COSAY II

Equipe d'Experts de la JICA

## **PIECE JOINTE**

### **1.1. Monsieur le Directeur de la Direction Générale de la Décentralisation et du Développement Local**

M. Dago a salué et remercié les participants pour leur présence et a fait un bref commentaire sur l'activité organisée par la JICA le 15 Novembre, journée nationale de la paix. Puis poursuivant son propos, il a rappelé l'objectif du Projet COSAY qui est la promotion de la cohésion sociale en vue d'instaurer un climat de cohabitation pacifique entre les résidents. Il a poursuivi en disant que la réunion du Comité Conjoint de Coordination vise à jeter les bases de la réflexion sur la pérennisation de la méthodologie du COSAY. Il a par ailleurs invité les Maires Adjoint présents à prendre les textes nécessaires à cet effet. Enfin, il a donné la parole au Représentant Résident de la JICA Côte d'Ivoire pour son allocution.

### **1.2. Monsieur FUJINO Kojiro, Représentant Résident de la JICA**

Son allocution s'est articulée autour de quatre (4) points essentiellement : premièrement, il a expliqué que l'un des objectifs les plus importants du CCC est de faire le bilan des acquis et des résultats obtenus à ce jour, étant donné que le projet se prend fin en 2021. A cet effet, il a encouragé les Communes à prendre des textes afin de concrétiser l'adoption la méthodologie du COSAY ; deuxièmement, il a salué l'impact positif de la création des CCG sur l'amélioration des relations entre les communes et les résidents ainsi qu'entre les résidents eux-mêmes. Ainsi, il a fait part de ses attentes à l'égard des Communes, à savoir la création de CCG sur leurs propres fonds pour l'année 2020 ; troisièmement, comme l'avait recommandé la mission de la JICA dépêchée en septembre 2019, il a relevé la nécessité pour les Mairies d'entretenir les routes réhabilitées dans le cadre de la phase 1 du COSAY. Enfin, il a mentionné l'importance de la mise en œuvre des plans d'action présentés par le MATED et les Mairies d'Abobo et de Yopougon au JAPON lors de leur visite au Siège de la JICA.

### **1.3. Monsieur Koné Moussa, Sous-Directeur des Services Techniques de la Mairie d'Abobo en charge des Travaux d'infrastructures**

La présentation de M. Koné Moussa a consisté à donner l'état d'avancement des projets. Il a établi la distinction entre les projets de Type 1 (financés par la Mairie) et ceux de Type 2 (Financés par la JICA). Pour terminer sa présentation, il a mis en lumière les défis qui se rapportent notamment au non-respect (partiel) par les entreprises des clauses relatives à l'emploi des jeunes des quartiers cibles comme main d'œuvre non qualifiée. Concernant la route de la Phase 1 du COSAY à Agnissankoi (" Lycée Municipal "), il a souligné qu'elle est devenue une source de tension entre les résidents vivant le long du tronçon bitumé (dont la majorité est composée de personnes qui ne sont pas membres de l'ex-CCGPP) et ceux qui vivent le long du tronçon non bitumés (dont la majorité est composée des membres de l'ex-CCGPP). Par conséquent, la Mairie a souhaité que la JICA puisse envisager la possibilité de financer les travaux de réhabilitation.

**1.4. Monsieur Coulibaly Mamadou, Directeur du Développement Humain, Mairie de Yopougon**

Après avoir fait l'état d'avancement des projets pilotes de Type 1 et Type 2, M. Coulibaly Mamadou a précisé le contenu non infrastructurel des projets pilotes de Type 2, à savoir la réalisation d'actions communautaires. Il a par ailleurs promis faire du lobbying auprès du Maire aux fins du financement d'actions communautaires dans la zone de Yopougon Maroc, l'un des sites de projet pilote de type 1 lot 2, où aucun projet ne sera réalisé au cours de cet exercice financier, bien qu'il y ait un CCG. Enfin, il a relevé les contraintes liées à la lourdeur administrative, au manque d'engagement véritable des membres des CCG à qui il est demandé de travailler comme bénévoles. Il a aussi demandé à la JICA de financer la réhabilitation de la voie de Banco 2.

Une séance de questions-réponses a été ouverte juste après la présentation.

**1.5. Monsieur Mohamed Kouassi, Ministère de l'Éducation Nationale**

Saluant la qualité des présentations, il relève cependant l'absence de chiffres notamment le coût des travaux, les dimensions des salles de classes ainsi que le niveau de satisfaction des populations relativement à la fourniture des services publics par la Mairie depuis la mise en œuvre du projet.

**1.6. Monsieur Traoré Sinaly de l'Observatoire de Solidarité et de Cohésion Sociale (OSCS)**

M. Traoré Sinaly a souhaité l'implication de l'OSCS à Abobo et à Yopougon pour la mise en œuvre du système d'alerte précoce. Il a également posé la question de savoir ce qui doit être fait pour résoudre le problème de tension liée à la voirie à Agnissankoi.

**1.7. Madame Matsudo Ayano, Représentante Résidente Adjointe de la JICA**

En ce qui concerne la réhabilitation des routes de la Phase 1 (Lycée Municipal et Banco 2) qui a été évoquée dans les présentations des deux communes, elle a répondu que des réflexions étaient en cours au niveau de la JICA pour leur financement, sous réserve que les deux communes s'engagent à entretenir les routes concernées tel que recommandé par la mission de la JICA dépêchée en septembre 2019.

**1.8. Monsieur Koné Siaka, 3<sup>e</sup> Adjoint au Maire d'Abobo**

M. Koné Siaka, revenant sur la contrainte relevée par M. Coulibaly Mamadou dans sa présentation, a mentionné le faible degré d'engagement des populations pour leur communauté.

**1.9. Monsieur Dansi Arsène, Sous-Directeur chargé du Suivi et de l'évaluation**



## **de la performance à la DGDDL, Coordonnateur National Adjoint du Projet COSAY**

M. Dansi a organisé sa présentation autour de 3 grands axes :  
Il a d'abord donné un aperçu des projets pilotes de Type 1 et les projets pilotes de Type 2. Ensuite, il a expliqué la démarche d'institutionnalisation qui consistera pour les Maires à édicter des textes municipaux pour la mise en place d'au moins deux Comités Conjointes de Gestion par an mais aussi à se référer aux bases de données comme document de référence pour la planification des projets. Enfin, il a présenté le Cadre Logique du Projet et les modifications qui y sont intervenues.

### **1.10. Monsieur Dago Djahi, Directeur de la Direction Générale de la Décentralisation et du Développement Local**

Pour M. Dago, il faut étendre la démarche de COSAY à toutes les Communes de la Côte d'Ivoire. Il demande à cet effet aux personnes chargées de l'élaboration des Programmes Triennaux une attention particulière aux questions de cohésion sociale.

### **1.11. Dr Kam Oleh, Représentant du Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté**

M. Kam Oleh a salué la démarche COSAY et souhaité vivement l'édiction de textes pour la pérennisation des CCG et la divulgation de cette démarche. Il a fait part de ses inquiétudes quant à l'avenir des CCG et a demandé ce qui était prévu pour leur pérennisation.

### **1.12. Monsieur Mohamed Kouassi, Ministère de l'Éducation Nationale**

M. Mohamed Kouassi a suggéré que les indicateurs et les moyens de vérification soient formulés de manière claire et précise. Il a dit que cela permettrait de mesurer plus facilement leur niveau de réalisation. Pour lui, les délais de réalisation des indicateurs et des activités qui y sont liées ne sont pas bien définis. Il a conclu ses remarques en suggérant qu'une évaluation à mi-parcours du projet soit faite.

### **1.13. Monsieur Dansi Arsène, Sous-Directeur chargé du Suivi et de l'évaluation de la Performance à la DGDDL, Coordonnateur National Adjoint du Projet COSAY**

Répondant à la question de Dr Kam Oleh relative à la pérennisation des CCG, M. Dansi Arsène a assuré que les CCG se mueront en associations à la fin du projet pour lequel ils ont été constitués. Il a expliqué que les possibilités de financement des activités des CCG et de leur équipement après leur transformation en associations étaient toujours à l'étude. Cependant, dans un premier temps, ils devront travailler en tant que bénévoles pour leur bien-être commun.

Pour ce qui concerne la question de la formulation des indicateurs soulevée par

M. Mohamed Kouassi, M. Dansi a répondu que des chiffres précis sont contenus dans le Cadre Logic du Projet. Il a cité à titre d'exemple cet indicateur du CLP « La mise en place de deux (2) CCG par an et l'utilisation des bases de données à partir de 2020 ». Toutefois, il a dit que les suggestions de M. Kam seraient prises en considération.

#### **1.14. Monsieur Dago, Directeur de la Direction Générale de la Décentralisation et du Développement Local**

M. Dago, au regard des commentaires faits par les représentants des différents Ministères présents, leur a demandé de collaborer avec la DGDDL en vue d'enrichir la démarche COSAY.

#### **1.15. Monsieur Masaya Sekiguchi, Chef de l'Équipe d'Experts de la JICA**

M. Sekiguchi a remercié le Directeur Général de la DGDDL avant de réagir à deux (2) observations :

En ce qui concerne l'absence de chiffres permettant de mesurer le niveau de réalisation des indicateurs, il a expliqué qu'une enquête d'état des lieux avait été réalisée et qu'une enquête finale était en cours pour mesurer le niveau de satisfaction des populations vis-à-vis des services publics fournis par les mairies, leur niveau de confiance mutuelle ainsi que le niveau d'amélioration de la cohésion sociale.

Ainsi, les résultats des enquêtes d'état des lieux ont révélé que 50 % des personnes interrogées estiment que leurs relations sont cohésives. Cependant, le taux de satisfaction à l'égard des services publics fournis à la population était inférieur à 10 %. C'est pour cette raison que nous avons mis en place les CCG afin de servir d'interface non seulement entre les résidents eux-mêmes mais aussi entre les résidents et les mairies pour ainsi renforcer la confiance sur le plan vertical et horizontal.

En termes de pérennisation et de mobilisation, il a souligné que l'implication de la population demeure un défi majeur pour lequel les Mairies devront redoubler d'efforts.

#### **1.16. Monsieur Dago, Directeur de la Direction Générale de la Décentralisation et du Développement Local**

M. Dago a exprimé sa satisfaction quant aux discussions en cours et a souhaité que l'approche COSAY soit étendue aux autres communes. Il a également ajouté que le Japon a fourni un appui à l'Etat de Côte d'Ivoire dans le cadre d'un autre projet dénommé PCNCI à Daloa, lequel projet adopte une approche également intéressante.

#### **1.17. M. Kacou Fulbert, Adjoint au Maire de Yopougon**

Il a remercié la JICA pour le projet et s'est engagé à tout mettre en œuvre pour que les textes nécessaires soient adoptés pour l'institutionnalisation de la démarche COSAY. Il s'est également félicité de l'avancement du projet et a promis de tout mettre

en œuvre pour améliorer le niveau de confiance entre les populations et la mairie.

**1.18. Monsieur Koné Siaka, 3<sup>e</sup> Adjoint au Maire d'Abobo**

M. Koné Siaka a remercié la JICA et s'est félicité des retombées tangibles du projet. Il a souligné que l'institutionnalisation de la méthode COSAY permettrait d'intégrer l'approche du projet dans les habitudes de planification au niveau communal. Il a préconisé une large diffusion de l'approche COSAY.

**1.19. Monsieur Gbala Gnato Raphael, Coordonnateur National du projet, Directeur du Développement Local**

Il a précisé que le COSAY n'est pas un projet d'infrastructure et qu'il s'agit plutôt de rapprocher les populations. Pour preuve, il a fait référence à la composition du CCG tient compte des différentes entités que l'on peut trouver sur une aire géographique donnée. Il a ensuite souligné que le processus de planification de projets obéit à une démarche qui impose de se référer à des données scientifiques. Pour lui, dorénavant, l'on ne devrait plus rien faire au hasard. Il a montré l'importance des bases de données dans le processus de planification en soulignant que les bases de données fournissent des informations aussi bien sur l'état des infrastructures publiques que sur la situation de la cohésion entre populations. M. Gbala a terminé ses propos en remerciant la JICA pour le projet COSAY.

**1.20. Monsieur le Représentant Résident de la JICA**

Il a remercié les Mairies d'Abobo et de Yopougon pour leur engagement dans le projet. Il a ajouté que la JICA réfléchit aux aspects viables et non viables du projet. Pour lui, l'on devrait accorder plus d'importance à la pérennisation de l'approche COSAY plutôt qu'à celle du projet. Il s'agit donc de veiller à la pérennisation de l'approche plutôt que de répéter indéfiniment le projet COSAY.

**2. Discours de clôture**

**2.1. Monsieur Dago, Directeur de la Direction Générale de la Décentralisation et du Développement Local**

Le DG s'est félicité de l'intérêt accordé par les participants au projet. Pour lui, le succès des deux phases incite à envisager l'extension de l'approche à toutes les communes de Côte d'Ivoire.

Sur ces propos, il mit fin à la 3<sup>e</sup> réunion du CCC.

## **Annex 6**

### **Minutes of JCC Meetings**

#### **d) 4<sup>th</sup> JCC**

**\*Minute for the 4<sup>th</sup> JCC is  
only available in French**

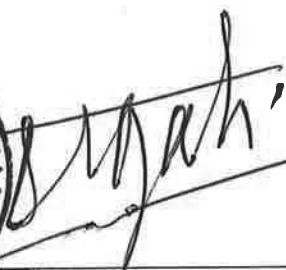
**PROCES-VERBAL DES DISCUSSIONS**  
**SUR**  
**L'EVALUATION FINALE DU PROJET DE RENFORCEMENT DES**  
**COMMUNES POUR LA PROMOTION DE LA COHESION SOCIALE**  
**DANS LE GRAND ABIDJAN PHASE II (COSAY2)**  
**CONVENU ENTRE**  
**L'AGENCE JAPONAISE DE COOPERATION INTERNATIONALE**  
**ET**  
**LES AUTORITES COOMPETENTES DU GOUVERNEMENT DE LA**  
**REPUBLIQUE DE COTE D'IVOIRE**

Le Ministère de l'Intérieur et de la Sécurité (ci-après dénommé « MIS ») et l'Agence japonaise de coopération internationale (ci-après dénommée « JICA ») ont procédé avec l'équipe d'évaluation finale (ci-après dénommée « équipe ») dirigée par Mme. Yuko DOHI) à l'évaluation finale du PROJET DE RENFORCEMENT DES COMMUNES POUR LA PROMOTION DE LA COHESION SOCIALE DANS LE GRAND ABIDJAN PHASE 2 (COSAY2) du 20 juillet au 6 août 2020 et du 18 janvier au 24 février 2021.

À la suite des discussions, le MIS et la JICA se sont mis d'accord sur l'évaluation finale mentionnée dans le document ci-joint.

Fait à Abidjan le 24 février 2021



  
Lazare DAGO Djahi  
Directeur Général de la décentralisation  
et du Développement local  
Ministère de l'Intérieur et de la Sécurité



Mme. Yuko DOHI  
Chef de l'Equipe de l'Evaluation Finale  
de l'Agence Japonaise de Coopération  
Internationale

**RAPPORT D'ÉVALUATION FINALE  
RELATIVE AU  
"PROJET DE RENFORCEMENT DES COMMUNES POUR LA  
PROMOTION DE LA COHÉSION SOCIALE DANS LE GRAND  
ABIDJAN – PHASE II (COSAY2)"  
EN RÉPUBLIQUE DE CÔTE D'IVOIRE**

**FÉVRIER 2021**

*ML* *TD*

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- ANNEXES -

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  - 5-2 Liste des formations
  - 5-3 Liste des équipements



Abréviations et acronymes

Abréviation	Français
C/P	Homologue
CCG	Comité Conjoint de Gestion
CCGPP	CCG pour projet pilote mis en place lors de la phase I du COSAY
COSAY	Projet de renforcement des communes pour la promotion de la cohésion sociale dans le Grand Abidjan Phase II
COVID-19	Maladies à Coronavirus 2019
DGDDL	Direction Général de la Décentralisation et du Développement Local
EPP	École Primaire Publique
CFA	Franc de la Communauté Financière Africaine
GS	Groupe Scolaire
BDI	Base de Données des Infrastructures
CCC	Comité Conjoint de Coordination
FP	Fiche de Poste
JET	JICA Expert Team (Équipe d'Experts de la JICA)
JICA	Agence Japonaise de Coopération Internationale
MATED	Ministère de l'Administration du Territoire et de la Décentralisation
MEMIS	Ministère d'État, Ministère de l'Intérieur et de la Sécurité
MIS	Ministère de l'Intérieur et de la Sécurité
CPL	Cadre Logique de Projet
FIQ	Fiche d'Information sur les Quartiers
BDS	Base de Données Sociales
SG	Secrétaire Général
TDR	Termes de Référence



## 1. Introduction

### 1-1 Contexte et Objectifs de l'Evaluation

Le "Projet de Renforcement des Communes pour la Promotion de la Cohésion Sociale dans le Grand Abidjan Phase II (COSAY 2)" (ci-après dénommé "le Projet") a été lancé en juillet 2017 pour une durée initiale de 49 mois jusqu'en juillet 2021. La durée du projet a ensuite été prolongé d'un an en avril 2020 pour la réalisation des travaux complémentaires de suivi de la Phase I, y compris le délai de garantie. Le projet prendra fin en juillet 2022. Sur la base du Procès-verbal de Discussion (P/V) signé le 26 juillet 2017 entre le Ministère de l'Intérieur et de la Sécurité (ci-après dénommé "MIS"), la Commune d'Abobo, la Commune de Yopougon et l'Agence Japonaise de Coopération Internationale (ci-après dénommée "JICA"), une évaluation finale a été réalisée du 20 juillet au 6 août 2020 et du 18 janvier au 24 février 2021.

Les objectifs de l'évaluation finale sont les suivants ;

- (1) Evaluer les performances, les réalisations et le processus de mise en œuvre du Projet à ce jour conformément à la Cadre Logique du Projet (ci-après dénommée "CLP") et au plan de travail ;
- (2) Effectuer une évaluation complète du Projet sur la base des cinq critères d'évaluation décrits au point 2-2 ci-dessous, et
- (3) Faire des recommandations sur les mesures à prendre pour atteindre l'objectif du projet au cours de la période restante et tirer des enseignements du projet.

### 1-2 Membres de l'Equipe d'Evaluation

	Nom	Mission	Titre
1	Mme Yuko DOHI	Responsable/ Consolidation de la paix	Conseillère en Chef, JICA
2	Mme Miki ICHIKAWA	Planification d'Evaluation	Bureau pour la Consolidation de la Paix et la Reconstruction, JICA
3	Dr. Keiko WATANABE	Analyse d'Evaluation	Analyste de Recherche en chef, Mitsubishi UFJ Research & Consulting (MURC)

### 1-3 Calendrier de la Mission d'Evaluation

Voir l'ANNEXE 1 ci-joint.

### 1-4 Aperçu du Projet

#### 1-4-1 Contexte du Projet

Le Grand Abidjan en République de Côte d'Ivoire a longtemps subi les effets des conflits qui ont secoué le pays dans les années 2000. La crise post-électorale de 2010 a occasionné des troubles dans les Communes d'Abobo et de Yopougon. Ce sont surtout ces deux Communes qui ont été les plus touchées par le conflit. Les infrastructures ont été détruites, des divisions politiques ont eu lieu et les rapports entre les résidents se sont sérieusement détériorés.

Dans ces circonstances, le Gouvernement de la Côte d'Ivoire a formulé une requête auprès du Gouvernement du Japon en vue de fournir un appui pour la promotion de la cohésion sociale à travers le

développement d'infrastructures communautaires. Ensuite, le projet de coopération technique dénommé "Projet de Renforcement des Communes pour la Promotion de la Cohésion Sociale dans le Grand Abidjan (COSAY 1)" a été mené de juillet 2013 à juin 2016. A travers les projets d'infrastructures communautaires mis en œuvre dans le cadre du COSAY 1, les collectivités locales et les résidents ont créé une plateforme qui transcende les groupes ethniques et religieux, et la recherche constante de consensus a contribué à renforcer la cohésion sociale. D'autre part, les zones cibles du COSAY 1 étaient en nombre limité par rapport aux populations des deux communes. Par conséquent, afin de promouvoir davantage la cohésion sociale, les méthodes établies par le COSAY 1 devraient être étendues à d'autres zones.

La JICA a effectué "l'Enquête de base sur la collecte et la confirmation des données/informations pour la mise en œuvre du COSAY 2" de janvier à février 2017 afin de faire l'état des lieux des questions relatives à la cohésion sociale dans les Communes d'Abobo et de Yopougon. Cette enquête de base a permis de comprendre que 1) les tensions et la méfiance entre les résidents, 2) le manque de confiance entre les administrations communales et les résidents représentaient des obstacles à la cohésion sociale.

Au vu de cette situation, le Projet a été mis en œuvre dans le but de promouvoir la cohésion sociale dans les Communes d'Abobo et de Yopougon à travers les méthodologies COSAY, et tenant compte de l'équité et de l'inclusion aux étapes de planification et de fourniture des services publics.

#### 1-4-2 Résumé du Projet

L'objectif global, l'objectif du projet, les résultats et les activités attendus, définis dans le présent Cadre Logique du Projet 2 (CLP2), se présentent comme suit : La CLP 2 est jointe à l'ANNEXE 2.

##### <Objectif Global>

La cohésion sociale et l'harmonie sont promues dans les Communes cibles.

##### <Objectif du Projet>

La méthodologie de fournitures du service public en tenant compte de la cohésion sociale est consolidée dans les Communes cibles.

##### <Résultats>

- (1) Les programmes triennaux et autres projets<sup>1</sup> des Communes d'Abobo et de Yopougon sont élaborés sur les bases de données probantes et tenant compte de la cohésion sociale.
- (2) Les CCG et leurs associations successeurs sont mis en place et suivis à Abobo et Yopougon conformément à la méthodologie COSAY en vue de renforcer la cohésion sociale entre les résidents et la mairie, et entre les résidents eux-mêmes.

##### <Activités>

<sup>1</sup> Parmi les autres projets figurent des projets financés par le gouvernement central et les bailleurs.

### Activités du Résultat 1

- 1-1 Elaborer des termes de référence pour l'enquête sociale ainsi que la base de données des infrastructures.
- 1-2 Sur la base des termes de référence, mener une enquête sur la cohésion sociale dans les communes cibles.
- 1-3 Sur la base des termes de référence, collecter et analyser les informations requises pour élaborer la base de données des infrastructures sociales.
- 1-4 Prendre un texte portant utilisation des bases de données sociales et des infrastructures dans l'élaboration des programmes triennaux et la formulation de projets dans chaque commune cible.
- 1-5 Préciser les attributions des services et fiches de poste des agents de mairie en vue de l'utilisation des bases de données sociales et des infrastructures dans l'élaboration des programmes triennaux et la formulation de projets.
- 1-6 Elaborer des programmes triennaux pour l'exercice 2020-2022 en tenant compte du texte pris.
- 1-7 Elaborer des indicateurs pour mesurer le niveau de réalisation de la cohésion sociale.
- 1-8 Effectuer un suivi périodique de la cohésion sociale.
- 1-9 Effectuer une enquête d'état des lieux sur la cohésion sociale dans les zones du projet.
- 1-10 Effectuer une enquête finale dans les zones du projet.

### Activités du résultat 2

- 2-1 Revoir les activités de la Phase 1.
- 2-2 Faire le suivi des activités de la phase 1 si la zone d'intervention fait face à des problèmes de cohésion sociale.
- 2-3 Identifier les projets pilotes de type 1\*<sup>2</sup> à partir des programmes triennaux (Exercice 2018 et 2019), et les projets pilotes de type 2\*<sup>2</sup> sur la base des résultats de l'enquête sociale et de la base de données des infrastructures sociales.
- 2-4 Sélectionnez 2 projets pilotes dans chaque Commune cible au cours des exercices 2018 et 2019 (type 1), et 2 sites de projets pilotes (type 2) dans chaque Commune cible à l'aide de critères de sélection.
- 2-5 Organiser des séances de consultation avec les représentants de résidents pour améliorer leur compréhension du projet pilote.
- 2-6 Faire le profilage des populations dans les zones ciblées par les projets pilotes.
- 2-7 Mettre en place des CCG<sup>3</sup> avec une plus grande représentativité des communautés pour servir de plateforme de collaboration.
- 2-8 Sélectionner des ex-CCGPP<sup>4</sup> (ou leurs organisations successeurs) de la phase 1 du COSAY dans

<sup>2</sup> Les projets pilotes sont divisés en projet pilote de type 1 à mettre en œuvre par les communes en utilisant leur propre budget, et en projet pilote de type 2 à financer par la partie japonaise. Comme les communes choisissent les projets pilotes dans leurs programmes triennaux selon la méthode COSAY, le projet pilote de type 1 est considéré comme conforme à la Phase 1 en termes d'approche. En retour, le projet pilote de type 2 visera à maximiser l'effet de la cohésion sociale.

<sup>3</sup> Le CCG est l'abréviation de Comité Conjoint de Gestion en Français, et une plate-forme avec une représentation plus large de la communauté basée sur les installations ou zones cibles. Un CCG a des variations selon son entité de couverture : 1) Le CCGPP est l'abréviation de "Comité Conjoint de Gestion de Projet Pilote" en tant que comité de facilitation ; et 2) CCGQ/CCGSQ est l'abréviation de "Comité Conjoint de Gestion de Quartier/Sous-quartier" en Français en tant que comité de zone.

<sup>4</sup> L'ex-CCGPP est le CCGPP créé dans le cadre de la Phase 1 du COSAY.

- chaque commune cible en vue de les accompagner dans leurs efforts.
- 2-9 Effectuer les formations nécessaires (telles que la résolution de conflits, la planification de projet, la recherche de financement) à l'endroit des CCG, ex-CCGPP et des homologues.
  - 2-10 Formuler et mettre en œuvre des actions communautaires visant la promotion de la cohésion sociale et le développement des zones cibles.
  - 2-11 Sélectionner un projet d'infrastructure et un projet non infrastructurel (dans le cadre des projets pilotes de type 2) dans chaque zone cible.
  - 2-12 Concevoir, préparer et exécuter les projets pilotes et faire le suivi conjointement.
  - 2-13 Capitaliser les bonnes pratiques ainsi que les leçons tirées de la mise en œuvre des projets pilotes de types 1 et de type 2.
  - 2-14 Prendre un texte portant création et suivi des CCG et leurs associations successeurs dans chaque commune cible.
  - 2-15 Modifier les attributions des services et fiches de poste des agents de mairie en vue de prendre en compte la mise en place et le suivi des CCG et leurs associations successeurs.
  - 2-16 Prévoir un budget pour la mise en place de CCG pour 2 projets inscrits au programme triennal (Exercice 2020) dans chaque commune cible.
  - 2-17 Partager la méthodologie mise à jour du COSAY avec le personnel des autres communes du Grand Abidjan et les acteurs qui s'intéressent à la cohésion sociale.

## 2. Méthodologie de l'Evaluation

### 2-1 Procédure

L'évaluation finale a été réalisée sur la base du CLP 2 actuel et du Plan d'Opérations (PO) élaboré le 20 novembre 2019.

Tout d'abord, le niveau d'atteinte de l'objectif du Projet et de chaque résultat a été évalué par les analyses documentaires existantes, les données collectées et les entretiens avec les parties prenantes japonaises et ivoiriennes concernées, sur la base du CLP Deuxièmement, l'équipe d'évaluation (ci-après dénommée "l'Equipe") a analysé et évalué le projet du point de vue de cinq critères d'évaluation, à savoir la pertinence, l'efficacité, l'efficience, l'impact et la durabilité. En particulier, l'analyse a mis l'accent sur la pertinence et l'impact, puisque le projet est mis en œuvre dans un contexte de consolidation de la paix. Ces deux critères ont des volets clés permettant d'évaluer l'élément de consolidation de la paix. Enfin, la conclusion a été faite, des recommandations et leçons apprises ont été tirées de l'analyse.

### 2-2 Cinq Critères d'Evaluation

Le Projet a été évalué sur la base des "cinq critères" suivants : pertinence, efficacité, efficience, impact et durabilité. Chaque critère a été analysé selon trois niveaux : "élevé", "modéré" et "faible", en fonction du niveau de réalisation. Les substances de ces critères sont les suivants ;

Critères	Substances
<b>Pertinence</b>	Voir la validité de l'Objectif Spécifique et de l'objectif Global du projet, avec les aspects de politique de développement des deux Gouvernements, ainsi que les besoins des bénéficiaires du Projet.

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<b>Efficacité</b>	Voir si l'Objectif du Projet est atteint comme prévu, sur la base de ses résultats.
<b>Efficience</b>	Voir si le calendrier, la qualité et la quantité des contributions correspondent au niveau d'atteinte des résultats, en utilisant les ressources de manière efficace.
<b>Impact</b>	Voir si les effets directs et indirects générés par le projet sur le long terme, ont permis de faire ressortir les aspects positifs et négatifs, même ceux qui n'étaient pas prévus au moment de sa planification.
<b>Durabilité</b>	Voir dans quelle mesure les acquis du projet sont pérennisés ou répendus après son achèvement, en se basant sur les aspects institutionnels, techniques et financiers.

### 2-3 Questions et Indicateurs d'Evaluation

Sur la base des cinq critères d'évaluation décrits dans la section précédente, les questions d'évaluation sont résumées dans la grille d'évaluation. Elle compile également les informations sur les indicateurs utilisés pour l'évaluation, les méthodes de collecte, les sources et critères d'analyse des indicateurs définis dans le CLP. La grille d'évaluation est jointe à l'ANNEXE 3.

Les questions de base sont les suivantes :

- Progrès, réalisation et perspectives des contributions, activités, résultats, objectif du projet et objectif global
- Facteurs de promotion/inhibiteurs de mise en œuvre du Projet

### 2-4 Méthodes de Collecte des Données

Les données ont été collectées principalement à partir de revue documentaire et d'entretiens avec les parties prenantes ivoiriennes et japonaises. La liste des personnes interrogées est jointe à l'ANNEXE 4.

### 2-5 Limites et Contraintes de l'Evaluation

En raison de l'épidémie de la COVID-19, l'équipe d'évaluation n'a pas pu visiter les sites du projet en Côte d'Ivoire. En conséquence, le nombre de personnes interrogées était limitée. Des efforts ont été faits pour surmonter cet obstacle en recueillant des informations par le biais de questionnaire, d'entretiens en ligne avec des homologues clés, des représentants de communautés, ainsi que l'utilisation des résultats de l'enquête du projet. Les entretiens en ligne avec le personnel clé des homologues ont été menés à deux phases, avant et après l'élection présidentielle. Cependant, l'évaluation finale a connu des contraintes dans une certaine mesure, eu égard à l'enquête sur le terrain et l'accès aux informations.

### 3. Réalisation du Projet

L'atteinte des contributions, des résultats, de l'objectif spécifique et de l'objectif global du Projet est décrite ci-dessous.

#### 3-1 Contributions

Les contributions fournies par les deux parties sont les suivantes.

##### 3-1-1 Partie Ivoirienne

###### (1) Désignation du Personnel Homologue

Le Directeur Général de la Décentralisation et du Développement Local (DGDDL) du Ministère de l'Intérieur et de la Sécurité (MIS)<sup>5</sup> a été désigné Directeur National de Projet pour superviser l'ensemble du projet. Le Directeur du Développement Local à la Direction Générale de la Décentralisation et du Développement Local a été désigné Coordinateur du Projet. D'autres homologues, y compris des fonctionnaires de la DGDDL du MIS et des Communes d'Abobo et de Yopougon ont également été désignés. Dans les deux Communes cibles, les Secrétaires Généraux (SG), les Directeurs des services socio-culturels, techniques et de communication sont devenus des homologues clés. Une liste détaillée est jointe en ANNEXE 4.

###### (2) Mise à disposition d'installations pour le fonctionnement des projets

L'espace de bureau nécessaire avec équipement de bureau a été mis à disposition au MIS pour Projet.

###### (3) Dispositions

Les informations et autorisations nécessaires à la mise en œuvre des activités du projet, ainsi que les mesures de sécurité ont été fournies.

###### (4) Frais Généraux du Projet

Les dépenses des homologues se présentent comme suit. Dans le budget de la commune, la plupart des dépenses sont salariales pour le personnel homologue ; cependant, il a été supposé que chaque année environ 1,5 millions CFA sont alloués à la mise en œuvre de la méthode COSAY dans chaque commune, pour les réunions communautaires, la communication, le transport, etc.

(Unité : franc CFA)

	2017	2018	2019	2020
MIS	Sans objet	82 192 133	51 960 000	43 796 327
Commune d'Abobo	15 millions	15 millions	15 millions	15 millions
Commune de Yopougon	20 millions	20 millions	20 millions	20 millions

Source : Informations sur le projet

<sup>5</sup>L'actuel Ministère de l'Intérieur et de la Sécurité (MIS) a été renommé Ministère d'État, Ministère de l'Intérieur et de la Sécurité (MEMIS) au moment de la planification, puis Ministère de l'Administration Territoriale et du Développement (MATED) en raison de changements organisationnels. Cette évaluation finale utilise la dénomination actuelle de Ministère de l'Intérieur et de la Sécurité (MIS) tout au long du rapport.

### 3-1-2 Partie Japonaise

#### (5) Experts japonais

Au total, dix-sept (17) experts japonais ont été envoyés dans les douze (12) domaines d'expertise suivants du projet. Le nombre total de mois-personnes des experts au 30 septembre 2020 s'élevait à 71,13 de mois-hommes (M/H) depuis le début du projet. La liste des experts japonais est jointe en ANNEXE 5-1.

- 1) Conseiller Principal / Consolidation de la paix
- 2) Adjoint au Conseiller Principal /Passation de marchés
- 3) Gouvernance Locale 1 (Plan de développement/Budget)
- 4) Gouvernance Locale 2 (Redevabilité/Système juridique)
- 5) Développement Communautaire
- 6) Enquête Sociale
- 7) Base de Données /Passation de Marchés
- 8) Passation de Marchés
- 9) Entretien Routier
- 10) Étude Hydrologique
- 11) Dossier d'Appel d'Offres
- 12) Coordinateur Administratif/Formation/Relations Publiques

#### (6) Formation des homologues au Japon et en Côte d'Ivoire

Des formations au Japon ont eu lieu déjà une fois en juin 2019. Au total, 8 homologues (C/P) ont été formés au Japon sur les thématiques de la cohésion sociale et la coopération publique /privée. Les participants étaient 2 fonctionnaires du MIS (Directeur Général et Coordinateur Adjoint du Projet), et 3 agents de chaque commune cible (Abobo : SG, 1 responsable des services techniques et sociaux, Yopougon : SG, 1 Directeur et 1 responsable du service social). La liste des formations, y compris les formations sur place est jointe en ANNEXE 5-2.

#### (7) Équipement

Le matériel nécessaire à la mise en place d'une base de données et à la gestion des bureaux a été acheté pour les communes cibles. Les principaux équipements comprennent des ordinateurs, des imprimantes laser, un projecteur, un GPS et un logiciel d'infographie. Concernant l'évaluation finale, environ 1,6 million de yens (soit 8,8 millions de francs CFA) ont été dépensés pour les équipements. Une liste des équipements est jointe en ANNEXE 5-3.

#### (8) Dépenses locales

D'autres dépenses du projet ont été effectuées à hauteur d'environ 135 millions de yens (soit environ 723 millions de francs CFA) pour les activités du projet, notamment les projets pilotes, les enquêtes y compris l'enquête sociale, les enquêtes de base et finales de projet, la formation, le recrutement de personnel national et la gestion des bureaux.



### 3-2 Atteinte des Résultats

L'Equipe a évalué l'atteinte des résultats en se basant essentiellement sur les indicateurs définis dans l'actuelle CLP 2. Le CLP originale a été révisée en tant que CLP 2 en novembre 2019, tout en gardant le même contenu (objectif global, objectif du projet, résultats), mais en modifiant les indicateurs et les moyens de vérification pour les rendre plus conforme à la réalité. L'équipe a confirmé que le niveau global de réalisation des deux résultats est *élevé*. Elle a également constaté que le projet a produit une série de résultats tangibles lors de l'évaluation finale. Elle a cependant noté que le projet doit être renforcé davantage pour atteindre son objectif, en s'assurant de la mise en place et de l'utilisation réelle des méthodes COSAY<sup>6</sup> avec la rédaction d'un manuel comprenant les enseignements tirés de chaque étape.

#### 3-2-1 Résultat 1

**Les programmes triennaux et autres projets\*1 des Communes d'Abobo et de Yopougon sont élaborés sur la base de données probantes et en tenant compte de la cohésion sociale.**

Indicateur	Réalisation au moment de l'évaluation finale
1-1 : La base de données des infrastructures (BDI) et la base de données sociales (BDS) de chaque commune cible sont créées.	<b>【Réalisées】</b> <ul style="list-style-type: none"><li>✓ La BDI et la BDS ont toutes deux été conçues.</li><li>✓ La BDI a été conçue en avril 2018 et partagée avec les mairies après la formation sur la base de données des infrastructures.</li><li>✓ Le rapport de l'enquête sociale, y compris la Fiches d'Informations sur le Quartier (FIQ), a été remis aux homologues.</li></ul>
1-2 : La base de données des infrastructures (BDI) et la base de données sociales (BDS) de chaque commune cible sont créées.	<b>【Réalisé】</b> <ul style="list-style-type: none"><li>✓ La BDI a été utilisée pour sélectionner des projets d'infrastructure potentiels à mettre en œuvre en 2020 dans la commune de Yopougon. Dans la commune d'Abobo, la BDI a été utilisée pour formuler un programme triennal à partir de 2021 et a servi à sélectionner des candidats pour des projets de mise en œuvre.</li><li>✓ En ce qui concerne les BDS, les deux communes les ont utilisées 2019 pour identifier les candidats aux projets d'infrastructure qui appliquent les méthodologies COSAY pour les projets de Type 1 Lot 2.</li></ul>

<sup>6</sup> Les méthodologies COSAY couvrent les méthodes de promotion de la cohésion sociale au niveau des communes urbaines lorsque les bureaux communaux mettent en œuvre des projets dans le cadre du plan triennal. Les méthodes comprennent la prise en compte des données scientifiques et de la cohésion sociale pour l'élaboration des plans triennaux et d'autres projets dans les communes, la mise en place et le suivi d'un comité de gestion conjoint (GCC), le renforcement des capacités des membres du GCC par le bureau de la commune, une communication et un partage d'informations efficaces entre les résidents et entre les résidents et le bureau de la commune, et le soutien des GCC pour qu'ils se transforment en associations.

*Handwritten initials/signature*

<p>1-3. Les attributions des services et fiches de poste des agents de mairie chargés de l'élaboration des programmes triennaux et autres projets sont définies.</p>	<p>[Réalisation probable]</p> <ul style="list-style-type: none"> <li>✓ Les activités relatives à cet indicateur ont été reportées en raison des restrictions de la COVID-19. Toutefois, elles devraient être réalisées à la fin du projet.</li> <li>✓ Après l'élaboration des TDR et FP, le Projet et le MIS les ont proposés aux communes. Les deux communes ont annoncé qu'elles acceptaient les TDR et FP proposés. En outre, la commune d'Abobo a proposé d'inclure "l'élaboration d'un plan de relations publiques de la commune" dans la FP du service de communication.</li> <li>✓ Parallèlement à cela, les deux communes mettront en œuvre la méthode COSAY sur la base des attributions et FP acceptées, sous la supervision de l'équipe du projet.</li> </ul>
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Le résultat 1 sera probablement atteint avec succès.

Dans le cadre du Résultat 1, les résultats significatifs obtenus sont la conception de la BDI et de la BDS. La BDI est constituée de données sur les infrastructures sociales dans les secteurs de l'éducation, de la santé, de la culture, du commerce, des sports, de l'administration/sécurité, de la circulation et de l'environnement, gérés par la commune et considérés comme contribuant à la cohésion sociale. La BDI a été formulée en utilisant les données existantes et que celle d'enquêtes complémentaires. La BDI sert d'outil de mesure de la densité et la qualité des infrastructures liées aux services sociaux, tandis que la BDS a été conçue à la suite d'enquête sociale sur la cohésion sociale dans les communes cibles du Grand Abidjan. Les Fiches d'Informations sur les Quartiers (FIQ) contenant des informations de base et sociales collectées dans le cadre de l'enquête sociale ont été élaborées. De plus, la FIQ étant une description narrative, un tableau récapitulatif y a également été conçu montrant les scores des éléments liés à l'histoire, les rapports entre résidents, la sécurité, etc. Le tableau récapitulatif de la FIQ sert d'outil pour repérer plus facilement les quartiers en proie à de fortes tensions.

L'utilisation des deux bases de données a été discutée avec le personnel homologue, ainsi que les conseillers municipaux. Ces bases de données seront utilisées pour la préparation du programme triennal et pour identifier les sites des projets d'infrastructure à mettre en œuvre, ce qui est différent de la situation avant le projet. Les plans directeurs de développement régional, ainsi que d'autres données et informations existantes sont également utilisés pour la préparation du programme triennal et la sélection des projets. Cependant, les bases de données développées par le COSAY 2 sont fondées sur des preuves scientifiques et utiles pour prouver la validité de sélection des projets. L'équipe a noté que la partie ivoirienne reconnaît et apprécie que le programme triennal soit devenu une base factuelle et reflétait les opinions publiques sur la sélection des projets grâce à des entretiens en ligne avec le personnel de contrepartie concerné. Grâce à la formation et à la Formation sur le Tas, les capacités du personnel de contrepartie des communes en matière de formulation et d'utilisation des bases de données ont été renforcées. Il a été constaté que le personnel homologue formé avait une meilleure compréhension de l'objectif, du contenu et des procédures du programme triennal, ainsi que sur le fait que le programme triennal devait être fondé sur une vision de développement à moyen et long terme.

En outre, prévu que la BDI et la BDS soient en particulier utilisées lors de la sélection de deux projets visant la cohésion sociale chaque année. Les deux communes ont confirmé leur intention d'actualiser la BDI lorsque de nouvelles informations seront collectées. De plus, les tableaux récapitulatifs de la FIQ sont supposés être mis à jour chaque année ou en cas de changement de la tension sociale.

### 3-2-2 Résultat 2

Des CCG et leurs associations successeurs sont mis en place et suivis à Abobo et Yopougon conformément à la méthodologie du COSAY en vue de renforcer la cohésion sociale entre les résidents et la mairie, et entre les résidents eux-mêmes.

Indicateur	Réalisation au moment de l'évaluation finale			
2-1 : 12 CCG avec une plus large représentativité des communautés et servant de plateformes de collaboration sont créés par les mairies d'Abobo et de Yopougon	<p><b>[Réalisé]</b></p> <ul style="list-style-type: none"> <li>✓ 12 CCG composés de représentants de groupes d'ethnies, de religieux, de différents genres et de générations, dont le nombre total de membres est d'environ 20-25 personnes ont été formulés comme indiqué dans le tableau ci-dessous.</li> <li>✓ 2 CCG ont été créés dans chaque commune (4 CCG au total) dans le cadre du projet pilote de Type 1 Lot 1. (Exercice 2018)</li> <li>✓ 2 CCG ont été créés dans chaque commune (4 CCG au total) dans le cadre du projet pilote de Type 2.</li> <li>✓ 2 CCG ont été créés dans chaque commune (4 CCG au total) dans le cadre du projet pilote de Type 1 Lot 2. (Exercice 2019)</li> </ul> <p>&lt;Etat d'avancement des projets pilotes (au moment de l'évaluation finale)&gt;</p>			
	Type/Lot	Lieu	Projet pilote	Statut
Type 1 Lot 1	Abobo	Akeikoi	Ecole maternelle au GS Akeikoi	Terminé
		Abobo Centre	Un Hangar à la Mairie d'Abobo	Terminé
	Yopougon	Andokoi	6-Classes au GS St Hubert	Terminé
		Gesco Manutention	Réhabilitation de clôture à l'EPP Gesco	Terminé
Type 1 Lot 2	Abobo	M'ponon	Locaux de la Police Municipale	Suspendu *1
		Sagbé	Bureaux d'Etat Civil	En cours *2
	Yopougon	La Gare	6-Salles de classe et bureau pour l'école maternelle au GS à La Gare Nord	Terminé
		Maroc	Travaux de libération des accotements des voies communales et autres espaces publics	Partiellement terminée *3

	Type 2	Abobo	Désert	Clôture d'école et réhabilitation des toilettes existantes de l'EPP Plaque 2 Municipalité	Terminé
			SOGEFIHA	Clôture de	Terminée
				L'école GS Sogefiha	
		Yopugon	Gesco Attie	Amélioration de l'environnement de FSU-COM GESCO	Terminé
			Gbdjanto	Clôture de l'Ecole Primaire le Famboyant	Terminé
	<p>Source : Rapport de suivi 6 (p.13) et résultats des entretiens en ligne avec les CCGP</p> <p>*EPP : École Primaire Publique, GS : Groupe Scolaire</p> <p>*1 : Il a été constaté que le terrain était litigieux et le projet suspendu. Depuis que le CCG a été formulé, une réunion mensuelle a lieu et des discussions sont en cours.</p> <p>*2 : The projet n'a pas pu être mis en œuvre comme prévu en 2019 en raison du manque de budget de la commune pour 2019. La mise en œuvre a été retardée parce qu'il a fallu du temps pour identifier le site.</p> <p>*3 : Le projet vise à élargir les routes de la commune en déguerpissant les étals. Les déguerpissements ont pris fin en 2019, mais en raison du retard causé par la COVID-19, l'élargissement des routes communales est toujours en cours.</p>				
2-2 : Les attributions des services et fiches de poste des agents de mairies responsables de la mise en place et du suivi des CCG et de leurs associations successeurs sont définies	<p><b>【Réalisation probable】</b></p> <ul style="list-style-type: none"> <li>✓ Les activités relatives à cet indicateur ont été retardées en raison de l'impact de la COVID-19. Toutefois, elles devraient être réalisées à la fin du projet.</li> <li>✓ Après avoir élaboré les TDR et la FP, le Projet et le MIS les ont proposés aux bureaux communaux. Ces deux communes ont annoncé leur acceptation des TDR et FP proposés. Par ailleurs, la commune d'Abobo a proposé d'inclure « élaboration d'un plan d'action communal de relations publiques » dans le FP de la direction de la communication.</li> <li>✓ En attendant, les deux communes mettront en œuvre la méthode COSAY basées sur les TDR et FP validés.</li> </ul>				
2-3 : L'expérience acquise et les leçons tirées des projets pilotes ainsi que des activités de suivi sont compilées pour servir de lignes directrices pour l'utilisation de la méthode COSAY par chaque commune cible.	<p><b>【Réalisation probable】</b></p> <ul style="list-style-type: none"> <li>✓ Les enseignements tirés tout au long des activités du projet doivent être consolidés dans le manuel. Il est prévu que le manuel soit finalisé au terme de la période du projet.</li> </ul>				



<p>2-4 : 80 % des CCG sont transformés en associations avec l'autorisation des communes cibles.</p>	<p><b>【Réalisé】</b></p> <ul style="list-style-type: none"> <li>✓ Tous les CCG ont été transformés en associations/ONG avec l'autorisation des communes concernées.</li> <li>✓ Le CCG du Maroc dans la commune de Yopougon s'est transformé en ONG. Selon l'entretien fait en ligne avec les membres du CCG, étant donné que plusieurs membres du CCG appartiennent à différentes associations, ils ont décidé que ce CCG se transforme en ONG qui pourrait mener des activités au-delà de la communauté.</li> </ul> <p style="text-align: center;">&lt;Transformation de CCG en Association&gt;</p> <table border="1" data-bbox="576 555 1378 1088"> <thead> <tr> <th>Commune</th> <th>CCG</th> <th>Type/Lot</th> <th>Date d'Association</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Abobo</td> <td>Abobo Centre</td> <td>T1L1</td> <td>29 août 2019</td> </tr> <tr> <td>Akeikoi</td> <td>T1L1</td> <td>12 octobre 2019</td> </tr> <tr> <td rowspan="5"></td> <td>M'ponon</td> <td>T1L2</td> <td>18 juin 2020</td> </tr> <tr> <td>Sagbe</td> <td>T1L2</td> <td>5 décembre 2020</td> </tr> <tr> <td>Désert</td> <td>T2</td> <td>14 avril 2020</td> </tr> <tr> <td>Sogefiha</td> <td>T2</td> <td>Septembre 2020</td> </tr> <tr> <td>Yopougon</td> <td>Andokoi</td> <td>T1L1</td> <td>12 octobre 2019</td> </tr> <tr> <td rowspan="5"></td> <td>Gesco Manutention</td> <td>T1L1</td> <td>19 octobre 2019</td> </tr> <tr> <td>La Gare</td> <td>T1L2</td> <td>28 octobre 2020</td> </tr> <tr> <td>Maroc</td> <td>T1L2</td> <td>25 juillet 2020 (déclarée en tant qu'ONG)</td> </tr> <tr> <td>Gesco Attie</td> <td>T2</td> <td>27 mai 2020</td> </tr> <tr> <td>Gbidjanto</td> <td>T2</td> <td>28 septembre 2020</td> </tr> </tbody> </table> <p>Source : Informations tirées du projet et des résultats d'entretiens en ligne avec le CCG</p>	Commune	CCG	Type/Lot	Date d'Association	Abobo	Abobo Centre	T1L1	29 août 2019	Akeikoi	T1L1	12 octobre 2019		M'ponon	T1L2	18 juin 2020	Sagbe	T1L2	5 décembre 2020	Désert	T2	14 avril 2020	Sogefiha	T2	Septembre 2020	Yopougon	Andokoi	T1L1	12 octobre 2019		Gesco Manutention	T1L1	19 octobre 2019	La Gare	T1L2	28 octobre 2020	Maroc	T1L2	25 juillet 2020 (déclarée en tant qu'ONG)	Gesco Attie	T2	27 mai 2020	Gbidjanto	T2	28 septembre 2020
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2-5 : Le taux de satisfaction des résidents des zones cibles à l'égard de la divulgation de l'information par la mairie connaît une croissance après les projets pilotes.

**【Réalisée】**

- ✓ Selon les enquêtes de base et finale que la COSAY 2 a menées, à l'exception des sites du TIL1, un nombre croissant de personnes interrogées a affirmé être suffisamment ou parfaitement informé par la commune.
- ✓ Bien que les sites du TIL1 aient diminué le taux de "suffisamment" ou "parfaitement" informés, l'analyse du contenu a permis de constater que les informations liées au projet COSAY sur la "budgétisation de la commune" et la "création d'emplois" étaient connues des populations. Le nombre de ceux qui ont affirmé ne pas être suffisamment informés par la commune sur les questions de "budget" et de "création d'emplois" a diminué de manière significative, passant respectivement de 14,12 % à 2,05 % et de 24,13 % à 5,41 %. On peut donc supposer que nombre des personnes interrogées étaient mécontents de la divulgation d'informations non liées au projet.

✓

Q2\_4a : Êtes-vous suffisamment informé par la commune ?

Ont répondu "suffisamment" ou "parfaitement" informé.

	Enquête de base	Enquête finale	Différence
TIL1	32.6%	7.5%	- 25.1%
TIL2	16.6%	38.0%	+21.4%
T2	4.4%	23.8%	+19.4%

Source : Résultats du rapport de l'enquête finale (Q2\_4a)

Enquête de base : TIL1 : sep 2018, T1B2 : sep 2019, T2 : mars 2019

Enquête finale : TIL1 : déc 2019, T1B2 : jun 2020, T2 : juin 2020

- ✓ Sur la base des entretiens en ligne avec les membres du CCG, l'Equipe a confirmé que la quantité et la qualité des informations provenant de la commune se sont considérablement améliorées par rapport à la période précédant le COSAY 2. Les activités du projet, notamment l'installation d'un tableau d'affichage, la communication radio, les SMS et Facebook, ont renforcé la communication et l'information au sein de membres du CCG, ainsi qu'avec la communauté en général, bien que ces outils de communication aient des avantages et des inconvénients en fonction de la génération, du lieu, etc. De nombreux membres du CCG ont souligné qu'avant l'intervention du projet COSAY 2, il leur était difficile d'obtenir des informations auprès de la mairie sans s'y rendre. Après l'intervention du COSAY 2, ils parviennent obtenir des informations directement auprès la mairie via SMS, le tableau d'affichage, et à travers les activités de sensibilisation.

	<ul style="list-style-type: none"> <li>✓ L'équipe a également constaté, grâce aux entretiens en ligne avec un membre du CCG, que certains problèmes étaient dus à la communication entre les bureaux de la commune et les résidents. Par exemple, il a été révélé que certains membres du CCG et certains résidents ont exprimé leur mécontentement au sujet du projet pilote sélectionné et des déguerpissements pour occupation illégale de domaine public. Les communes ont confirmé qu'elles avaient des raisons valables pour ces cas et qu'elles ont agi conformément aux procédures légales. De plus, les membres du CCG suivent la situation de près à l'effet de résoudre les problèmes des résidents touchés par les mesures de déguerpissement. Toutefois, l'équipe a noté qu'il y a possibilité d'améliorer la communication, afin de promouvoir une meilleure compréhension des communes auprès des résidents pour établir une relation de confiance.</li> <li>✓ Certains membres du CCG ont fait remarquer que chaque fois qu'une activité de sensibilisation est organisée par la mairie, les membres du CCG sont invités. Par exemple, les membres du CCG ont été invités à participer à une émission de radio organisée par la commune pour parler de la cohésion sociale.</li> <li>✓ Par conséquent, l'indicateur est supposé être réalisé.</li> </ul>
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L'équipe a reconnu que le Résultat 2 a été largement atteint compte tenu du niveau de réalisation des indicateurs établis. Sur 5 indicateurs, les indicateurs 2-2 et 2-3 n'ont pas été atteints. Cependant, les activités au titre de ces deux indicateurs sont en cours et seront réalisées d'ici la fin du projet. Les activités notables au titre du Résultat 2 sont comme suit :

#### (1) Mise en place des CCG

L'équipe a confirmé que les CCG ont été mise en place conformément aux méthodes COSAY et qu'ils se sont renforcés par la formation des membres sur le leadership, la consolidation de la paix, la cohésion sociale, etc. Les membres des CCG sont composés d'une plus grande diversité de représentants des Communautés comparativement au COSAY 1. L'entretien en ligne a confirmé que les discussions pendant la réunion du CCG et les informations provenant des communes ont été partagées par les membres du CCG avec les communautés auxquelles ils appartiennent. Le CCG est devenu la principale plateforme de collaboration et a servi d'agent intermédiaire entre les communautés, ainsi qu'entre ces derniers et les autorités municipales.

#### (2) Projets pilotes

Il est important de noter que les projets pilotes dans le cadre du COSAY ont été menés principalement pour promouvoir la cohésion sociale dans les communautés. Le processus d'amélioration des infrastructures est donc considéré comme un moyen vers la cohésion sociale. Par conséquent, le projet a fait usage de phases pilotes pour renforcer l'interaction, la coopération et la discussion entre différentes

parties prenantes par la mise sur pied des CCG et la réhabilitation d'infrastructures sociales. Comme indiqué ci-dessus, il y a eu deux types de projets pilotes. Les projets de type 1, identifiés à partir du plan triennal, ils sont réalisés par les communes sur fonds propre afin de renforcer l'appropriation et consolider la méthodologie COSAY en leur sein. L'ensemble du processus de mise en œuvre des projets pilotes, y compris le renforcement et le suivi des activités des CCG, la passation de marchés et l'obtention de financements, sont réalisés par chaque commune. L'équipe d'experts JICA (JET) a essentiellement assuré le suivi global et fourni des conseils. Alors que les projets de type 2, sélectionnés dans les zones où il existe des problèmes de cohésion sociale relevant des BDI et BDS, sont réalisés par les parties ivoirienne et japonaise. Dans les zones de type 2, en plus de projet d'infrastructure, des activités non liées à l'infrastructure ont été menées afin de maximiser l'effet de la cohésion sociale. Les projets non infrastructurels comprennent l'organisation de compétitions sportives et de campagnes d'assainissement.

A travers les entretiens en ligne avec les membres des CCG, le personnel homologue et le document du projet, il a été noté que la cohésion sociale entre les membres des CCG et la communauté s'est renforcée, au vu de l'objectif commun de conduite du projet pilote. Grâce à des discussions et échanges intensives, les membres des CCG de différentes origines ont pu se comprendre, même si la plupart d'entre eux étaient sceptiques les uns envers les autres avant le début du projet. En outre, les activités non liées à l'infrastructure menées pour T2, telles que les événements sportifs et la campagne de nettoyage, comme le montrent les photos ci-dessous, ont amélioré les relations entre la communauté. À cet égard, l'état des projets pilotes, en particulier celui du Type 1, n'a pas affecté l'atteinte du Résultat 2.



Photos du projet COSAY 2

### (3) Activité de suivi du COSAY 1

Dans le cadre du COSAY 1, le projet a appuyé des travaux de réhabilitation de routes et d'installations en tant que projets pilotes pour la cohésion sociale. Le COSAY 2 avait pour but d'examiner les projets pilotes mis en œuvre dans le cadre de la COSAY 1 et d'envisager une éventuelle activité de suivi. Après examen, il est apparu clairement que les deux routes non bitumées adjacentes aux sites des projets pilotes du Lycée Municipal (Abobo) et de Banco 2 (Yopougon) étaient gravement endommagées par de fortes pluies imprévisibles et avaient besoin d'être remis en état. La partie ivoirienne est chargée de veiller à l'entretien et au bon usage de ces infrastructures. Toutefois, compte tenu de la gravité de l'érosion sur la partie non bitumée, la JICA a lancé des travaux d'aménagement d'urgence de ces installations routières, ainsi que des activités d'entretien, notamment une campagne de nettoyage des caniveaux en mars 2019 dans le cadre du COSAY 2.

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Après les travaux d'aménagement d'urgence, il a été recommandé de réaliser des travaux supplémentaires sur les parties non revêtues et le système de drainage des installations routières afin d'assurer la durabilité et l'utilité de ces réseaux routiers, en complément des travaux d'urgence. En outre, les installations routières renforcent l'impact positif des projets pilotes et du projet lui-même, étant donné que ces travaux sont considérés comme une bonne pratique de cohésion sociale et peuvent s'appliquer à d'autres zones par les collectivités locales. En conséquence, l'activité de suivi des projets pilotes de COSAY 1 a été jugée nécessaire pour renforcer l'objectif du COSAY 2 visant à la cohésion sociale dans les deux communes. L'activité de suivi devrait renforcer la cohésion sociale entre les résidents en éliminant les inégalités causées par la détérioration des routes, tout en renforçant la confiance entre résidents et communes, et ainsi prouver que les communes répondent favorablement aux besoins des résidents.

Les travaux complémentaires comprenaient les services d'ingénierie, la préparation des appels d'offres et la supervision des travaux, y compris l'appui aux communes et CCG respectifs à renforcer leur capacité à mener des actions appropriées d'entretien, y compris la mobilisation communautaire. Dans cette optique, il a été convenu en février 2020 de prolonger la durée du projet COSAY 2 d'un an jusqu'en juillet 2022, afin de mener à bien les travaux complémentaires, y compris le délai de garantie. La préparation des travaux complémentaires était en cours après cette décision, cependant, en raison de l'impact de la COVID-19, la procédure a été suspendue. L'équipe a estimé qu'une prolongation d'un an supplémentaire était nécessaire, y compris la délai de garantie, compte tenu du fait que la procédure d'appel d'offres devra démarrer maintenant et que les activités relevant des travaux complémentaires, y compris la supervision de la construction par l'Equipe des Experts de la JICA et les procédures nécessaires avant et après les travaux, ne pouvaient pas être menés à distance.

#### (4) Activités de Relations Publiques

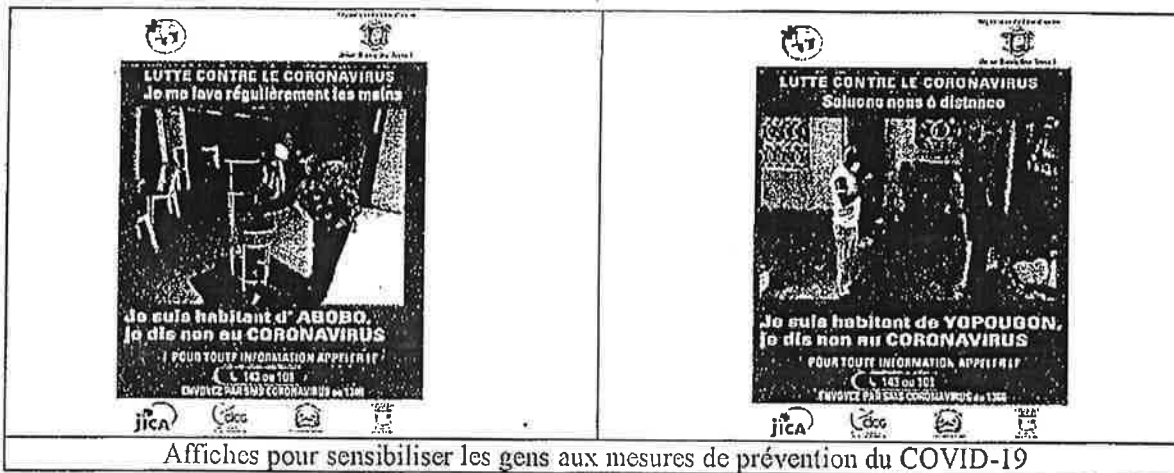
Comme indiqué ci-dessus, le projet a mené des activités de relations publiques pour promouvoir la divulgation d'information publique des communes à la communauté, et mettre en œuvre des activités de sensibilisation sur la cohésion sociale par l'installation de tableaux d'affichage, des SMS; la radio, les événements culturels, les affiches, etc. Les entretiens en ligne avec les agents communaux et les membres du CCG ont révélé que l'accès à l'information publique a augmenté de manière significative, comme le montre l'indicateur 2-5 ci-dessus. Toutefois, il a également été souligné que l'effet dépendait des moyens utilisés. La diffusion radio a été bien acceptée par la communauté en général, mais les messages via SMS et Facebook n'ont atteint qu'un nombre limité de personnes en raison de l'accessibilité aux terminaux et du taux d'alphabetisation. Les tableaux d'affichage ont été jugés utiles, mais restent limités en nombre. L'équipe a noté que ces expériences et les leçons apprises devraient être intégrées dans le manuel.

#### (5) Activités complémentaires en réponse à l'élection présidentielle et à la COVID-19

Le COSAY 2 a pris en compte les activités de sensibilisation complémentaires en réponse à l'évolution de la situation. En préparation de l'élection présidentielle d'octobre 2020, le COSAY 2 a organisé une formation de recyclage sur la consolidation de la paix à l'intention des membres CCG cibles. Certains CCG ont mené des activités de sensibilisation après la formation, telles que l'affichage de messages de paix sur les tableaux d'affichage (Gesco Manutention, Commune de Yopougon), appelant les leaders d'opinion des femmes, des jeunes, des religieux et autres à promouvoir une élection pacifique

et à diffuser des messages similaires dans leurs communautés (Gbedjanto, Commune de Yopougon), avec la tenue de réunions avec différents groupes ethniques (Akeikoi, Commune d'Abobo). Dans les 12 zones cibles des CCG, aucun incident grave n'a eu lieu avant, pendant et après l'élection. L'équipe a constaté que la formation de recyclage sur la consolidation de la paix était efficace et que c'était également l'une des preuves que la cohésion sociale était encouragée dans ces zones.

Concernant la COVID-19, le COSAY 2 a conçu plusieurs affiches de sensibilisation aux mesures de prévention de la COVID-19 telles que le maintien de la distanciation sociale, le port de masques et le lavage des mains. En outre, le COSAY 2 a fait une vidéo sur la stigmatisation sociale, comme la prévention de la discrimination liée à la COVID-19, afin de renforcer la cohésion sociale.



Affiches pour sensibiliser les gens aux mesures de prévention du COVID-19

Photos du projet COSAY 2

### 3-3 Réalisation de l'Objectif du Projet

Objectif du Projet	La méthodologie de fournitures du service public en tenant compte de la cohésion sociale est consolidée dans les communes cibles.
Indicateur 1	Des textes portant utilisation des données probantes pour l'élaboration des programmes triennaux et autres projets, mise en place et suivi des CCG ou leurs associations successeurs conformément à la méthodologie du COSAY sont pris dans les communes d'Abobo et de Yopougon.
<p><b>【Réalisation probable】</b></p> <ul style="list-style-type: none"> <li>✓ La commune de Yopougon a pris un arrêté municipal le 17 septembre 2020 pour institutionaliser les des méthodes COSAY pour promouvoir de la cohésion sociale, y compris la mise en place des CCG et l'utilisation des BDI et BDS pour l'élaboration du programme triennal sur la base de données probante. L'arrêté de Yopougon stipule également que la commune s'engage à identifier chaque année deux projets à partir du programme triennal pour lesquels des CCG seront créés.</li> <li>✓ La commune d'Abobo a pris le 17 novembre 2021 un arrêté municipal sur l'utilisation des bases de données scientifiques pour la préparation des documents de planification et de budget. Il précise que les bases de données scientifiques sont incluses dans les BDI et BDS qui sont des outils essentiels pour une planification rigoureuse du développement municipal et de la cohésion sociale. Cependant, à Abobo, la mise en place et le suivi des CCG pour les projets d'infrastructure devant promouvoir de la cohésion sociale n'ont pas encore été institutionnalisés. Selon l'équipe du projet, un projet arrêté municipal en la matière a été rédigé et attend d'être formalisé par signature.</li> </ul>	
Indicateur 2	Le nombre et les types d'activités/d'événements faits en collaboration avec les résidents augmentent sur les sites de projets pilotes.

**【Réalisé】**

- ✓ Plusieurs activités/événements initiés par les CCG ont été identifiés par les documents existants du et les entretiens en ligne avec les membres des CCG et les agents communaux au moment de l'évaluation finale comme suit. Il a été constaté que plusieurs activités ont été menées dans tous les CCG cibles. Bien que certaines d'entre elles soient des activités insignifiantes, l'équipe a noté que ces différents types d'activités sont importants pour établir une base solide de cohésion sociale. Par conséquent, l'indicateur est jugé comme atteint.
  - Différentes communautés religieuses se sont invitées les unes les autres à des événements religieux tels que des mariages et des funérailles. (Tous les CCG)
  - Lors des mariages, d'autres groupes religieux ont versé des fonds de soutien. (Tous les CCG)
  - Résolution des conflits entre la population locale et les enseignants de l'école primaire (Gesco Manutention, Commune de Yopougon)
  - Aide à l'inscription des résidents pour l'obtention de la carte d'assurance maladie universelle (Sagbe, commune d'Abobo)
  - Résolution des conflits entre les éleveurs de bétail et les résidents à l'occupation d'espaces (Sagbe, Commune d'Abobo)
  - Soutien à la fourniture d'eau à d'autres zones (Sagbe, commune d'Abobo)
  - Sensibilisation des résidents sur la COVID-19 (La Gare, Commune de Yopougon)
  - Formation des leaders locaux à la consolidation de la paix (SOGEFIHA, Commune d'Abobo)
  - Campagne de sensibilisation sur la COVID-19 avec la Croix-Rouge de Côte d'Ivoire (Gbedjanto, Commune de Yopougon)
  - Activités de sensibilisation sur les élections pacifiques (Gbedjanto, commune de Yopougon)
  - Résolutions du Nouvel An de différentes communautés (Akeikoi, Commune d'Abobo)
  - Prières d'ouverture et de clôture prononcées par des personnes de différentes religions (Maroc, Commune de Yopougon)

Indicateur  
3

Au moins un CCG est mis en place par les mairies d'Abobo et de Yopougon en dehors des projets pilotes (Type 1, Lot 1 et Lot 2 ; et Type 2) pendant la durée du projet.

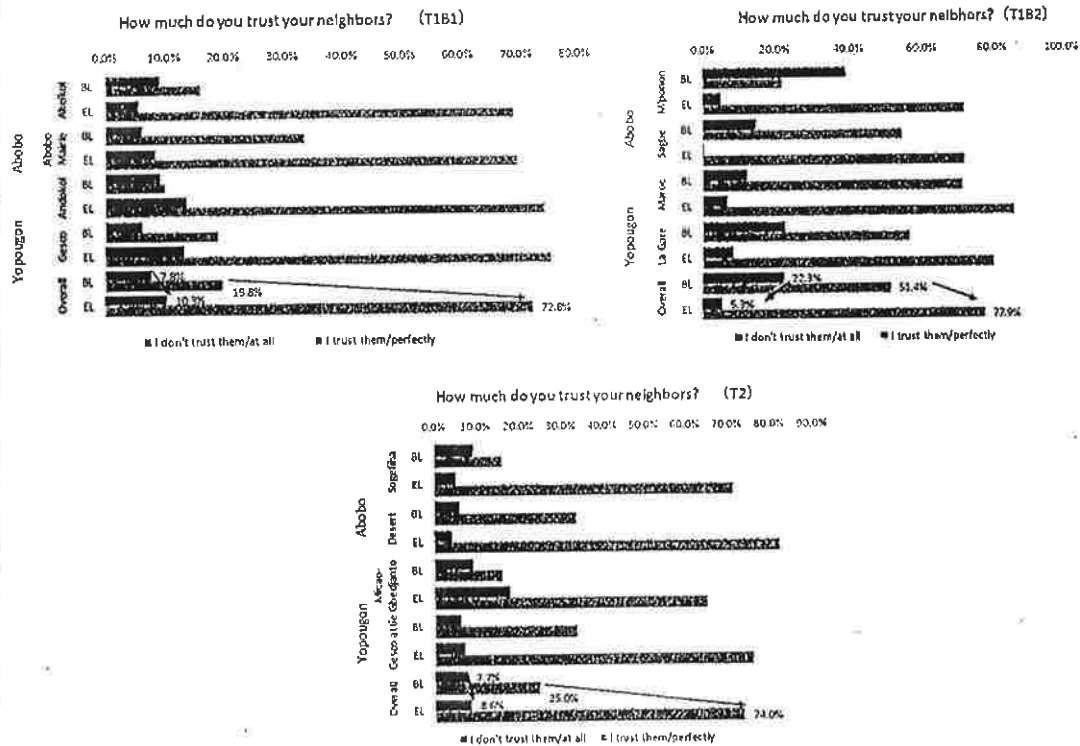
**【Pas encore réalisé】**

- ✓ Au moment de l'évaluation finale, les deux communes n'avaient pas encore créé de CCG en dehors des projets pilotes. Ce retard est dû à l'impact de la COVID-19. La plupart des agents des communes étaient occupés à gérer la COVID-19 et les préparatifs liés à l'élection présidentielle, et un budget a également été alloué aux mesures contre la COVID-19. Par conséquent, les activités visant à atteindre cet indicateur n'ont pas pu être mises en œuvre comme prévu.
- ✓ Dans la commune de Yopougon, deux projets d'infrastructure relevant du budget 2020 ont été identifiés en 2020 à partir du programme triennal. Selon les informations de l'Equipe d'Experts Japonais, les travaux de construction sont réalisés avant la mise en place du CCG. Le bureau de la commune de Yopougon a commencé à contacter les résidents des zones cibles pour la mise en place des CCG.
  - ✓ Dans la commune d'Abobo, le programme triennal a subi quelques modifications et les zones cibles ont été changées à plusieurs reprises. Un site cible a récemment été décidé et les résidents ont été contactés pour la mise en place de CCG dans le cadre du budget 2020. (Dénommés type 1 lot3)
  - ✓ L'équipe a noté que les Experts Japonais devraient suivre attentivement les progrès et fournir des conseils concernant la création et le renforcement des capacités des CCG, ainsi que la mise en œuvre de projets d'infrastructure en collaboration avec les CCG de Type 1 Lot 3 (au titre du budget 2020 ainsi que le lot 4 au titre du budget 2021). La mise en œuvre du Type 1 Lot 3 est considérée comme importante pour figurer dans l'arrêté. Par conséquent, le suivi et les conseils de l'Equipe des Experts Japonais seraient nécessaires pour assurer la durabilité de l'utilisation des méthodologies COSAY dans les communes cibles.

Indicateur 4	Le nombre de résidents qui estiment que les relations avec les autres résidents sont cohésives sur les sites de projets pilotes augmente après les projets pilotes.
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**【Réalisé】**

Pour vérifier l'indicateur, voici une comparaison des réponses à la question "Quelle est votre niveau de confiance envers vos voisins ? (Q1\_7) effectuée à partir des résultats des enquêtes de base et enquêtes finale par rapport aux personnes ayant répondu "Je leur fais confiance/entièrement" et "Je ne leur fais pas confiance/du tout".



Source : Formulé par l'équipe d'évaluation à partir des données des rapports d'enquête finale dans chaque type de projet, Q1\_7  
 Enquête de base : T1L1 : sep 2018, T1L2 : sep 2019, T2 : mars 2019  
 Enquête finale : T1L1 : Dec 2019, T1L2 : Jun 2020, T2 : juin 2020

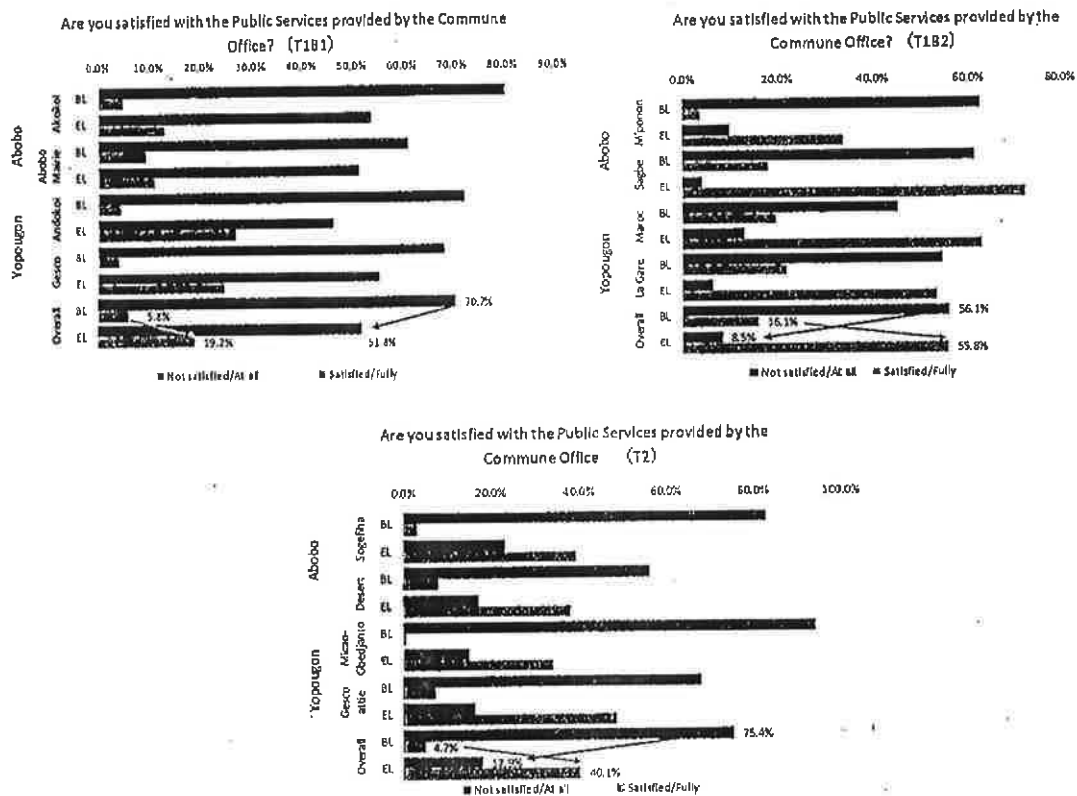
- ✓ Au T1L1, le nombre de personnes ayant répondu "confiance" ou "entière confiance" a augmenté de manière significative, passant de 19,8 % dans l'enquête de base à 72,8 % dans l'enquête finale
- ✓ Au T1L2, le pourcentage de personnes interrogées ayant répondu qu'elles faisaient confiance aux quatre communautés cibles a augmenté, et le pourcentage de celles qui ont répondu qu'elles ne faisaient pas confiance a diminué. Dans l'ensemble, le pourcentage de ceux qui ont dit avoir confiance a augmenté de 51,4 % à 77,9 %, et celui de ceux qui ont dit ne pas avoir confiance a diminué de 22,3 % à 5,3 %.
- ✓ Au T2, le pourcentage de personnes ayant répondu par "confiance" et "entière confiance" a augmenté dans les quatre communautés. Dans l'ensemble, il y a eu une augmentation significative de 25 % à 74 %.
- ✓ Tant pour le T1L1 que pour le T2, le pourcentage de l'ensemble des répondants ayant répondu "Je n'ai pas confiance" ou "Je n'ai pas confiance du tout" a légèrement augmenté, passant respectivement de 7,8% à 10,3% et de 7,7% à 8,6%. Cette hausse est considérée comme marginale. Par conséquent, l'indicateur est jugé atteint.

Indicateur 5	Le nombre <sup>s</sup> de résidents satisfaits des services publics fournis par la mairie sur les sites de projets pilotes augmente après les projets pilotes.
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*Handwritten signatures and initials.*

**[Réalisé]**

Pour vérifier l'indicateur, voici une comparaison des réponses à la question "Etes-vous satisfait des services publics fournis par la commune ? (Q2\_7) faite à partir des résultats des enquêtes de base et finale concernant ceux qui ont répondu "Je suis satisfait/entièrement" et "Je ne suis pas satisfait/du tout"



Source: Formulé par l'équipe d'évaluation à partir des données des rapports d'enquête finale dans chaque type de projet, Q2\_7  
 Enquête de base: T1L1: Sep 2018, T1L2: Sep 2019, T2: Mars 2019  
 Enquête finale : T1L1 : Dec 2019, T1L2 : Jun 2020, T2: Juin 2020

- ✓ Au T1L1, le nombre de personnes ayant répondu qu'elles étaient satisfaites est passé de 5,8 % à 19,2 % globalement, et le nombre de personnes ayant répondu qu'elles n'étaient pas satisfaites est passé de 70,7 % à 51,8 %. Le taux de satisfaction augmente dans les quatre communautés.
- ✓ Au T1L2, le pourcentage de personnes interrogées ayant répondu qu'elles étaient satisfaites des quatre communautés a augmenté, et le pourcentage de celles ayant répondu qu'elles n'étaient pas satisfaites a diminué. Dans l'ensemble, le nombre de personnes satisfaites a augmenté de manière significative, passant de 16,1 % à 55,8 %. Le nombre de personnes ayant répondu qu'elles n'étaient pas satisfaites a également diminué de manière significative, passant de 56,1 % à 8,5 %.
- ✓ Au T2, comme au T1L2, le pourcentage de personnes satisfaites a augmenté, et le pourcentage de personnes insatisfaites a diminué dans les quatre communautés. Dans l'ensemble, le pourcentage de personnes satisfaites a augmenté de manière significative, passant de 4,7 % à 40,1 %, et le pourcentage de personnes insatisfaites a diminué de manière significative, passant de 75,4 % à 17,9 %.
- ✓ Dans toutes les communautés cibles, il a été observé que le taux de satisfaction avait augmenté de manière significative avant et après le COSAY 2.
- ✓ Dans l'ensemble, l'indicateur est jugé atteint.

\* Selon les enquêtes de base, environ 9 % des personnes interrogées sont satisfaites des services publics fournis par les bureaux communaux (pour le projet pilote de type 1, lot 1<sup>20</sup> juin 2018, de type 2 : décembre 2018, de type 1, lot 2 : mai 2019).

*Handwritten initials/signature*

L'objectif du projet est supposé être atteint à la fin de la période du projet compte tenu du niveau de réalisation. Au moment de l'évaluation finale, les indicateurs 1 et 3 n'ont pas encore été atteints. L'arrêté municipal sur la mise en place et le suivi des activités des CCG (indicateur 1) n'ayant pas été institutionnalisée dans la commune d'Abobo, bien que l'ébauche ait été formulée. L'équipe a noté qu'il devrait être finalisé d'ici la fin du projet, car cela deviendrait un document important pour assurer la durabilité de l'utilisation de la méthode COSAY. La mise en place des CCG en dehors des projets pilotes en tant que Type1 lot 3 (indicateur 3) n'a pas été réalisée en raison de l'élection présidentielle et de la COVID-19. Comme cette activité est également considérée comme importante pour assurer la consolidation de la méthode COSAY dans les communes cibles, l'équipe a noté que les Experts de la JICA devraient veiller à suivre attentivement les progrès et à fournir des conseils avisés à chaque étape de la méthode COSAY pendant le reste de la période du projet. Sur la base des résultats des enquêtes de base et finale sur la relation entre les résidents, il a été constaté que le taux de confiance avec les voisins a augmenté dans toutes les communautés cibles (indicateur 4). De plus, le taux de satisfaction sur les services publics a augmenté de manière significative par rapport à avant le projet (indicateur 5).

Comme indiqué ci-dessus, les Résultats 1 et 2 devraient être atteints d'ici la fin de la période du projet, bien qu'il reste quelques activités à réaliser, notamment l'officialisation des TDR et des FP dans les communes (indicateurs 1-3 et 2-2), et la compilation des leçons apprises dans le Manuel (indicateur 2-3). L'équipe a noté que des efforts supplémentaires devraient être faits par l'Equipe des Experts de la JICA pour mettre en œuvre une supervision et un soutien nécessaires pour la mise en place de la méthode COSAY dans les communes cibles, par le développement et le renforcement des CCG. En outre, il convient de noter que les travaux complémentaires de suivi des projets pilotes du COSAY 1 nécessiteront une année supplémentaire pour obtenir la période de garantie comme indiqué au Résultat 2. L'équipe a suggéré que le projet fasse des efforts pour achever ces activités avant la fin de la période du projet.

### **3-4 Réalisation de l'Objectif Global**

**La cohésion sociale et l'harmonie sont promues dans les communes cibles.**

La réalisation de l'objectif global est mentionnée dans la section 4.4 Impact des cinq critères d'évaluation.

### **3-5 Questions relatives au processus de mise en œuvre**

#### **(1) Mise en œuvre et suivi des projets**

L'avancement des activités a été régulièrement suivi et les informations ont été partagées lors 1) de réunions ad hoc, 2) des rapports d'avancement préparés par l'Equipe des Experts JICA chaque six mois, 3) du Comité Conjoint de Coordination (CCC) avec les parties prenantes concernées. Après que l'Equipe des Experts JICA ait mené des activités depuis le Japon en raison de la prévalence de la COVID-19, des réunions bihebdomadaires (hebdomadaire avant les campagnes électorales, puis bihebdomadaires) ont été organisées avec le personnel national, ainsi qu'avec les homologues. Le CCC s'est réuni une fois par an. Jusqu'à présent, trois réunions du CCC ont eu lieu aux dates suivantes : En novembre 2017, novembre 2018

et novembre 2019.

Le CLP a été révisée deux fois, passant du CLP 0 au CLP2. Le CLP 0 a été élaboré par l'étude détaillée de l'enquête. Au stade initial du projet, la CLP 1 a été élaborée et approuvée par le 1<sup>er</sup> CCC en novembre 2017. Le CLP1 a été modifiée en tant que CLP 2 en changeant le nom de l'homologue (de MIS à MATED) et en examinant les indicateurs et les moyens de vérification en novembre 2019. Cette modification était nécessaire en raison de la clarification des indicateurs basés sur la situation réelle, ainsi que de la pertinence des questions d'évaluation. L'équipe a confirmé que la modification était réaliste, et la procédure appropriée a été suivie pour modification.

(2) Facteurs contribuant à la mise en œuvre du projet

Un engagement fort de la part du personnel homologue et de la partie japonaise a permis une mise en œuvre sans heurts du projet. L'enthousiasme et la volonté de mener et de poursuivre les activités du projet de la part du personnel homologue, en particulier au niveau des communes, ont été observés. L'appropriation du projet a été alimenté par les activités du projet. L'approche sincère et pratique de transfert technique de l'Equipe des Experts Japonais a facilité l'amélioration des connaissances et des compétences du personnel homologue.

Le fort soutien et la coopération du MIS ont facilité les activités du projet telles que les arrêtés municipaux.

(3) Facteurs entravant la mise en œuvre du projet

Le projet a dû être mené à distance depuis le retour de l'Equipe des Experts au Japon en raison de la prévalence de la COVID-19 depuis environ un an, de la fin mars 2020 à la mi-février 2021. Entre-temps, l'élection présidentielle a eu lieu en octobre 2020. Les activités du projet ont été retardées et certaines ont été temporairement interrompues. Les réunions des conseils municipaux, qui devaient statuer sur l'arrêté municipal relatif à l'institutionnalisation de la démarche COSAY et à la description des fiches de poste, n'ont pu avoir lieu. Ceci à cause des mesures restrictives prises par le gouvernement Ivoirien, qui a interdit les rassemblements de plus de 50 personnes. L'enquête finale a également pris plus de temps avec les mesures de prévention de la COVID-19. Certaines des activités prévues par les communes, y compris la conception de projets pilotes, n'ont pas pu être mises en œuvre en raison du manque de budget causé par la COVID-19. L'élection présidentielle a également ralenti les activités du projet en raison de problèmes de sécurité.

Le projet s'est efforcé de surmonter la situation en mettant en œuvre à distance, tout en utilisant des membres du personnel national du projet et en communiquant étroitement avec les parties prenantes concernées.

#### 4. Résultats de l'évaluation selon cinq critères

##### 4-1 Pertinence

L'équipe a confirmé à nouveau que la pertinence est *élevée*.

###### (1) Pertinence par rapport à la politique de la Côte d'Ivoire

*Le Plan national de développement* (PND : 2016-2020) répond à la nécessité de créer un climat de confiance parmi la population et de renforcer la cohésion sociale dans la paix, dans le cadre de la première stratégie qui est "améliorer la qualité des institutions nationales et de la gouvernance". En outre, la *Politique nationale de solidarité et de cohésion sociale* (PNSCS : 2016-2020) stipule que la population est censée vivre dans une société harmonieuse et intégrée où l'égalité des chances et des droits est assurée dans tous les domaines de la vie quotidienne (logement, santé, culture, éducation, formation, emploi, système judiciaire, etc.)

Compte tenu de ce qui précède, les objectifs du COSAY 2, qui vise à renforcer la cohésion sociale des communes cibles, s'inscrivent bien dans la politique de la Côte d'Ivoire.

###### (2) Pertinence par rapport aux besoins des bénéficiaires

Dans les communes cibles, Abobo et de Yopougon ont été sévèrement touchées par la crise lors de l'élection présidentielle de 2010. Bien que sept années se soient écoulés après la fin de la crise, l'enquête de base menée en février 2017 a permis d'identifier des obstacles importants à la cohésion sociale en termes 1) de tension et de méfiance entre les résidents et 2) de manque de confiance entre les résidents et les communes. Il était donc urgent et important de renforcer la cohésion sociale entre les résidents, ainsi qu'entre les résidents et les communes.

###### (3) Appropriation de l'approche du Projet

L'équipe a reconnu que le projet a adopté l'approche appropriée pour répondre au besoin de cohésion sociale dans les communes cibles. En plus, les sites des projets pilotes ont été sélectionnés sur la base de critères clairs. Les projets pilotes de Type 1 ont été sélectionnés en fonction de 1) la pertinence de l'application de la méthodologie COSAY, ii) le niveau de tension sociale, iii) les interventions passées, tandis que les projets de Type 2 ont été sélectionnés en fonction du niveau de tension sociale. La sélection basée sur des critères clairs est jugée pertinente pour répondre aux besoins de cohésion sociale des communes d'Abobo et de Yopougon.

###### (4) Pertinence par rapport à la politique d'assistance du Japon

Le projet s'inscrit dans le cadre de la politique et des stratégies japonaises. La politique générale d'assistance à la Côte d'Ivoire est de promouvoir la stabilité et le développement économique et social en tant que leader régional. Le "maintien d'une société sûre et stable" est identifié comme l'un des trois domaines prioritaires et la "construction d'une société stable" est une stratégie principale pour atteindre cet objectif.

Le projet vise à promouvoir la cohésion sociale et l'harmonie dans les communes cibles en utilisant des méthodes de fourniture de services publics qui tiennent compte de la cohésion sociale. Ainsi, l'objectif du projet est bien en rapport avec la politique et la stratégie d'assistance du Japon.



#### 4-2 Efficacité

L'efficacité du projet est évaluée comme *élevée*.

##### (1) Réalisation de l'objectif du projet

Comme indiqué au point 3-3, il est fortement attendu que l'objectif du projet soit atteint à la fin de la période du projet. L'équipe a confirmé, à partir des résultats d'entretiens avec les membres des CCG et les agents communaux, ainsi que des informations et données recueillies pendant la période d'enquête, que le projet a favorisé la cohésion sociale des communautés cibles, par la mise en œuvre de la méthode COSAY.

L'efficacité du projet a été confirmée dans la réalisation suivante :

##### (a) Affinement du programme triennal et sélection des projets d'infrastructure sur la cohésion sociale

Bien que le processus de préparation du programme triennal se fonde sur un arrêté ministériel du MIS et est le même qu'avant le projet, les bases de données probantes (BID et BDS) ont été utilisées pour affiner le programme. En particulier, lors de la sélection des projets d'infrastructure visant la cohésion sociale à partir du programme triennal, la base de données sociale qui reflète les opinions des résidents s'est avérée efficace. Avant le COSAY 2, il n'existait aucune approche pour prendre en compte la cohésion sociale dans la sélection des projets d'infrastructure

##### (b) Renforcer les relations entre les résidents par les CCG

L'équipe a confirmé que les relations entre les résidents d'origines diverses se sont considérablement améliorées. Le CCG, en tant qu'intermédiaire, a joué un rôle important à cet égard. Il a été jugé efficace d'élargir les membres des CCG ayant des expériences diverses. Le CCG se compose d'environ 20 à 25 représentants d'origines diverses telles que le genre, la religion, l'ethnie, la génération et les partis politiques. Grâce à ces représentants de divers horizons, l'information et la sensibilisation à la cohésion sociale ont été diffusées dans les communautés auxquelles ils appartiennent. En outre, les outils de relations publiques tels que les tableaux d'affichage, les SMS et la radio, mis en place dans le cadre du projet, ont été jugés utiles pour faire passer le message. Comme il y avait un sentiment de méfiance dans la communauté, l'obtention d'informations de sources de confiance a contribué à promouvoir la compréhension et à instaurer la confiance au sein des communautés. Du côté des communes, les CCG ont été jugés utiles comme point focal de la communauté, car ils ne savaient pas comment transmettre efficacement les messages aux populations.

##### (c) Renforcer les relations entre les communes et les résidents

En ce qui concerne les relations entre les communes et les résidents, il a également été confirmé qu'elles s'étaient améliorées grâce à l'approche du projet consistant à impliquer les résidents à chaque étape de la mise en œuvre du projet d'infrastructure, depuis la sélection du projet jusqu'à sa réalisation effective. Une série de réunions, de discussions et de consultations ont été organisées pour mettre en œuvre le projet d'infrastructure avec les agents communaux, dans un objectif commun, à travers diverses activités de sensibilisation sur la base d'informations obtenues auprès des communes. Ces activités ont aidé les résidents à comprendre le travail des communes. Cependant, en raison du manque de compréhension des résidents, l'équipe a constaté des possibilités d'améliorer des rapports entre

services de la commune et résidents, comme l'ont montré certains CCG.

L'équipe a jugé l'efficacité élevée. Cependant, les efforts des agents communaux à communiquer plus attentivement pour une meilleure compréhension des résidents augmenteront davantage le niveau d'efficacité.

(2) Relation de causalité entre les résultats et l'objectif du projet

Il a été noté que les deux résultats contribuaient à l'atteinte de l'objectif du projet comme suit. Les projets d'infrastructure sont sélectionnés à partir du plan triennal basé sur des données probantes (Résultat 1) et leur mise en œuvre, ainsi que d'autres activités sur la cohésion sociale sont effectuées par le bureau communal centré sur les CCG (Résultat 2). En conséquence, la méthodologie de fourniture de services publics dans le cadre de la cohésion sociale s'en trouve consolidée en tant que méthodologie COSAY, ce qui constitue l'objectif du projet. Il est à noter que la réalisation des résultats conduit à l'objectif du projet.

#### 4-3 Efficience

L'efficience est évaluée comme *modérée*.

(1) Retard dans les activités du projet en raison de la COVID-19 et de l'élection présidentielle.

Comme indiqué dans les "facteurs entravant la mise en œuvre du projet", les activités du projet ont été affectées par la COVID-19 et l'élection présidentielle d'octobre 2020. Les activités telles que 1-10, 2-13, 2-14, 2-15, 2-16, 2-17 ont été temporairement interrompues ou reportées. La COVID-19 et l'élection présidentielle ont affecté non seulement la partie japonaise, mais aussi la partie ivoirienne. Les homologues ont été occupés par ces mesures et le budget de la commune a également été alloué à cette fin. En fait, le budget 2020 des communes a été principalement consacré aux mesures contre la COVID-19 et les activités prévues en 2020 n'ont pas pu être mises en œuvre. Elles mettront en œuvre les activités prévues pour 2020 avec le budget de 2021. Ceci a également retardé les activités dans le cadre du COSAY 2. L'équipe a estimé que la COVID-19 et l'élection présidentielle ont retardé de 10 à 12 mois les activités du projet qui devaient être menées sur le terrain par la JET. En particulier, la formulation d'un nouveau CCG en dehors du projet pilote et les activités subséquentes des communes qui ont été retardées, sont les activités clés devant mener à la mise en place de la méthode COSAY dans les communes cibles. Elles nécessiteront une supervision attentive et intensive de la part de la JET sur le site lorsque les choses reprendront.

Bien qu'il s'agisse de facteurs externes, l'efficacité du projet a été impactée dans une certaine mesure, c'est pourquoi l'efficacité du projet est jugée modérée.

(2) Mise en œuvre des travaux complémentaires

Comme indiqué au Résultat 2, les travaux de réhabilitation complémentaires des deux projets pilotes du COSAY 1 ont été identifiés et ont nécessité la prolongation de la durée du projet d'un an, y compris le délai de garantie jusqu'en juillet 2022.

L'équipe a confirmé que l'inclusion de travaux complémentaires était appropriée, car elle renforce l'objectif du COSAY 2, comme indiqué ci-dessus. Par conséquent, l'équipe a noté que la prolongation de la durée du projet sur la base de ces travaux complémentaires n'affecte pas l'efficacité.

#### 4-4 Impact

L'impact du projet devrait être *élevé*. Aucun impact négatif du projet n'a été observé au moment de l'évaluation finale.

##### (1) Réalisation de l'objectif global

Il est trop tôt pour juger du niveau de réalisation de l'objectif global. Toutefois, certains signes positifs à forts impacts ont déjà été observés. L'arrêté municipal de la commune de Yopougon stipule clairement que la commune de Yopougon s'engage à identifier chaque année deux projets du programme triennal pour lesquels des CCG seront mis sur pied (indicateur 1). Comme l'indiquent les indicateurs 2 et 4 de l'objectif du projet et les résultats des entretiens avec les membres des CCG, il est clair qu'un certain niveau de cohésion sociale dans la communauté a été renforcé par rapport à la situation antérieure au projet. L'acteur clé de la cohésion sociale au niveau communautaire est le CCG. Tous les CCG des zones cibles se sont transformés en organisations officiellement reconnues comme associations ou ONG qui assureront la mise en œuvre continue d'activités sur la cohésion sociale. Toutefois, l'équipe a noté que le soutien technique, physique et financier des communes à ces associations ou ONG permettra de renforcer leurs activités. Compte tenu des informations ci-dessus, il y a de bonnes chances que la méthode COSAY continue d'être utilisée.

##### (2) Autres impacts

D'autres impacts ont également été observés à partir des résultats des entretiens en ligne avec les agents communaux et les membres des CCG.

###### 1) L'emploi des jeunes dans le projet pilote d'infrastructure

Le projet a été conçu afin d'y inclure les jeunes locaux en tant que travailleurs non qualifiés. Le constat est fait que les jeunes, non seulement gagnaient de l'argent, mais aussi acquéraient des compétences et élargissaient leurs possibilités d'emploi. En outre, leur participation au projet crée un sentiment d'appartenance à la communauté et entraîne une augmentation de l'estime de soi.

###### 2) L'état d'esprit des agents communaux

Les exemples suivants d'impact sur l'état d'esprit et le comportement des agents communaux ont été identifiés.

###### <Auto-évaluation>

- Les échanges d'informations entre communes des différents services ont été valorisés.
- L'importance de la participation communautaire à chaque étape du projet d'infrastructure a été comprise.
- Les formations reçues par le projet sur le leadership, les relations publiques, et le développement communautaire, etc. leur a donné confiance et leur a appris à avoir un discours multiculturel et multiethnique lors d'une allocution publique.
- La conscience de travailler pour les résidents a changé en faveur de la conscience de travailler avec les résidents.

###### <Évaluation par une tierce partie>

- Les communes sont plus conscientes que les décisions manquant d'objectivité pouvaient avoir un



impact significatif sur la confiance au sein des communes.

- Les communes sont plus soucieuses à garantir l'équité.

#### 4-5 Durabilité

La durabilité des effets du projet est *modérée*.

##### (1) Aspects politiques

"L'Amélioration de la qualité des institutions et de la gouvernance" est l'un des cinq piliers de l'actuel PND (2016-2020). Comme indiqué dans la rubrique "pertinence", le PND (2016-2020) et le PNSCS (2016-2020) sont toujours d'actualité au moment de l'évaluation finale, et mettent l'accent sur l'instauration de la confiance entre les personnes et le renforcement de la cohésion sociale.

À cet égard, les effets du projet, au vu des aspects politiques seront assurés.

##### (2) Aspects techniques

Les agents communaux qui ont participé au projet ont suffisamment de connaissances et de compétences grâce aux formations et expériences pratiques pour renforcer les capacités des membres du CCG, tenir des réunions communautaires, mettre à jour les BDI et BDS, ainsi qu'à leur formulation et suivi. Il est également possible de sous-traiter les mises à jour des BDI lorsque des technologies avancées sont nécessaires. Les effets du projet seront donc assurés au plan technique.

##### (3) Aspects institutionnels et financiers

L'arrêté municipal des communes d'Abobo et de Yopougon visant à utiliser la méthode COSAY pour renforcer la cohésion sociale soutiendra la mise en œuvre de la méthode COSAY au niveau institutionnel. Par conséquent, la promulgation rapide de l'arrêté de la commune d'Abobo sur la formulation des CCG est attendue.

Les effectifs des services concernés (développement social/humain, technique et communication) ne sont pas entièrement suffisants, mais considérés comme gérables si le niveau actuel des effectifs qui comprennent les méthodes COSAY est maintenu.

La COVID-19 a eu un impact négatif sur le budget des communes, notamment les ressources pour la mise en œuvre des projets d'infrastructure, ainsi que l'octroi d'un soutien financier (subvention) aux organisations dérivées des CCG (associations) se sont avérées limitées. Les activités prévues en 2020 vont être menées avec le budget de 2021 et au moment de l'évaluation finale, il n'y avait pas d'annonce sur le plafond du budget 2021. Toutefois, l'équipe a noté la ferme engagement des deux communes cibles, ainsi que celle du MIS à poursuivre les activités du projet.

Par conséquent, la viabilité institutionnelle et financière ne suscite qu'une préoccupation mineure.

## 5. Conclusion

Le projet est conforme au PND (2016-2020), aux besoins du pays bénéficiaire et à la politique japonaise d'assistance à la Côte d'Ivoire, ainsi qu'à la politique de consolidation de la paix, ce qui en fait un projet très pertinent. L'objectif du projet devrait être atteint d'ici la fin de la période du projet, et il a été confirmé que la méthode COSAY sont efficaces pour promouvoir la cohésion sociale et seront consolidées

dans les communes cibles. L'efficacité est donc élevée. L'efficience est modérée en raison du retard et du report des activités causés par les facteurs externes, COVID-19 et élection présidentielle. L'équipe a observé quelques signes positifs pour l'atteinte de l'objectif global et d'autres impacts positifs ont été générés par le projet. Ainsi, l'impact est considéré comme élevé. La durabilité est considérée comme modérée. Si les autres indicateurs restants sont atteints, la durabilité sera assurée dans une large mesure.

## **6. Recommandations et leçons apprises**

### **6-1 Recommandations**

Les recommandations suivantes sont faites aux organisations concernées pour la période restante et après l'achèvement du projet.

#### **(A) Recommandations dans le délai restant**

##### **< Commune d'Abobo >**

#### **(1) Finalisation de l'arrêté municipal sur la formulation des CCG**

Il est important que l'utilisation de la méthode COSAY soit institutionnalisée. Dans la commune d'Abobo, l'arrêté municipal sur l'utilisation de bases de données probantes conçues par le projet a été pris, mais pas l'instauration des CCG. Par conséquent, la prise rapide de l'arrêté de la commune d'Abobo sur l'instauration des CCG est attendue.

##### **< Communes d'Abobo et de Yopougon >**

#### **(2) Les TDR et FP relatives à la méthode COSAY doivent être officialisés par les communes cibles**

Les TDR et FP validés sur la mise en place et le suivi des CCG, ainsi que le l'élaboration des programmes triennaux et autres projets de chaque service de la commune doivent être officialisés.

##### **< Commune de Yopougon >**

#### **(3) Suivi des CCG ayant connu des difficultés**

Comme indiqué dans l'indicateur 2-5 du Résultat 2, certaines communautés cibles ont eu des problèmes concernant la sélection du projet pilote et la question des résidents illégaux sur le site du projet pilote. L'équipe recommande à la commune de Yopougon de suivre ces CCG et la communauté pour aboutir à une compréhension commune des problèmes afin de renforcer la cohésion sociale.

##### **< COSAY 2 >**

#### **(4) Achever les activités restantes**

Le projet doit achever les activités restantes avant la fin de la durée du projet. Les principales activités sont les suivantes :

- L'élaboration d'un Manuel sur la méthode COSAY ;
- Le suivi et l'aide à l'instauration des CCG en dehors du projet pilote. À cet égard, l'Equipe des Experts de la JICA devrait faire tout son possible pour assurer la consolidation des méthodologies COSAY dans les communes cibles. Le suivi attentif sera étendu non seulement à la formulation des CCG, mais aussi pour le renforcement de leurs capacités et la mise en œuvre du développement des

infrastructures ;

- L'achèvement des travaux complémentaires pour la réhabilitation des routes issues du COSAY 1. En raison des restrictions dues à la COVID-19, les activités prévues n'ont pas été mises en œuvre. L'équipe a reconnu qu'une année supplémentaire, y compris la période de garantie, sera nécessaire ;
- L'organisation du séminaire sur la réalisation et l'introduction de la méthode COSAY invitant d'autres communes ;

Il est également recommandé de dresser un calendrier détaillé au niveau de chaque commune pour mettre en œuvre ces activités et le soumettre au coordinateur du projet.

<MIS>

**(5) Envisager l'utilisation de Manuel sur la méthode COSAY**

La méthode COSAY s'est avérée utile pour la cohésion sociale. Il est recommandé que le MIS envisage l'utilisation d'un Manuel sur la méthode COSAY.

(B) Recommandations après la période du projet

< Communes d'Abobo et de Yopougon >

**(6) Mise à jour des BDI et BDS**

Il est également recommandé que la BDI soit mise à jour lorsque de nouvelles informations sont collectées chaque année. En ce qui concerne la BDS, le tableau récapitulatif de la FIQ devrait être mis à jour chaque année ou lorsqu'il y a un changement au niveau de tension sociale.

**(7) Système de collaboration multi-institutionnelle**

La mise en œuvre la méthode COSAY nécessite une collaboration inter services. Il est nécessaire de mettre en place un système permettant de partager étroitement les informations et de coopérer les uns avec les autres au sein de la commune afin de continuer à promouvoir efficacement la cohésion sociale.

**(8) Soutien aux CCG et associations**

La poursuite de la formation des membres des CCG est recommandée, car la formation pendant le projet a permis aux CCG de devenir des vecteurs de cohésion sociale. La formation sur le partenariat public-privé (leadership, civisme, consolidation de la paix, communication), doit être poursuivie, car identifiée comme très utile par les membres actuels des CCG.

D'autres appuis doivent être fournis aux CCG et associations par les communes, y compris la mise en œuvre d'activités non infrastructurelle et des soutiens, la mise à disposition de subventions, des biens, etc. afin que les CCG et associations puissent continuer à être la plate-forme de promotion de la cohésion sociale.

**6-2 Leçons apprises**

**Les rapports avec les communes ne s'améliorent que quand les résidents comprennent ce que font les communes.**

Il est important que les résidents comprennent le rôle des communes afin de créer la confiance entre eux et les communes. Avant le projet, la plupart des résidents n'avaient aucun rapport avec la commune, sauf lorsqu'ils avaient besoin de documents administratifs ou payer des taxes.

**L'obtention d'informations auprès de personnes de confiance et de diverses sources d'information a contribué à promouvoir la compréhension et à instaurer la confiance au sein des communautés.**

Il a été jugé efficace d'élargir les membres des CCG ayant des expériences diverses pour promouvoir la cohésion sociale. Des représentants de divers horizons ont diffusé des informations sur la cohésion sociale aux communautés auxquelles ils appartiennent. En ce qui concerne les activités non liées à l'infrastructure, un comité de travail comprenant des personnes autres que les membres des CCG, a aidé de renforcer la cohésion sociale. Les changements de comportement des membres des CCG eux-mêmes, tels que les invitations de différents groupes religieux à leurs activités privées ont également entraîné des changements majeurs dans la cohésion sociale.

En outre, les outils de relations publiques tels que les tableaux d'affichage, le SMS et la radio, mis en place dans le cadre du projet, se sont révélés utiles pour faire passer le message. Lorsqu'il y avait un sentiment de méfiance au sein de la communauté, l'obtention d'informations de la part de pairs de confiance et de diverses sources a permis de promouvoir la compréhension et d'établir la confiance entre les communautés.

**Pour promouvoir la cohésion sociale, la compréhension des résidents est une condition préalable.**

Même si le processus mis en œuvre par les communes est approprié, il peut tout de même avoir un effet négatif sur la promotion de la cohésion sociale, si les résidents ne le comprennent pas. En particulier dans les zones difficiles où il existe un niveau élevé de tension, il est nécessaire de faire des efforts pour obtenir la compréhension des résidents, à travers une communication plus attentive et plus adéquate de la part des agents communaux.

FIN

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## Programme D'Evaluation Finale

Date		Activités Principales de la Mission d'Evaluation de la JICA
2020/7/20	M	Interview en ligne avec l'Equipe des Experts Japonais
2020/7/21	T	Réunion de Mission en ligne
2020/7/22	W	Préparation
2020/7/23	T	
2020/7/24	F	
2020/7/25	S	
2020/7/26	S	
2020/7/27	M	Préparation
2020/7/28	T	Préparation
2020/7/29	W	Interview en ligne avec le DGDDL/MATED
2020/7/30	T	Interview en ligne avec la Commune d'ABOBO au MATED
2020/7/31	F	(Jour Férié en Côte D'Ivoire)
2020/8/1	M	
2020/8/2	T	
2020/8/3	W	Documentation
2020/8/4	T	Documentation
2020/8/5	F	Interview en ligne avec le DGDDL (Complément) au MATED
2020/8/6	M	Interview en ligne avec la Commune de Yopougon au MATED
2020/8/7	T	Documentation
2021/1/5	T	Rencontre de Mission pour 2è Enquête
2021/1/6	W	Préparation
2021/1/7	T	Préparation
2021/1/8	F	Réunion en ligne avec l'Equipe d'Experts Japonais / Réunion en ligne avec l'Homologue du Projet
2021/1/9	S	
2021/1/10	S	
2021/1/11	M	
2021/1/12	T	Préparation
2021/1/13	W	Préparation
2021/1/14	T	Préparation
2021/1/15	F	Préparation
2021/1/16	S	
2021/1/17	S	
2021/1/18	M	Entretien Groupe de Discussion en ligne (CCGPE Akeikoi, Abobo) à l'EPP Akeikoi
2021/1/19	T	Entretien Groupe de Discussion en ligne (CCGPE Sagbé, Abobo) à l'Eglise Catholique
2021/1/20	W	Entretien Groupe de Discussion en ligne (CCGPE Sogefiha, Abobo) au Collège Moderne
2021/1/21	T	Entretien Groupe de Discussion en ligne (CCGPE Gesco Manutention, Yopougon) à l'Ecole Primaire
2021/1/22	F	Entretien Groupe de Discussion en ligne (CCGPE Maroc, Yopougon) au domicile d'un Membre
2021/1/23	S	
2021/1/24	S	
2021/1/25	M	Entretien Groupe de Discussion en ligne (CCGPE Gbedjanto, Yopougon) dans un espace loué
2021/1/26	T	Documentation
2021/1/27	W	Documentation
2021/1/28	T	Entretien avec la Commune Abobo dans les locaux de la Commune d'Abobo
2021/1/29	F	Entretien avec la Commune de Yopougon dans les locaux de la Commune de Yopougon
2021/1/30	S	
2021/1/31	S	
2021/2/1	M	Entretien avec le MIS dans les locaux du MIS
2021/2/2	T	Documentation
2021/2/3	W	Documentation
2021/2/4	T	Entretien avec la Commune de Yopougon dans les locaux de la Commune de Yopougon
2021/2/5	F	Réunion de Mission
2021/2/6	S	
2021/2/7	S	
2021/2/8	M	Réunion de Mission
2021/2/9	T	Réunion en ligne avec l'Equipe d'Experts Japonais
2021/2/10	W	Documentation
2021/2/11	T	
2021/2/12	F	Documentation
2021/2/13	S	
2021/2/14	S	
2021/2/15	M	Restitution au MIS, Communes d'Abobo et de Yopougon au MIS
2021/2/16	T	Documentation
2021/2/17	W	Documentation
2021/2/18	T	Préparation du CCC/Documentation
2021/2/19	F	Préparation du CCC/Documentation
2021/2/20	S	
2021/2/21	S	
2021/2/22	M	Préparation du CCC/Réunion en ligne avec le DG (M. Dago), MIS
2021/2/23	T	
2021/2/24	W	Réunion CCC en ligne



Il est à noter que le projet de loi de finances pour 2017 a introduit des dispositions relatives à la mise en œuvre de la loi de programmation relative à la détermination des orientations stratégiques de l'État pour la période 2017-2022.

Titre du projet	Intitulé de l'activité	Description de l'activité	Méthodologie de travail	Méthodologie de travail	Méthodologie de travail
<p><b>La Cohésion Sociale et Thématisable sont promues dans les communes cibles.</b></p>	<p><b>La Cohésion Sociale et Thématisable sont promues dans les communes cibles.</b></p>	<p>Le projet de loi de finances pour 2017 a introduit des dispositions relatives à la mise en œuvre de la loi de programmation relative à la détermination des orientations stratégiques de l'État pour la période 2017-2022.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>
<p><b>Le projet de loi de finances pour 2017 a introduit des dispositions relatives à la mise en œuvre de la loi de programmation relative à la détermination des orientations stratégiques de l'État pour la période 2017-2022.</b></p>	<p><b>Le projet de loi de finances pour 2017 a introduit des dispositions relatives à la mise en œuvre de la loi de programmation relative à la détermination des orientations stratégiques de l'État pour la période 2017-2022.</b></p>	<p>Le projet de loi de finances pour 2017 a introduit des dispositions relatives à la mise en œuvre de la loi de programmation relative à la détermination des orientations stratégiques de l'État pour la période 2017-2022.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>	<p>1. Définition des objectifs et des indicateurs de suivi et d'évaluation. 2. Définition des bénéficiaires et des bénéficiaires potentiels. 3. Définition des modalités de mise en œuvre et des modalités de suivi et d'évaluation. 4. Définition des modalités de suivi et d'évaluation.</p>



Évaluation finale : "Projet de renforcement communautaire pour la cohésion sociale dans le Grand Abidjan - Phase II (COSAY2)  
Grille d'évaluation : Réalisation du projet

Objets	Questions	Données nécessaires	Sources et méthodes	Moyens		
Contributions	1. La contribution de la partie non étatique (MATEO, Conseil communal) a-t-elle été prise en compte ?	Données des apports (Designation des homologues, bureau, allocation budgétaire (projets pilotes de Type 1, etc))	Données des apports, Rapport de projet, POUFCO, Experts, Homologues	Revue des documents, Questionnaire, Entretiens		
	2. La contribution de la partie étatique a-t-elle été prise en compte ?	Données des apports (Expans MFA, données des finances, catégoriel, périmètre, équipement, etc)	Données des apports, Rapport de projet, POUFCO, Experts, Homologues	Revue des documents, Questionnaire, Entretiens		
Réalisation des "Résultats"	1. Dans quelle mesure le Résultat 1 "Les plans triennaux et autres projets dans les communes d'Abobo et de Yopougon sont élaborés à travers la planification fondée sur des données factuelles et tenant compte de la cohésion sociale." a-t-il été réalisé ?	Indicateurs POA 1. La base de données des infrastructures (BDI) et la base de données sociales (BDS) ont été élaborées dans chaque commune cible. 2. Les deux bases de données (BDI et BDS) sont actualisées chaque année pour l'élaboration du plan triennal dans les communes d'Abobo et de Yopougon. 3. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés d'élaborer les plans triennaux et autres projets sont préparés.	Données qui mesurent la base de données des infrastructures (BDI) et la base de données sociales (BDS) ont été élaborées. Processus de formulation de la BDI et de la BDS (participation des homologues). Le processus d'élaboration du plan triennal actualisé dans les communes d'Abobo et de Yopougon. Différences par rapport à la période d'avant le projet lors de la formulation d'un plan triennal. Si les cahiers de charges / descriptions de poste des agents communaux concernés ont été finalisés et approuvés. Points supplémentaires des cahiers de charges / descriptions de poste en ce qui concerne le financement d'un plan triennal (différence de celui d'avant le projet). Difficultés de mise en œuvre des cahiers de charges et descriptions de poste dans la réalité.	Rapport de projet, Directeur du MATEO pour l'élaboration des plans triennaux des communes. Rapport de projet, Commune (SO, Technique, Social, Communication), Experts. Rapport de projet, Commune (SO, Technique, Social, Communication), Experts. Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Revue des documents, Entretiens	
	2. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	Processus, problèmes et contre-mesures de la formulation des GDC et des associations. Critères de sélection des membres des GDC. Point de vue et opinion des homologues sur les avantages et les inconvénients des GDC. Intention de faire du GDC une représentation plus large de la communauté par rapport au GDC de la phase I. Toute implication et tout effet du GDC provenant d'une représentation communautaire plus large.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	3. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés d'élaborer les plans triennaux et autres projets sont-ils préparés ?	2. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés de la mise en place et d'autres GDC et des associations que leur succèdent sont-ils élaborés ?	Si les cahiers de charges / descriptions de poste des agents communaux concernés ont été finalisés et approuvés. Points supplémentaires des cahiers de charges / descriptions de poste en ce qui concerne la mise en place et le suivi des GDC (points d'entrée de ceux d'avant le projet). Difficultés de mise en œuvre des cahiers de charges et descriptions de poste dans la réalité.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	4. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	3. Les dépenses et les engagements liés aux projets pilotes et des activités de suivi sont compilés sous forme de lignes budgétaires pour l'exécution des méthodologies COSAY par chaque commune cible.	Dans quelle mesure la ligne budgétaire dans chaque commune a-t-elle été élaborée ? Dans quelle mesure les agents communaux ont-ils été impliqués dans l'élaboration de la ligne budgétaire ?	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	5. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	4. Au total, 80% des GDC sont transformés en associations sous l'autorisation des communes cibles.	Nombre de GDC transformés en associations à l'échelle communale et perspectives concernant les autres GDC. Contenants liés à la transformation en associations.	Rapport de projet, Commune (Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	6. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	5. Le taux de satisfaction des résidents des zones cibles concernant le budget d'informations par le Conseil communal a augmenté après la fin des projets pilotes.	Résultats des données de enquête de base et de enquête de fin de projet. Tout indicateur permettant de valider la satisfaction des résidents.	Enquête de base, Enquête de fin de projet, Agence communale, Experts.	Questionnaires de revue des documents, Entretiens	
	Réalisation de l'objectif du projet	1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	Processus, problèmes et contre-mesures de la formulation des GDC et des associations. Critères de sélection des membres des GDC. Point de vue et opinion des homologues sur les avantages et les inconvénients des GDC. Intention de faire du GDC une représentation plus large de la communauté par rapport au GDC de la phase I. Toute implication et tout effet du GDC provenant d'une représentation communautaire plus large.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens
		2. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	2. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés de la mise en place et d'autres GDC et des associations que leur succèdent sont-ils élaborés ?	Si les cahiers de charges / descriptions de poste des agents communaux concernés ont été finalisés et approuvés. Points supplémentaires des cahiers de charges / descriptions de poste en ce qui concerne la mise en place et le suivi des GDC (points d'entrée de ceux d'avant le projet). Difficultés de mise en œuvre des cahiers de charges et descriptions de poste dans la réalité.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens
		3. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	3. Les dépenses et les engagements liés aux projets pilotes et des activités de suivi sont compilés sous forme de lignes budgétaires pour l'exécution des méthodologies COSAY par chaque commune cible.	Dans quelle mesure la ligne budgétaire dans chaque commune a-t-elle été élaborée ? Dans quelle mesure les agents communaux ont-ils été impliqués dans l'élaboration de la ligne budgétaire ?	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens
		4. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	4. Au total, 80% des GDC sont transformés en associations sous l'autorisation des communes cibles.	Nombre de GDC transformés en associations à l'échelle communale et perspectives concernant les autres GDC. Contenants liés à la transformation en associations.	Rapport de projet, Commune (Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens
5. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?		5. Le taux de satisfaction des résidents des zones cibles concernant le budget d'informations par le Conseil communal a augmenté après la fin des projets pilotes.	Résultats des données de enquête de base et de enquête de fin de projet. Tout indicateur permettant de valider la satisfaction des résidents.	Enquête de base, Enquête de fin de projet, Agence communale, Experts.	Questionnaires de revue des documents, Entretiens	
6. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?		1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	Processus, problèmes et contre-mesures de la formulation des GDC et des associations. Critères de sélection des membres des GDC. Point de vue et opinion des homologues sur les avantages et les inconvénients des GDC. Intention de faire du GDC une représentation plus large de la communauté par rapport au GDC de la phase I. Toute implication et tout effet du GDC provenant d'une représentation communautaire plus large.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
7. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?		2. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés de la mise en place et d'autres GDC et des associations que leur succèdent sont-ils élaborés ?	Si les cahiers de charges / descriptions de poste des agents communaux concernés ont été finalisés et approuvés. Points supplémentaires des cahiers de charges / descriptions de poste en ce qui concerne la mise en place et le suivi des GDC (points d'entrée de ceux d'avant le projet). Difficultés de mise en œuvre des cahiers de charges et descriptions de poste dans la réalité.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
8. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?		3. Les dépenses et les engagements liés aux projets pilotes et des activités de suivi sont compilés sous forme de lignes budgétaires pour l'exécution des méthodologies COSAY par chaque commune cible.	Dans quelle mesure la ligne budgétaire dans chaque commune a-t-elle été élaborée ? Dans quelle mesure les agents communaux ont-ils été impliqués dans l'élaboration de la ligne budgétaire ?	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
Réalisation de l'objectif global	1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	1. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	Processus, problèmes et contre-mesures de la formulation des GDC et des associations. Critères de sélection des membres des GDC. Point de vue et opinion des homologues sur les avantages et les inconvénients des GDC. Intention de faire du GDC une représentation plus large de la communauté par rapport au GDC de la phase I. Toute implication et tout effet du GDC provenant d'une représentation communautaire plus large.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	2. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	2. Les cahiers de charges des services responsables et les descriptions de poste des agents communaux chargés de la mise en place et d'autres GDC et des associations que leur succèdent sont-ils élaborés ?	Si les cahiers de charges / descriptions de poste des agents communaux concernés ont été finalisés et approuvés. Points supplémentaires des cahiers de charges / descriptions de poste en ce qui concerne la mise en place et le suivi des GDC (points d'entrée de ceux d'avant le projet). Difficultés de mise en œuvre des cahiers de charges et descriptions de poste dans la réalité.	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	3. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	3. Les dépenses et les engagements liés aux projets pilotes et des activités de suivi sont compilés sous forme de lignes budgétaires pour l'exécution des méthodologies COSAY par chaque commune cible.	Dans quelle mesure la ligne budgétaire dans chaque commune a-t-elle été élaborée ? Dans quelle mesure les agents communaux ont-ils été impliqués dans l'élaboration de la ligne budgétaire ?	Rapport de projet, Commune (SO, Technique, Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	4. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	4. Au total, 80% des GDC sont transformés en associations sous l'autorisation des communes cibles.	Nombre de GDC transformés en associations à l'échelle communale et perspectives concernant les autres GDC. Contenants liés à la transformation en associations.	Rapport de projet, Commune (Social, Communication), Experts.	Questionnaires de revue des documents, Entretiens	
	5. Le processus de mise en œuvre des plans triennaux a-t-il été suivi ?	5. Le taux de satisfaction des résidents des zones cibles concernant le budget d'informations par le Conseil communal a augmenté après la fin des projets pilotes.	Résultats des données de enquête de base et de enquête de fin de projet. Tout indicateur permettant de valider la satisfaction des résidents.	Enquête de base, Enquête de fin de projet, Agence communale, Experts.	Questionnaires de revue des documents, Entretiens	

## Grille d'évaluation : Processus de mise en œuvre du projet

Sujets	Questions	Données nécessaires	Sources d'informations	Moyens
Activités	Les "activités" du projet ont-elles été mises en œuvre comme prévu pendant toute la durée du projet ?	Avancées des "activités"	Rapport de projet, Experts, Homologues	Revue des documents Questionnaire Entretiens
Transfert de technologies	Y a-t-il eu un problème dans le processus de transfert de technologie par les experts japonais ?	Comment le transfert de technologie a-t-il été effectué par chaque expert et quels en sont les effets	Rapport de projet, Experts, Homologues	Revue des documents Questionnaire Entretiens
Gestion de projet	De quel type de système de suivi le projet dispose-t-il ? (Qui en est responsable et quelle est la fréquence de suivi ?) Comment les résultats du suivi ont-ils été répercutés sur le fonctionnement du projet ?	Méthodes de suivi, système de retour d'information	Rapport de projet, Experts, Homologues	Revue des documents Questionnaire Entretiens
	Quel a été le processus décisionnel dans la révision des activités et la direction, la sélection du personnel, etc.	Le processus décisionnel et ses défis	Rapport de projet, Procès-verbal du JCC, Experts, Homologues	Revue des documents Questionnaire Entretiens
	Comment se déroulent la communication et la consultation avec les experts japonais (y compris le personnel national du projet) ? Y a-t-il eu des difficultés ?	Fréquence, style et contenu de la communication	Experts, Homologues	Entretiens
	Comment se passe la communication et la consultation avec les experts japonais pendant l'absence des experts ? Y a-t-il des difficultés ?	Fréquence, style et contenu de la communication	Experts, Homologues	Entretiens
	L'organisation partenaire japonaise (bureau et siège de la JICA en Côte d'Ivoire) a-t-elle bien soutenu le projet ? La communication était-elle bonne ?	Fréquence, style et contenu de la communication, Comment ils ont réagi au changement de plan	Experts, Bureau de la JICA	Entretiens
	Quelles considérations ont été tirées du projet en termes de gestion de projet pour prévenir les tensions/conflits dans la communauté ? (par exemple, la sélection du personnel national, le mode de communication, la langue, etc.)	Considérations faites par le projet et le contenu des activités pertinentes	Experts	Entretiens
	Comment le projet a-t-il été affecté par la situation sécuritaire/politique (difficultés, inefficacité, etc.) ? Comment le projet a-t-il fait face à la situation ? Cela a-t-il eu une incidence sur la production des résultats du projet ?	Effet potentiel et réel sur le projet (pression, perturbation, menace, etc.) Méthodologie et procédures de garantie de la sécurité	Experts, Homologues	Entretiens
Appropriation	Dans quelle mesure les organismes homologues (MATED, deux communes cibles) participent-ils activement à la gestion du projet ? Comment pensez-vous que le niveau d'appropriation a évolué au cours du projet ?	Niveau de participation des décideurs à la gestion du projet (postes des homologues participant à la prise de décision, fréquence, contenu)	Rapport de projet, Experts, Bureau de la JICA	Revue des documents Questionnaire Entretiens
	Les agences et services de chaque partenaire ont-ils participé activement aux activités du projet ?	Fréquence et méthodologie de la communication, réponse au changement de plan, réponse aux problèmes dans le projet	Rapport de projet, Experts, Homologues	Revue des documents Entretiens
Homologues du projet (MATED, Communes)	Le personnel homologue était-il approprié pour les activités du projet en termes d'expertise, de poste et de nombre ?	Désignation des homologues Expertise Postes	Allocation des homologues, Rapport de projet, Experts, Homologues	Revue des documents Questionnaire Entretiens
	Dans quelle mesure les principaux homologues ont-ils changé ? Quelles étaient les raisons de ces changements ? Les changements des homologues ont-ils eu un impact négatif sérieux sur le projet ? Comment le projet a-t-il traité ces problèmes ?	Transition dans l'allocation des homologues Raisons des changements fréquents (le cas échéant)	Allocation des homologues, Rapport de projet, Experts, Homologues	Revue des documents Questionnaire Entretiens



## ANNEXE 4

## Liste des personnes Interviewées

Organisation	Nom	Poste
<b>&lt;Fonctionnaires&gt;</b>		
Ministère de l'Intérieur et de la Sécurité (MIS)	M. Dago Djahi Lazare	DGDDL, Directeur Projet
	M. Gbala Gnato Raphael	DDL, Coordinateur Projet
	Mr Dansi Arsene-Marina Konan	Assistant Coordinateur Projet
	M. N'Dri Kouassi Norbert	Assistant Coordinateur Projet
Commune d'Abobo	M. Kone Siaka	Adjoint au Maire
	M. Tena Ouattara	Secrétaire Général
	M. Baro Mahoussa Saran	DASCPH
	Mme Kone Lessingue	Gestionnaire, DASCPH
	M. Doumbia Adama	DC
	M. Kone Moussa	DST
	M. Camara moussa	Gestionnaire, DST
Commune de Yopougon	M. Kouadio Kacou	Secrétaire Général
	Mme. Coulibaly Mamadu	DDH
	Mme. Kablan Sahi Alain	Gestionnaire, DDH
	M. Coulibaly Bengaly	DC
	M. Yeo Adama	DST
	M. Amon	Gestionnaire, DST
<b>&lt;Membres CCG&gt;</b>		
Commune d'Abobo	Akeikoi CCG	
	Sagbe CCG	
	Sogefiha CCG	
Commune de Yopougon	Gesco Manutention CCG	
	Maroc CCG	
	Gbedjanto CCG	
<b>&lt;Projet&gt;</b>		
Experts Japonais	M. Masaya Sekiguchi	Conseiller Principal/ Consolidation de la Paix
	Mme. Yoshito Nagakawa	Conseiller Principal Adjoint / Gouvernance Locale (Développement Plan / Budget)
	Mme. Ayako Nakazawa	Coordinatrice/Administration/Formation/Relations Publiques

<Bureau JICA Cote d'Ivoire>		
	M. Kojiro Fujino	Représentant Résident
	Mme. Ayano Matsudo	Représentant Adjoint

DGDDL: Directeur de la Décentralisation et du Développement Local

DDL : Directeur de la Développement Local

DST: Directeur des Services Techniques

DASCPH: Directeur des activités socio-culturelles et de la promotion humaine

DDH: Directeur du Développement Humain

DC : Directeur de Communication

### Liste des experts japonais et du personnel homologue Plan des Intrants

**Experts de la JICA**

Titre	Nom	Mandat (M. J)	2018				2019				2020				2021			
			J	F	M	A	J	F	M	A	J	F	M	A	J	F	M	A
Chargé de mission / Directeur de la mission	SHIRAI Y. Masaru	6/01/18-28/02/20																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	NAKAGAWA Y. Yoshio	2/01/18-01/04/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																

**Personnel des bureaux d'études**

Titre	Nom	Mandat (M. J)	2018				2019				2020				2021			
			J	F	M	A	J	F	M	A	J	F	M	A	J	F	M	A
Chargé de mission / Directeur de la mission	SHIRAI Y. Masaru	6/01/18-28/02/20																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																
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Chargé de mission / Directeur de la mission	YAMAMOTO T. Kenji	2/01/18-08/05/19																

\* JICA : Japan International Cooperation Agency / JICA : Agence japonaise de coopération internationale  
 JICA : Japon International de Coopération (JICA) : Agence japonaise de coopération internationale  
 JICA : Japon International de Coopération (JICA) : Agence japonaise de coopération internationale

*[Handwritten signatures and initials]*

## Liste de Formation

## &lt;Formation sur place&gt;

	Formation sur place	# Participants	Durée
1	Formation de démarrage	20	11.2017
2	KAIZEN et expérience du Japon	17	8.2018
3	Base de Données sur les Infrastructures	17	4.2018
4	Suivi Base de Données sur les Infrastructures	9	9.2018
5	Planification Stratégique (PRA)	83	1.2019
6	Planification Stratégique (PCM)	80	3.2019
7	Revue des méthodes COSAY	23	3.2019
8	Coopération Publique-Privée	28	6.2019
9	Coopération Publique-Privée	201	7-8.2019
10	Suivi Base de Données sur les Infrastructures	5	7.2019
11	Coopération Publique-Privée	43	10.2019
12	Gestion Sécuritaire en matière de Construction	5	11.2019
13	Relations Publiques	14	12.2019
14	Entretien	55	2.2020
15	Relations Publiques 2	28	2.2020
16	Coopération Publique-Privée	34	6.2020
17	Coopération Publique-Privée	262	6.2020
18	COVID-19 et Stigmatisation Sociale	234	6.2020
19	Coopération Publique-Privée	85	7.2020
20	Coopération Publique-Privée	136	7.2020
21	Recyclage sur la Consolidation de la Paix	121	9.2020

## &lt;Formation au Japon&gt;

	Formation au Japon	# Participants	Durée
1	Formation pour la Promotion de la Cohésion S	8	10-21 June 2019



## Liste d'équipements

Désignation	Caractéristiques	Qté.	Prix		Date d'achat	Emplacement de l'équipement	référence
			Prix (XOF)	Prix (YEN JP)			
Imprimante complexe (laser)	Konica Minolta bizhub C221	1	1,475,000	280,589	11/11/2017	Jetée	dysfonctionnement
Ordinateur portable	HP Probook 450 Corei5	1	480,000	91,310	11/11/2017	Bureau du projet	
Ordinateur portable	HP Probook 450 Corei5	1	480,000	91,310	11/11/2017	Bureau du projet	
Ordinateur portable	HP Probook 470 Corei5	1	480,000	91,310	11/11/2017	Bureau du projet	
Logiciel d'édition graphique	Illustrator CS6	1	350,000	66,581	16/11/2017	Bureau du projet	
Ordinateur portable	HP Probook 470 Corei5	1	480,000	91,310	11/12/2017	Bureau du projet	
Véhicule	NISSAN Patrol 128M034	1	24,350,000	4,845,650	14/06/2016	Bureau du projet	
Véhicule	NISSAN Patrol 128M033	1	24,350,000	4,845,650	14/06/2016	Bureau du projet	
Etagère	Meuble de rangement Bns POLO	1	212,000	40,178	26/01/2018	Bureau du projet	
GPS	GPS GARMIN EXTREX20	2	300,000	53,604	19/03/2018	Bureau du projet	
Ordinateur portable	HP Probook 450 Corei5/G5	1	510,000	91,126	23/03/2018	Bureau du projet	
Ordinateur portable	HP Probook 450 Corei5/G5	1	580,000	106,847	11/07/2018	Bureau du projet	
Ordinateur portable	HP Probook 450 Corei5/G5	1	600,000	118,698	16/08/2018	Bureau du projet	
Climatiseur	TCL XA21	1	128,000	23,048	6/3/2019	Bureau du projet	
Projecteur	EPSON EB-S41	1	350,000	67,224	18/3/2019	Bureau du projet	
Imprimante complexe (laser)	CANON IRC3025i	1	2,343,700	420,225	14/10/2019	Bureau du projet	
Logiciels de montage vidéo	FILMORA9	1	55,000	9,973	12/5/2020	Bureau du projet	

## **Annex 6**

### **Minutes of JCC Meetings**

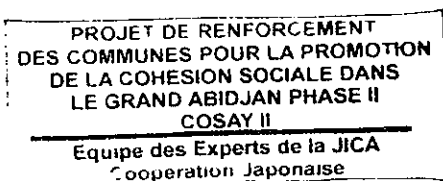
#### **e) 5<sup>th</sup> JCC**

**MINUTES OF MEETING  
BETWEEN  
JICA EXPERT TEAM  
AND  
DEPARTMENT OF DECENTRALISATION AND LOCAL DEVELOPMENT  
OF  
MINISTRY OF INTERIOR AND SECURITY  
ON  
JAPANESE TECHNICAL COOPERTAION  
FOR  
THE PROJECT FOR COMMUNITY REINFORCEMENT TOWARDS  
SOCIAL COHESION IN GRAND ABIDJAN PHASE II (COSAY 2)**

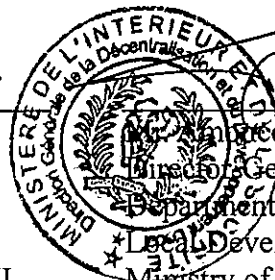
As part of the Project for Community Reinforcement towards Social Cohesion in Grand Abidjan Phase II, the Department of Decentralisation and Local Development/ Ministry of Interior and Security (DGDDL/MIS), the Communes of Abobo and Yopougon and JICA Expert Team (JET) reported the achievement and lessons learnt of the project at the 5th Joint Coordination Committee (JCC) meeting held on 15 March 2022. The purpose of that 5th JCC meeting was to confirm the achievement and lessons learnt from the project by the honourable JCC members.

As a result of the discussions, the parties hereto expressed their satisfaction with the achievement and lessons learned of the project and made no objection to the progress report (as a draft final report) attached hereto.

Abidjan, 15 March 2022



Mr. Masaya SEKIGUCHI  
Chief Advisor, JICA Expert Team  
The Project on the Reinforcement of  
Communities for Promoting Social  
Cohesion in Greater Abidjan, Phase II



M. YAPI  
Director General  
Department of Decentralisation and  
Local Development  
Ministry of Interior and Security

# **MINUTES OF THE 5th CCC**

## **I- PROCEEDINGS OF THE CEREMONY**

### **I-1 : Agenda of the meeting.**

The participants were informed about the agenda of the meeting by Dansi Arsene (Deputy coordinator of project )

## **II- INTERVENTIONS OF THE PARTICIPANTS**

### **II-1 : The resident representative of JICA made his speech**

He recalled that the project aimed at social cohesion, then he was pleased with the achievements of the project, which are among others the creation of a database of social and infrastructure.

Finally, he spoke about the challenges linked to the project: the appropriation of the COSAY method, which requires that a budget be allocated to COSAY activities.

### **II-2 : intervention of the Abobob commune office (kone Siaka 3rd deputy sir)**

He testified that Abobo is very satisfied with the realization of the COSAY project. He also made a commitment to perpetuate the achievements of COSAY.

### **II-3 Intervention of the Yopougon Commune office (Edouard Kouassi, Deputy Mayor)**

He said he was satisfied with the achievements of the project and made a commitment to continue the project's achievements

### **II-4 Speech by the Director General of Decentralization and Local Development (Amoncou Fidel YAPI)**

He thanked JICA and its resident representative for the implementation of the COSAY project. He also congratulated the communes of Abobo and Yopougon for their commitment to the perpetuation of the COSAY achievements. Finally, he recalled the objectives of the CCC, which is to present the achievements of the project and its accomplishments. With these words the meeting was declared open

## **III-INTRODUCTION OF THE PARTICIPANTS**

This step consisted in the introduction of the participants. After this step, we moved to the stage of presentations

## **IV- Presentations**

### **IV-1 Presentation of the MIS (yapi) on the achievements of the COSAY project**

### **IV-2 Presentation by the Abobo on the lessons learned from COSAY (Nezou Nichet)**

### **IV-3 Presentation by the Commune of Yopougon on lessons learned from COSAY (Coulibaly Mamadou)**

### **IV-4 Presentation by JET on lessons learned from COSAY (Masaya Sekiguchi)**

## V-QUESTIONS AND ANSWERS

Names	Structures	Questions/Comments	Answers
Amoncou fidel(DG)	DGDDL	What do you do with the committees in peacetime? Are the commune offices willing to continue supporting the CCGs?	<b>Koné Siaka:</b> Yes, the Commune office of Abobo continues to train the CCGs. It supports them by providing them with equipment for the maintenance of their living environment
PHD/Binate fofana NAMIZATA	Ministry of Women, Family and Children	What role do women play in the CCG ? After the implementation of the projects, does the CCG keep its name CCG ? How will the communes ensure the sustainability of the COSAY method? Have women and youth benefited from the project's income-generating activities? Quel rôle joue la femme dans le CCG ?	<b>Coulibaly Mamadou :</b> The CCG is the emanation of the existing associations in the neighborhood. Therefore, a woman can be the president of a CCG. For example, in Yopougon, Morocco, the president is a woman. The CGQ is created by the political will which can make certain populations not recognize themselves in it. But the CCG is the emanation of the population with their own will.
<b>Kafouma Mamadou diomande</b>	Ministry of Reconciliation and National Cohesion	I am very happy with the realization of the COSAY project. We would like to meet with JICA on behalf of the Minister to discuss national reconciliation	
Binate fofana NAMIZATA	Ministry of Women, Family and Children	I propose that in the future we involve vulnerable children in our projects. Involve them in community life to socialize them	
Amoncou fidel(DG)	DGDDL	We believe that we must learn to work together to pool our efforts	

***Annex 7***

**COSAY Handbook**

# Handbook for Promoting Social Cohesion through Government – Community Cooperation

(LESSONS FROM THE COSAY PROJECT)

Uniqueness of the COSAY project can be represented by a methodology of promoting social cohesion in the conflict affected society by facilitating co-working among different groups toward common interests of the community.

2021



Ministry of Interior and Security  
Department of Decentralisation and Local Development  
Communes of Abobo and Yopougon



Japan International Cooperation Agency (JICA)

Handbook for  
Promoting Social Cohesion through  
Government – Community  
Cooperation

Lesson from the Project for Community Reinforcement towards Social  
Cohesion in Grand Abidjan Phase II (COSAY2)



Editors:

Mr. Masaya Sekiguchi, Dr. Yoshito Nakagawa, Ms. Ayano Nakazawa (JICA Expert Team),  
Mr. Dansi Arsène Marina, Mr. N'dri Kouassi Norbert (MIS/DGDDL)

Publication:

Japan International Cooperation Agency/ Ministry of Interior and Security (2021)  
Handbook for Promoting Social Cohesion through Government - Community  
Cooperation, Tokyo, Japan



## PREFACE

As part of the reconstruction of social cohesion, which was jeopardised by the post-electoral crisis that occurred in Côte d'Ivoire in 2010, several initiatives aiming at strengthening peace and unity in the country have been set up.

It is in this context that the Ministry of Interior and Security, with the support of Japan International Cooperation Agency (JICA), launched the implementation of the "Project on the Reinforcement of Communities for Promoting Social Cohesion in Greater Abidjan" referred to as the "COSAY Project".

The COSAY Project was implemented in two consecutive phases – from 2013 to 2016 and from 2017 to 2021 – in the Communes of Abobo and Yopougon, two areas which were mostly affected by the post-electoral conflict in the district of Abidjan. The Project aims to promote social cohesion through the adoption of participatory and inclusive approach in the implementation of community-based projects and the improvement of service delivery within the local governments.

This handbook, which presents COSAY's approach and method, aims to capitalise on the outputs of the project and ensure the sustainability of the achievements of the project.

On behalf of the Minister of Interior and Security, I would like to express our gratitude to the Japanese Government for its remarkable support during the two phases of the COSAY Project and for all its projects conducted in Côte d'Ivoire.

I would also like to thank the mayors of the communes of Abobo and Yopougon who made every effort to ensure the success of this innovative approach. Moreover, I would like to thank the National COSAY Project Team for its commitment and congratulate it for doing an exemplary work in collaboration with the experts of Japan International Cooperation Agency.

There is no doubt that the combination of these efforts will contribute to promoting the spirit of living together as advocated by the President of the Republic of Côte d'Ivoire, His Excellency Mr. Alassane OUATTARA.

**Lazare DAGO Djahi**  
Prefect  
General Director of  
the Department of  
Decentralisation and  
Local Development



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### Appendix

1. Municipal Order on Evidence based Planning and CCG Establishment

2. TOR for CCG

3. TOR for Successor Association of CCG

## ABBREVIATIONS

CCG	:	Joint Management Committee (Comité Conjoint de Gestion)
COGES	:	School Management Committee (Comité de Gestion des Etablissements Scolaires)
COSAY	:	The Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan (Cohésion Sociale Abobo et Yopougon)
CP	:	Counterpart : Staff of the commune office involved in the project
CSR	:	Corporate Social Responsibility
DB	:	Database
DGDDL	:	General Directorate of Decentralisation and Local Development (Direction Générale de la Décentralisation et du Développement Local)
DMP	:	Public Procurement Department (Direction des Marchés Publics)
FAQ	:	Frequently Asked Questions
JICA	:	Japan International Cooperation Agency
MIS	:	Ministry of Interior and Security (Ministère de l'Intérieur et de la Sécurité)
NGO	:	Non Governmental Organisation
PPC	:	Public-Private Cooperation
TOR	:	Terms of Reference

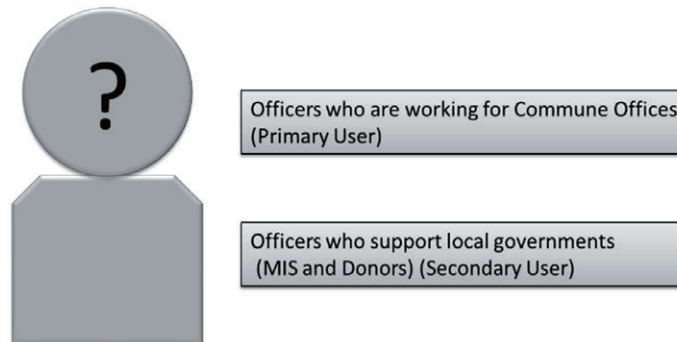
# 1. INTRODUCTION

## 1.1 GUIDELINE FOR THE USE OF THIS HANDBOOK

This handbook was compiled based on the practical experience of the COSAY Project implemented in Abobo and Yopougon Communes (Phase 1 from 2013 to 2016; Phase 2 from 2017 to 2022). The COSAY Project focused on promoting social cohesion through the co-working between the commune offices and the residents in the target communes in conflict-affected communities. The first edition of the handbook was developed in 2016 and highlighted the government-community cooperation concerning basic infrastructure improvement works, while the second edition includes further attempts based on the experiences of Phase 2 period of the project.

## 1.2 WHO ARE THE POTENTIAL USERS?

The potential users of this handbook will be mainly those who are working at devolved commune offices, especially those who are engaged in basic infrastructure improvement works, participatory development works with residents, and public relations. In addition, those who support local governance and/or promote social cohesion such as MIS/DGDDL and donors can refer to this handbook to improve their works.



However, we must be aware that the applicability of this handbook may not be evenly distributed. The rich experience and lessons from the COSAY Project can be useful for the communes in which people were affected by the civil conflict that undermined the foundation of social cohesion, especially in urban context.

### 1.3 HOW CAN WE USE THIS HANDBOOK?

I want to know strategy of promoting social cohesion by the COSAY project.

2. COSAY's Approach (page 5)  
~ Building trust holistically and vertically ~

I want to know how the COSAY Project promoted social cohesion through government – community cooperation.

3. COSAY's Methodology (page 13)  
~ Methods and considerations in each step~

I want to refer samples and formats which can be used when I practice the COSAY methodology.

Appendices: Sample formats  
~ Municipal orders and TORs for CCGs~



## 2. COSAY'S APPROACH

### 2.1 MAINSTREAMING SOCIAL COHESION

The prolonged civil conflict and the post-electoral crisis of 2010 exacerbated social fragmentation and antagonism, and these events made it more difficult for the government to reach the most impoverished communities in conflict-affected areas. The cohesive society will make it possible for the divided communities to address social divisions and animosity, and for the government to deliver public goods and services to those in need more effectively and efficiently. To promote social cohesion nationwide, the government set out the national programme of social cohesion (PNCS 2012 – 2015) and the national policy of solidarity and social cohesion (PNSCS 2016 – 2020).

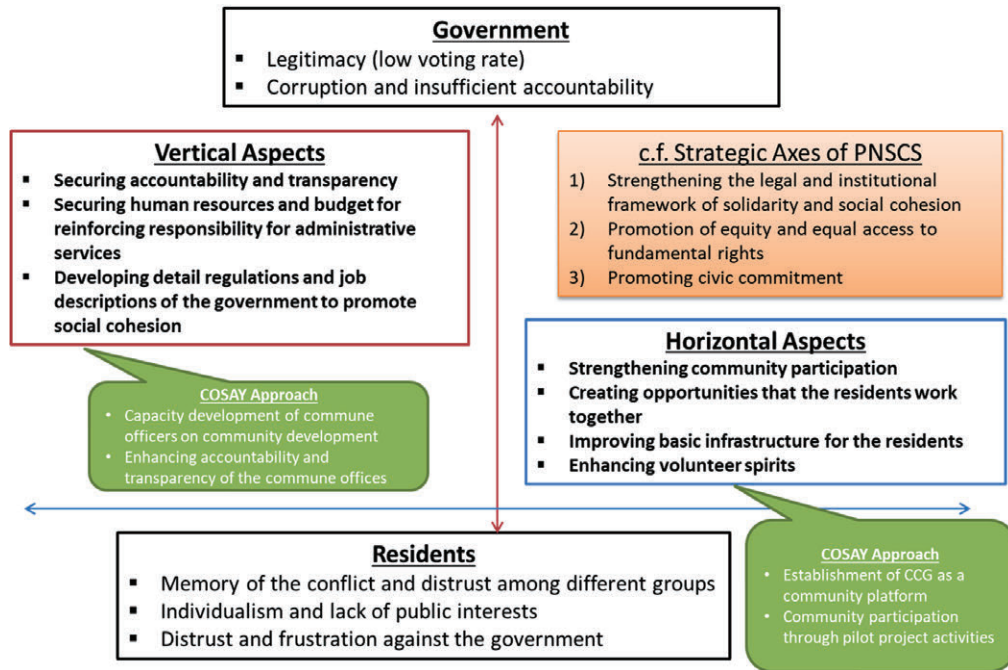
What does 'social cohesion' mean?

Although it has been highly contested, it is generally associated with social consensus and consent over social divisions and differences in highly divided societies. In this sense, the COSAY Project highlights, among others, two consents to be made in divided communities in Abidjan: those between the government and residents in a vertical sense, and those among the residents in a horizontal sense. Accordingly, the Project interprets that the society becomes cohesive as vertical and horizontal consents are made and their relationalities are improved. In view of this, the COSAY Project analysed social cohesion and its challenges in conflict-affected communities in Abidjan before launching the project activities.

The figure below summarises the vertical and horizontal challenges of social cohesion in view of state (the government) - society (residents) relations in a governance structure, and the strategic axis which the COSAY Project highlighted. In order to improve the horizontal relationality (between residents), the COSAY Project supported the development of social infrastructure and Joint Management Committees (CCG) as the key factors for social cohesion. Also, the Project underlined the public-private interactions that encourage local residents to work



together and enhance mutual trust. In turn, in order to improve the vertical relationality (between the government and residents), the Project provided on-the-job training (OJT) for capacity development of public services in the local government.



In line with the above-mentioned national programme and policy, the COSAY Project focused on strengthening co-working and collaboration among the residents in conflict-affected areas to promote social cohesion. The Project selected Abobo and Yopougon Communes as the target areas because these communes were the most conflict-affected areas in Greater Abidjan during the post-electoral crisis. The rehabilitation works for basic infrastructures such as schools were considered to be useful tools for promoting collaboration among the residents in conflict situations. This is because the rehabilitation and construction of community infrastructure can attract the residents facing deteriorated living conditions and increased unemployment. The COSAY Projects facilitated local residents to work together for their common benefits and goals.



Although the COSAY Project dealt with public services related to rehabilitation and construction works which the population are most interested in, the Project emphasised that its objective was not infrastructure development, but promoting social cohesion. The Project also promoted participatory development and volunteerism in the communities through community dialogues and community actions.

*The question is, what are the activities by which the government and residents can work together for promoting social cohesion?*

---

## COMMUNITY PARTICIPATION

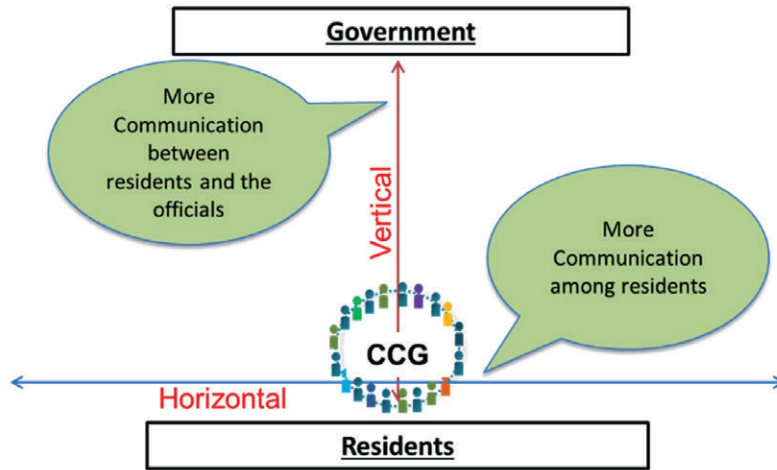
Participation of the residents contributes to the promotion of social cohesion through their interactions and actions for common goals such as basic infrastructure improvement and/or solving problems in the community. The COSAY project introduced a co-working mechanism through the establishment



*A CCG meeting: the members discuss necessary actions for issues in the community (Abobo)*

of an interface between the residents and the commune offices. The interface, referred to as joint management committee (CCG), facilitated the inclusion of local population from different segments/affiliations in the target areas. As a communicative space, CCG allowed its members to solve problems in the community through dialogues and actions and, as the representatives of residents, exchange opinions with the commune officers. Community participation has enabled the promotion of more communication among residents horizontally, and between residents and the commune office vertically.

*Think together and work together for the community and social cohesion.*

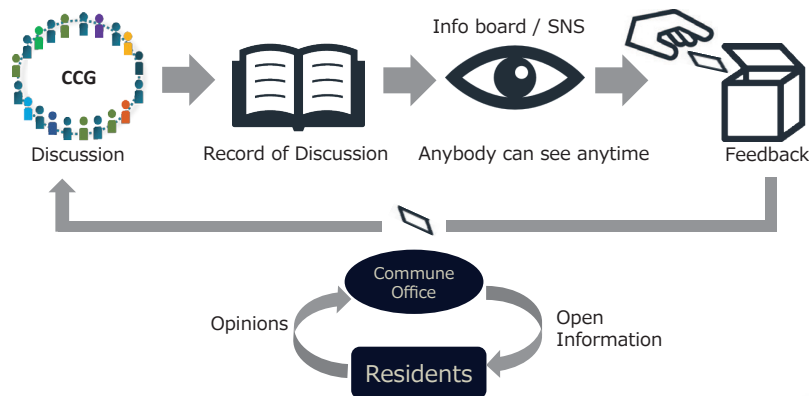


## ACCOUNTABILITY

Accountability and transparency will enable the government to gain trust from the residents, as most of the residents distrust their neighbours and the government due to the conflict-torn experience in the past.

The commune office is required to disclose public information, including its plans, decisions and execution. Similarly, a CCG shall be accountable to the local residents regarding its discussions and decisions made with the commune office. Thus, the COSAY Project highlighted the capacity-building of commune officers and CCG members concerning accountability.

*Rights to know by information disclosure and rights to expression by public consultations.*



## 2.2 MOBILISATION OF LOCAL RESOURCES

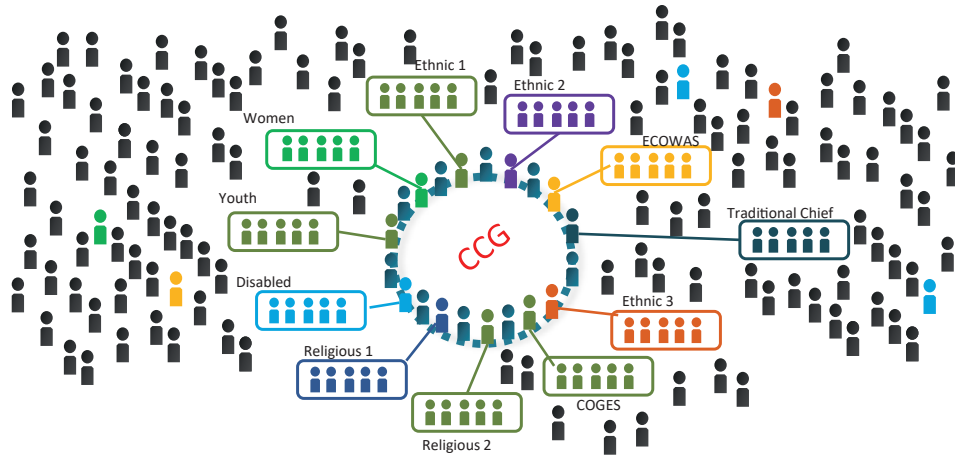
### COMMUNE OFFICE

In urban areas, commune offices are the governmental administration units that are closest to the population. Based on their devolved authority and capacity, commune offices are responsible for delivering basic administrative services to the population and managing basic infrastructure. A capable commune office that has the trust of the population appears to be essential to the stable life of the residents and social cohesion in the commune. Thus, the COSAY Project selected counterparts from the technical service departments, social and human development departments, and communication departments of the commune offices to enhance their capacity in promoting social cohesion through public-private cooperation. The selection of counterparts could be justified based on their proximity to the local population and community associations. In particular, the COSAY Project focused on aspects of participatory development, communications, accountability and transparency, and the commune offices had significant roles in mobilising and facilitating the residents under their public service delivery functions.

### REPRESENTATIVES OF DIFFERENT COMMUNITIES

In the community, mutual animosity and mistrust among groups that experienced violent conflict are serious obstacles to building peace and promoting social cohesion.

Thus, the COSAY Project established a committee at each pilot project site to involve different groups into the entire process of project implementation. The committee was named CCG (Joint Management Committee) and consisted of representatives from various segments in the neighbourhood such as ethnic groups (including victims during the crisis period), religious groups, youth associations, women's associations, COGES and traditional chiefs under the supervision of officers from the commune office.



Through planning and implementation of the pilot projects, CCG members became a good team working with the same objectives, and this progressively dispelled the fear and distrust among them, although they often hesitated to talk to each other at the beginning of the Project.

## LOCAL RESIDENTS

In addition to the community leaders, there are a number of residents who are frustrated due to lack of job opportunities and political instability. These residents, especially the youths, could be at risk to be mobilised and utilised in a crisis situation by political entrepreneurs. Job opportunities will empower these impoverished youths and mitigate this economic cause of risk. Thus, the COSAY Project made efforts to employ a number of local youth for rehabilitation and construction works under the pilot projects.

The social surveys of the Project in the target communes revealed a nexus between indifference and misunderstanding about neighbours and the public administration, as well as fear and distrust among residents and the commune offices. Therefore, the COSAY Project created opportunities for community dialogues and community actions, such as football matches and sensitisation sessions, which enabled residents to communicate and get to know each other.

## 2.3 SPECIAL CONSIDERATIONS IN A CONFLICT-TORN SOCIETY

When it comes to the causes for the civil conflict and the post-electoral crisis, it is important to mitigate divisions and distrust among the residents who claim collective political and socio-cultural divisions and identities. Thus, the COSAY Project promoted inclusion and equality, being sensitive to who represents whom in the process of decision making.

Moreover, since the experience of destruction due to the conflict is unique in each location, the COSAY Project used social surveys to understand the historical background of the conflict at each target site, and facilitated the residents to overcome the social wounds and move forward.

Bearing these in mind, the COSAY Project conducted two surveys at sub-quartier level: a social survey and an infrastructure inventory survey. While the social survey measured the level of social (in)cohesion and dynamics based on interviews with residents, the infrastructure inventory survey identified the level of infrastructures, including key facilities and equipment in schools and hospitals. The Project then transformed these surveys into social and infrastructure databases, which were handed over to the commune offices. These databases will enable the commune offices not only to use the data for evidence-based planning, but also to identify ‘where’ and ‘what’ kind of projects effectively promote social cohesion and provide service in a post-conflict context.

## 2.4 MEASURING SOCIAL COHESION

Measuring the achievement of social cohesion is a challenge. The idea of social cohesion seems to be intangible and quite ambiguous, although the PNSCS has defined social cohesion as the “society’s ability to ensure sustainable welfare for all its members including equal and fair access to available resources, respect for dignity in diversity, personal and collective autonomy, and responsible participation”. Under the COSAY Project, some indicators were examined for measuring social cohesion in the evaluation practice of the COSAY Project.

As 2.1 indicates, the COSAY Project measures social cohesion using two analytical lenses. One pertains to horizontal relationship, while the other focuses on vertical aspect. The core question measuring horizontal relationship is, “Has there been an increase in the number of residents who feel that relations with other residents in the target areas are cohesive after the intervention?” while the question for the vertical is, “Has there been an increase in the number of residents who are content with public services provided by the commune in the target areas after the

intervention?” The Project interprets that social cohesion has improved as these two indicators are enhanced over time.

***Building trust towards the government is a continuous challenge***

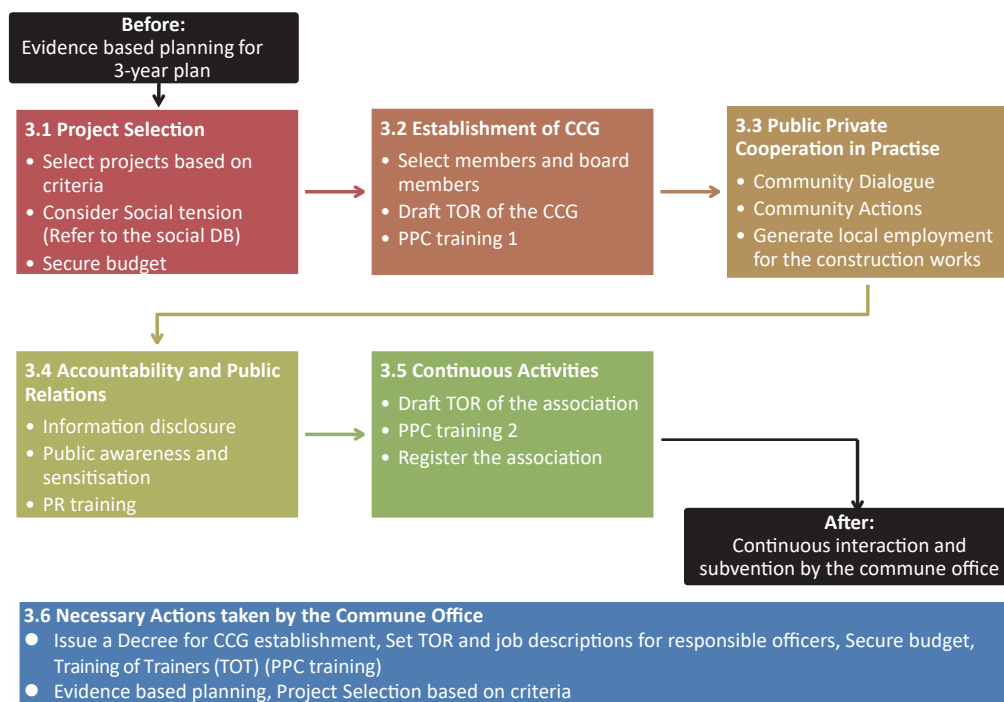
*To measure horizontal and vertical indicators, the COSAY Project conducted baseline and endline surveys at 12 sites before and after the pilot projects. The surveys employed random sampling survey method with 5% margin for the residents living in the target sites. As for horizontal indicator, a total of 74.89% of the respondents in the endline survey stated that they trust their neighbours, while 32.80% of the respondents had the same answer in the baseline surveys. As for vertical indicator, a total of 37.36% of the respondents in the endline survey stated their satisfaction with public services, while 8.85% of the respondents answered the same in the baseline surveys.*



### 3. COSAY'S METHODOLOGY

As mentioned in the COSAY's approach, in order to improve the horizontal relationality (between residents) and the vertical relationality (between the government and residents), the COSAY Project established the Joint Management Committees (CCG) as the interface of these relationalities to promote the public-private interactions that encourage local residents to work together and enhance mutual trust. In addition, the COSAY project underlined the importance of accountability of the commune offices including their evidence-based planning.

Based on the approach and experience of the COSAY project, the COSAY Methodology is compiled as a comprehensive method of public (local government)-private (residents) cooperation for promoting social cohesion. It consists of five stages, and an institutional arrangement is summarised in the flow chart below.



### 3.1 PROJECT SELECTION

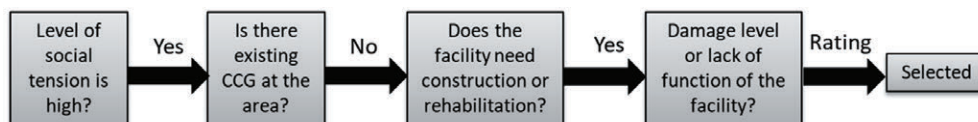
Before establishing a CCG, a project should be selected from the 3-year plan of the commune office. Based on experience in the COSAY Project, an infrastructure construction project tends to be suitable to adopt this methodology, since it is attractive to the residents and it is easy to mobilise compared to other projects such as equipment procurement. For instance, construction projects of schools, health centres and civil registry offices are related to basic services for the residents and meet their interests. Also, construction projects can create employment opportunities for local residents in their interests.

With respect to accountability and transparency, project selection should be done based on evidence and rationale such as using a selection criteria.

The selection criteria include the following:

- Level of social tension (using social surveys)
- Avoiding duplication with previous intervention
- Equality and the need for renovation (in each facility within a group of infrastructure, such as group schools and roads)
- Damage level of facilities (technical assessment is needed)

A typical flow of the selection process is shown below.



*Selected Project (Construction of school fence in Abobo)*

### *Suitable Projects Needed to be Listed in the 3-Year Plan: Importance of Evidence-Based Planning*

Although a project for establishing a CCG is selected from the 3-year plan, there are cases in which there is no suitable project in the 3-year plan. This happened even in the case of the COSAY Project. There was no construction project at the site where social tension was high. Therefore, attention is needed in the preparation process of the 3-year plan. During the drafting of the 3-year plan, it is necessary to list the possible infrastructure projects located in areas where social tension is high. In this regard, the infrastructure inventory (Infrastructure Database) and results of the social surveys (Social Database) under the COSAY project were referred to when the 3-year plan was prepared by the commune office.



It is important to consider the infrastructure inventory data such as the damage level of facilities and social tensions in the areas, although the 3-year plan is prepared based on the priority of existing urban development plan. This helps not only to list suitable projects that promote social cohesion, but also to secure the accountability of the commune office through evidence-based planning.

#### FAQ 1

**Q:** How do we deal with intervention from politicians concerning the selection?

**A:** Since politicians are representatives elected by the population, their voices need to be respected. However, the selection should consider other aspects. Project selection requires a comprehensive criteria, and the process should be fully accountable to all parties.

At same time, the commune office needs to secure the budget for the intervention which includes:

- Meeting expenses (social preparation and CCG meetings)
- Transportation expenses (for commune officers and CCG members)
- Communication expenses (for commune officers)
- Training expenses (printing handouts and snacks)

#### FAQ 2

**Q:** *How long does it take for the commune office to secure the budget?*

**A:** *It may depend on the duration of the selected project. According to COSAY's experience, one year is the appropriate period from the establishment of a CCG to its transformation into an association regardless of the size of the project.*

## 3.2 ESTABLISHMENT OF CCG

### STAKEHOLDER MEETING TO NOMINATE CANDIDATES FOR CCG MEMBERSHIP

In order to establish a CCG, the commune office contacts local representatives at quartier (or sub-quartier) where the project is implemented considering the schedule of construction works. Representatives should include those who belong to various segments in the area, including the key stakeholders and even victims during the crisis period. Thereafter, the commune office holds a stakeholder meeting and invites candidates for CCG membership, introduces the project, and outlines the CCG.



*Stakeholder meeting (Abobo)*

**FAQ 3**

**Q:** *How does the commune office find the appropriate representatives?*

**A:** *The COSAY Project developed a social database through social surveys at all quartiers and utilised it at that time. Since the social survey is costly, the commune office can utilise the existing networks of those who are familiar with the target area (e.g. NGO) and has experience of intervention in the past.*

## ESTABLISHING CCG AS AN INTERFACE AMONG RESIDENTS/ WITH THE COMMUNE OFFICE

The CCG will function as an interface among residents and between the commune office and residents. It should be an independent and neutral platform which consists of representatives of various segments in the area. Although CCG is established as part of the project under the 3-year plan, its role and activities should continue after the completion of the project. This is because promoting social cohesion is not a time limited activity. After which, the COSAY project introduced an autonomous management mechanism to the CCG, although the commune office initially nominates and verifies the CCG members.

The CCG complies with a TOR agreed by all CCG members and selects the board members. It has a similar management system as an association.

The TOR is drafted by the board members of the CCG (see a TOR format in Appendix 2). Thereafter, the TOR is discussed in details and approved by the CCG members.

**FAQ 4**

**Q:** *To what extent can a CCG reformulate its TOR?*

**A:** *Although the Project advises the CCG to keep its original format, the CCG can arrange its name, vision, membership, activity, task, and the members' roles and obligations considering the particularities of the area and membership base.*

## PPC TRAINING 1

After the establishment of the CCG, the commune office trains the CCG members on public-private cooperation (PPC 1). The training sessions, facilitated by the commune officers, are essential for CCG members in order for them to understand the objective of the CCG, social cohesion, and to acquire the necessary skills for their future activities. The COSAY Project developed four modules listed below as the essential contents for capacity building of CCG members.



Module 1: Social Cohesion and Roles of Community

Module 2: Communication and Leadership

Module 3: Accountability

Module 4: Community Action

## 3.3 PUBLIC-PRIVATE COOPERATION IN PRACTISE

### REGULAR CCG MEETING

A CCG meeting is a good opportunity for the members to get to know each other and discuss the challenges facing local residents in the area. The commune officers - as ex officio in a meeting - can inform the CCG members of what the commune office plans to do in the project, and hear the voices of the residents through the CCG members. The meeting is a platform of interaction among residents and between the commune office and the residents. It should be regularly held, preferably on a monthly basis.



**FAQ 5**

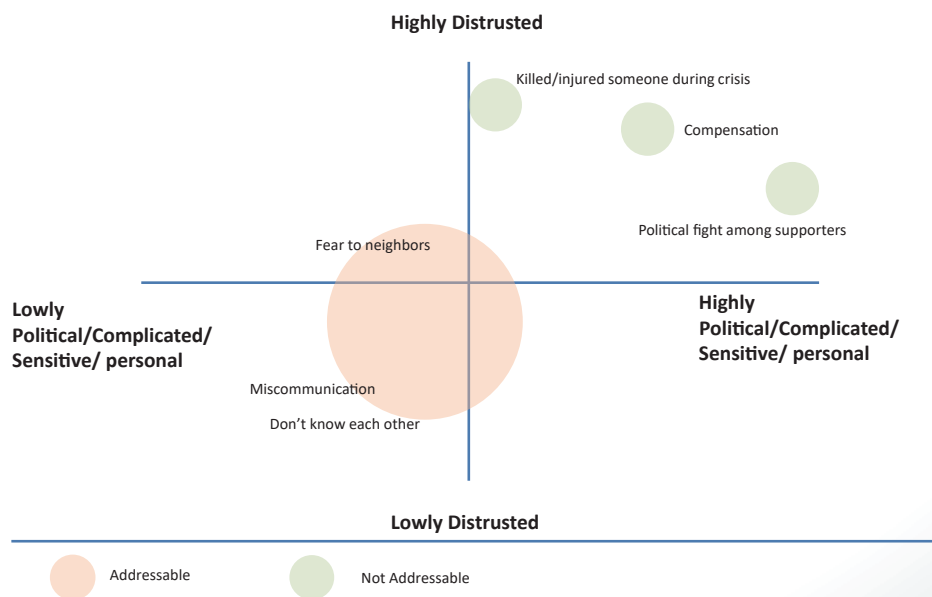
**Q:** What action will be taken when the commune office observe management problems within the CCG?

**A:** Management problems may include a high level of absenteeism and power imbalance among the CCG members. The commune office needs to listen carefully to the voices of the concerned members and facilitate the members to find solutions by themselves. However, if the case is of serious nature, the commune office may intervene as the supervisor.

## COMMUNITY DIALOGUE FOR SOCIAL COHESION

Community dialogue is essential in the CCG meeting. Through the exchange of dialogues among the members and with the commune office, CCG members can identify problems that residents face in their respective areas and/or community and discuss solutions.

As for problem solving and conflict mediation in the community, the CCG cannot address all issues in the neighbourhood. The figure below illustrates if the conflict situations can be addressed or not by the CCG.



## COMMUNITY ACTIONS

To promote social cohesion and mutual understanding among residents, the CCG initiates community actions which include:

- Sensitisation sessions on social cohesion for the residents
- Events for the residents such as inter-ethnic festival, sports game, sketches, and cleaning campaign

Although the CCG can organise and fund small events for community actions, the COSAY Project supported larger activities under its pilot project after examining whether the commune office utilises the subsidy. In the case of the latter, a budget was needed to purchase equipment and hospitality for the participants, although the CCG members and their support staff participated in the activities as volunteers.



*Sketch on social cohesion (Abobo)*



*Cleaning campaign (Yopougon)*

### FAQ 6

**Q:** *How does the CCG or the commune office secure the budget for community actions?*

**A:** *Neither the CCG nor the commune office can secure all the necessary budget for community actions. They can only cover what they can provide. For instance, the commune office provides the truck and bags for rubbish disposal, while the CCG deploys volunteers and purchase snacks for them during a cleaning campaign. In case neither the commune office nor the CCG have sufficient budget, fundraising is an effective way to seek donations for community actions. In Abidjan, it is possible for the private sector - such as mobile phone and food companies - to support community actions as part of their promotional activities or CSR.*



## GENERATE LOCAL EMPLOYMENT FOR THE CONSTRUCTION WORKS

The local neighbourhood highly appreciated that the Project employed local youths for the construction works under the pilot projects. Mobilising local youths for a project requires the CCG to prepare a list of jobless youths to be employed considering the balance of their origins such as ethnic group, religion and/or gender, and the commune office to negotiate with



*Local youths work for construction of school fence (Abobo)*

the contractor to employ local youth for the construction works. The CCG and the commune office monitor the contractor concerning the employment status of local youths.

## 3.4 ACCOUNTABILITY AND PUBLIC RELATIONS

### DISCLOSE INFORMATION AND DELIVER MESSAGES

Accountability is essential for building trust in the commune offices, especially for those who distrust the government and remain indifferent to public issues. Moreover, disseminating messages on living together peacefully to the population can promote social cohesion. Thus, the commune office and the CCGs are required to disclose information (e.g. meeting records, notices) to local residents (i.e. non-CCG members).

On the other hand, CCG members are required to collect and listen to the voices of the residents, and transmit the information gathered to the commune office.

### PR (PUBLIC RELATIONS) TRAINING

The commune office holds a training on PR for the responsible CCG members. The training sessions are a good opportunity for the members to understand PR methods and acquire skills. The COSAY project developed the modules listed below as essential contents for capacity building of the CCG members.

- Module 1: Theory and Practise of Public Relations
- Module 2: PR Strategy and Action Plan
- Module 3: Use of SNS, information boards and radio

## PR IN PRACTISE

The CCG members are expected to practise PR activities using tools such as information boards and CCG SNS platform. The COSAY project installed information boards with suggestion boxes and created SNS platforms for the CCGs. The CCGs posted information such as community notices and sensitisation posters on the information board and uploaded their activity and pictures to the SNS.

In addition, the COSAY Project started radio programmes using the radio stations of the commune offices. The programmes invited influencers and CCG members and delivered messages regarding social cohesion.

### FAQ 7

**Q:** *What are considered effective PR tools?*

**A:** *The COSAY Project examined the effectiveness of PR tools in the project, which depends on the efforts of the CCG members such as regularly updating the information boards and SNS. CCG members are convinced that the most effective way is through regular communication and visits to local residents. As for the radio programme, this experience shows the effectiveness of inviting influencers such as singers and comedians.*



Information board (Abobo)



Radio programme for promoting social cohesion (Abobo)

## 3.5 CONTINUOUS ACTIVITIES

### PPC TRAINING 2

Since the CCG is a time limited committee, it is necessary to transform it into a permanent entity similar to an association and allow it to continue its activities for promoting social cohesion.

The COSAY project developed two modules listed below as essential contents for capacity building of the CCG members for the continuation of their activities.

- Module 1: Sustainable organisational management
- Module 2: Fundraising

### REGISTER AS AN ASSOCIATION

The commune office provides the format of the TOR and application to the commune office for official recognition and registration. CCG members can draft a TOR for the successor association and request the commune office to recognise the CCG as an association. A sample of TOR for application is attached in Appendix 3.

#### **FAQ 8**

**Q:** *Why does the CCG need to register to the commune office for official recognition as an association?*

**A:** *Official recognition will increase opportunities for the association to gain support from the commune office (technically and financially).*

## AWARDING CCG MEMBERS

At the end of the project, the commune office conducts an internal evaluation of the CCG's activities and outcomes. The results of the evaluation can serve as useful information for the commune office not only for another project intervention in the future, but also for the successor association to improve its management. Thereafter, the commune office grants awards, such as certificates and small gifts, to CCG members in recognition of their efforts.



*Awarding ceremony (Yopougon)*

## 3.6 NECESSARY ACTIONS TAKEN BY THE COMMUNE OFFICE

### REGULATIONS

The COSAY methodologies are new measures for the commune offices. The COSAY Project funded the activities, including the establishment of CCGs and implementation of construction works during the Phase 1 period. For the purpose of consolidating the methodologies in the commune offices, the commune offices financed most of the activities during the Phase 2 period.

The implementation of the COSAY methodologies requires the commune offices to secure budget and human resources and fully integrate the methodologies into their administration works. Thus, the COSAY Project supported the commune offices in issuing the decrees on CCG establishment and evidence-based planning in the 3-year plan, and setting out TORs and job descriptions for the responsible departments/officers (secretary-general, social/human, communication, technical service, and treasury). The issued decrees and TOR/job descriptions are attached in Appendix 1.

**FAQ 9**

**Q:** *How can regulations be issued smoothly?*

**A:** *Holding consultations and convincing the mayor and politicians are essential steps prior to the submission of draft ordinances.*

The TORs and job descriptions in relation to the establishment of CCGs are summarised in the table below:

Department	TOR	Job Descriptions
Secretary General	Ensure that municipal, governmental, and donor-funded projects at the commune area are evidence-based, and promote a participatory approach to planning and implementation.	Monitor and promote evidence-based planning and CCG formation across the commune.
Social/Human	Promote social cohesion in the commune area.	<ol style="list-style-type: none"> <li>1. Organise resident meetings and set up CCGs at quartier and sub-quartier levels.</li> <li>2. Facilitate CCGs to set out a timetable and internal regulations, and internally approve these.</li> <li>3. Identify training needs of CCG members and provide training.</li> <li>4. Sensitise CCG members to promote citizens' participation and inclusion, and encourage community residents to participate in CCG-related activities.</li> <li>5. Support CCGs to transform themselves into official associations.</li> <li>6. Coordinate with finance department to finance CCG-related activities.</li> <li>7. Coordinate with communications department to disseminate information on CCG-related activities.</li> <li>8. Coordinate with technical department to promote local employment in the execution of infrastructure projects.</li> </ol>
Communication	Support CCGs to disseminate information on CCG-related activities.	<ol style="list-style-type: none"> <li>1. Install information boards/opinion boxes, create platforms on the Internet, and facilitate CCGs to explore various means of communication, including through municipal and community radio programmes.</li> <li>2. Coordinate with finance department to finance CCG-related activities.</li> </ol>
Treasury	Take budgetary measures to finance CCG-related activities.	<ol style="list-style-type: none"> <li>1. Appraise costs and expenses to be incurred for CCG-related activities in consultation with social, communications and technical departments.</li> <li>2. Secure and execute budget for CCG-related activities.</li> </ol>

The commune offices monitor the activities and membership of CCGs/successor associations in line with their TORs.

## TRAINING OF TRAINERS (TOT)

The COSAY Project trained commune officers (from Abobo and Yopougon) as trainers to train CCG members. The training courses include “Social Cohesion Theories and Peacebuilding”, “Communication”, “Leadership”, “Community Actions”, “Accountability and Public Relations”, “Sustainable Organisation”, and “Fundraising”. The training of trainers is essential to make CCGs functional. However, the commune office needs to train the concerned officers continuously to maintain their training abilities inside the commune office while considering their retirement and possible transfer in the future.

### FAQ 10

**Q:** *How does the MIS/DGDDL introduce the COSAY methodologies to other communes?*

**A:** *The MIS/DGDDL can coordinate and supervise the training of commune officers through dispatching experienced trainers from Abobo and Yopougon commune offices to the new ones.*

## BUDGET FOR THE IMPLEMENTATION OF THE COSAY METHODOLOGIES

The commune office shall secure the budget to implement the COSAY methodologies in the 3-year plan considering the number of CCG to be established, budget for the meetings, training, communication, transportation, and subsidy to CCGs and successor associations.

### *Conclusion!*

*The COSAY Method requires a participatory process.*

*It does not need a huge budget but rather the engagement of both the commune office and the residents for community development.*

*Their engagement will contribute to promoting social cohesion.*

*This is an investment not only for improving living conditions but also for creating peaceful and cohesive communities that will be a base of prosperity for Cote d’Ivoire in the future.*



# Appendices

1. Municipal Order on Evidence based Planning and CCG Establishment
2. TOR for CCG
3. TOR for Successor Association of CCG





## APPENDIX 1

# Municipal Order on Evidence based Planning and CCG Establishment





**COMMUNE OF ABOBO  
13 BP 928 ABIDJAN 13**

**MUNICIPAL ORDINANCE N° 2021-01/MAB/SG DATED 12 April 2021  
ON THE INSTITUTIONALISATION OF THE METHODOLOGY OF THE PROJECT FOR  
COMMUNITY REINFORCEMENT TOWARDS SOCIAL COHESION IN GREATER ABIDJAN  
(COSAY) IN ABOBO COMMUNE**

**THE MAYOR**

- WITH REFERENCE TO Act No. 78-07 dated 9 January 1978 on the establishment of communes with elected mayors and municipal councils in Côte d'Ivoire;
- WITH REFERENCE TO Act No. 2003-208 dated 7 July 2003 on the transfer and distribution of powers from the central government to local governments;
- WITH REFERENCE TO Act No. 2003-489 dated 26 December 2003 on the financial, fiscal and land ownership schemes for local governments;
- WITH REFERENCE TO Act No. 2012-1128 dated 13 December 2013 on the organisation of local governments;
- WITH REFERENCE TO Act No. 2014-451 dated 5 August 2014 on the general organisation of territorial administration;
- WITH REFERENCE TO Act No. 2014-453 dated 05 August 2014 on the status of the Autonomous District of Abidjan;
- WITH REFERENCE TO Decree No. 82-140 dated 27 January 1982 on the transfer of the powers and responsibilities of the line ministry with respect to the communes and the city of Abidjan;
- WITH REFERENCE TO Decree No. 82-1092 dated 24 November 1982, laying down the rules for planning and budgeting the development actions and operations of the communes and the city of Abidjan, as well as their budgetary and accounting system;
- WITH REFERENCE TO Decree No. 82-1093 dated 24 November 1982 on the financial and accounting regulations of the communes and the city of Abidjan;
- WITH REFERENCE TO Ministerial Ordinance No. 358/MIS/DGDDL/DTA/SDCLC dated 25 March 2019 on the results of the election of the mayors and deputy mayors of the communes of Côte d'Ivoire;
- WITH REFERENCE TO the Record of Discussion between the Ministry of Interior and Security, the communes of Abobo and Yopougon from the Republic of Côte d'Ivoire, and

Japan International Cooperation Agency (JICA) on the Project for Community Reinforcement towards Social Cohesion in Greater Abidjan Phase II, dated 26 July 2017.

- CONSIDERING the need to use the scientific databases of COSAY in the preparation of the three-year plans to develop the capacity of the communes in terms of social cohesion;
- CONSIDERING that the methodology of the Project for Community Reinforcement towards Social Cohesion in Greater Abidjan (COSAY) covers essential stages, from project selection to the post-implementation phase of infrastructure improvement projects, while taking into account the promotion of social cohesion at the level of communes;
- CONSIDERING the need to integrate the methodology of the Project for Community Reinforcement towards Social Cohesion in Greater Abidjan in public services;
- CONSIDERING the need for evidence-based planning in the Commune of Abobo;
- CONSIDERING the need to establish Joint Management Committees (CCGs) in the Commune of Abobo;
- CONSIDERING the needs for service delivery.

## O R D I N A N C E

- Article 1: For the purpose of strengthening social cohesion, the Commune Office of Abobo hereby undertakes to use a two-step methodology in the planning and implementation of its development operations:
- Evidence-based planning; and
  - Involvement of the concerned populations through the establishment of Joint Management Committees (CCGs).
- Article 2: The data for evidence-based planning shall originate from:
- National strategic planning documents such as the National Development Plan (NDP), Regional Plans for Territorial Development (SRAT), etc.;
  - Social and infrastructure databases developed under the Project for Community Reinforcement towards Social Cohesion in Greater Abidjan (COSAY);
  - Documents and study outputs produced by administrations and public organisations such as Ministries, the National Institute for Statistics (INS), the National Bureau of Technical Studies and Development (BNETD), etc.; and
  - Other relevant studies.
- Article 3: The Commune Office of Abobo undertakes to identify two (2) projects from the three-year plan every year for which CCGs shall be established. The populations shall thereby be involved in the development of their respective communes through the establishment of Joint Management Committees (CCGs) which shall be transformed into associations at the end of each project with the support of the Commune Office.

CCG members shall be selected from among the residents and shall represent at least one of the following groups within the neighbourhood: youths, women, religious organisations, ethnic organisations, socio-professional organisations (association of traders, civil servants, transporters, etc.), elderly people (retirees), representatives of neighbourhood

committees, non-Ivorians or any other relevant group, and those who are officially in charge of the target facility.

CCGs, or neighbourhood associations, shall convey the needs of the population and actively participate in the maintenance of the infrastructure and equipment made available for them.

The organisation as well as capacity development (equipment, financial and technical support) of these CCGs shall be ensured by the commune within the limits of the resources available.

Article 4: For the implementation of COSAY method referred to under Articles 2 and 3, reference shall be made to the Terms of Reference and job descriptions of the concerned departments attached hereto.

Article 5: This municipal ordinance shall become effective as of the date of signing.

Article 6: The General Secretary of the Commune Office, the Director of Financial and Economic Department and the Director of Technical Department shall each be in charge of the enforcement of this ordinance, which shall be recorded, notified and published wherever necessary.

Issued in Abobo on 12 April 2021

COPIES TO:

MIS.....	1
DGDDL.....	1
MAYOR.....	1
SG.....	1
MAIN TREASURY.....	1
PROJECT MANAGER.....	1
COUNTERPARTS.....	14
ARCHIVES.....	1
CHRONO.....	1

SIGNED FOR THE MAYOR BY THE 1st DEPUTY MAYOR

MRS. PEUHMOND JEANNE



## APPENDIX 2

### TOR for CCG







August 2019

# TOR OF GARE NORD CCGQ

Yopougon

**COSAY**

COSAY 2  
2017-2021

## 1. General Provisions

- 1.1** The *Comité Conjoint de Gestion* (hereinafter referred to as “CCG”) is **a community-based organisation** created under *the Project for Community Reinforcement towards Social Cohesion in Greater Abidjan Phase II* (hereinafter referred to as “COSAY”). CCG aims to create a dialogue framework for the management of pilot projects and to promote social cohesion in the community.
- 1.2** CCG is an apolitical, non-religious and non-ethnic organisation and works in the interest of the populations that its members represent.
- 1.3** CCGQ of Gare Nord is a tentative name and can be renamed upon agreement of its members.

## 2. Vision

- 2.1** The vision of the CCGQ of Gare Nord is the realisation of “peaceful cohabitation”.

## 3. Objectives

- 3.1** To strengthen bonds among the residents in the community (horizontal relationships).
- 3.2** To facilitate interactive communication between the residents and public authorities (vertical relationships).

## 4. Membership

- 4.1** All members of the CCGQ of Gare Nord are volunteers and, as such, receive no salary for their participation in the activities.
- 4.2** A CCGQ member who attended more than 70% of CCGQ meetings will be commended with an honour award by COSAY at the end of the project.
- 4.3** To ensure a smooth and efficient discussion, the total number of members of CCGQ of Gare Nord must not exceed 24.
- 4.4** All members must be chosen from among the residents and must represent at least one of the following groups in the neighbourhood:
- 1) Youth
  - 2) Women
  - 3) Religious organisations
  - 4) Ethnic organisations
  - 5) Socio-professional organisations (associations of traders, officials, transporters etc.)
  - 6) Elderly (retirees)
  - 7) Representatives of neighbourhood committees
  - 8) Non-Ivoirian nationality or relevant migrant background
  - 9) Recently came to the area
  - 10) Responsible officials of the target facility (e.g. headmaster, COGES)

The composition of CCGQ must reflect the geographical division of the quartier

## 4.5 Selection Criteria

- 4.5.1** Members of CCGQ of Gare Nord must be selected by the commune office according to the following criteria:

- 1) Knowledge and understanding of the issues facing the group that the member will represent
- 2) Knowledge of the general social and economic situation of the neighbourhood
- 3) Active participation in neighbourhood activities
- 4) Good communication skills and good leadership in his/her area
- 5) Respectful personality
- 6) Willingness to work as a volunteer
- 7) Availability to take part in scheduled meetings (minimum attendance requirement is 60%)
- 8) Writing/typing skills (only for reporters)
- 9) Respect of the bylaws

#### **4.6 Observation and Supervision**

- 4.6.1 The JICA Expert Team or other organisation may participate in the CCGQ of Gare Nord activities with permission from the commune office.
- 4.6.2 All CCG activities will be supervised by the Human Development Department of Yopougon Commune Office.

#### **5. Term of Mandate**

- 5.1 This mandate is valid from the start of the project to its completion.
- 5.2 By the end of its mandate, the CCGQ can continue to work by transforming itself into an association upon agreement by its members.

#### **6. Activities and Tasks of the CCGQ of Gare Nord**

##### **6.1 CCGQ Meetings**

- 6.1.1 The CCGQ of Gare Nord is expected to hold meetings on a regular basis (at least once a month) to discuss following items:
  - 1) Vision of the community
  - 2) Planning and progress monitoring of the pilot project
  - 3) Problems faced by the residents (social dialogue)
  - 4) Utilisation of rehabilitated facility
  - 5) Management of public space
- 6.1.2 The CCGQ meeting will be held at Ecole Primaire of Gare Nord if no change is announced.
- 6.1.3 Before the CCGQ meeting, CCGQ members shall gather the views of the residents (especially those that the members represent) regarding the topic of the meeting.
- 6.1.4 After the CCGQ meeting, CCGQ members must share the results of the meeting with the residents they represent.
- 6.1.5 If a CCGQ member receives any suggestions or complaints from other residents regarding the project, he/she must inform the others in the next meeting.
- 6.1.6 The broad outlines of discussions and decisions made at CCGQ meetings shall be documented by the reporter.
- 6.1.7 All information on CCGQ meetings must be made accessible to all residents of the neighbourhood in a clear and transparent manner, unless it has been agreed upon that the information should be kept confidential and is therefore inappropriate to be made public.

##### **6.2 CCGQ Activities and Tasks**

- 6.2.1 Conduct group discussions to identify issues related to social cohesion and community development in the quartier
- 6.2.2 Analyse and identify community issues and develop strategies to promote social cohesion in the quartier
- 6.2.3 Monitor the construction work of the project
- 6.2.4 Manage the opinion box and information board
- 6.2.5 Plan and implement cultural/sports events, needs training, or any other related activities.

#### **7. Members' Roles and Obligations**

##### **7.1 All Members**

- 7.1.1 Members must have relevant information about their respective groups.
- 7.1.2 Members must attend CCGQ meetings as much as possible (minimum attendance requirement is 60%).
- 7.1.3 Members shall report on discussions and decisions made at CCGQ meetings with the groups that the members represent.

##### **7.2 Chairperson**

- 7.2.1 One member from CCGQ or any other member is elected as the chairperson.
- 7.2.2 The authority and role of the chairperson are strictly limited to the logistical activities as shown below.
  - 1) Prepare CCGQ meeting venues

- 2) Convene CCGQ meetings when needed
- 3) Facilitate CCGQ meetings
- 4) Gather other members when the CCGQ meeting is held (regularly or urgently)
- 5) Verify the minutes made by the reporter
- 6) Call for votes if there is no consensus

**7.3 Vice Chairperson (2 persons)**

- 1) Substitute for the president in case of absence
- 2) Collect opinions from the opinion box, update information board

**7.4 Reporter (2 persons)**

- 1) Record the discussion of CCGQ meetings and archive information
- 2) Manage public relations issues
- 3) Check the opinion box regularly and bring the opinions to CCGQ meetings
- 4) Update the information board with the new minutes of CCG meeting, etc.

**8. Convocation**

**8.1** The convening of the CCGQ meeting shall be made by the CCGQ Chairperson.

**9. Loss of membership and replacement**

**9.1** The Chairperson or other members of the CCGQ cannot decide to revoke or substitute for another member without consulting the commune office.

**9.2** Membership is lost by:

- 1) Resignation
- 2) Permanent unavailability or death
- 3) Violation of law or relevant guidelines

**9.3** The resignation of a CCGQ member must be done by the member himself/herself in a written form to be submitted to the Chairperson at least two weeks prior to the next meeting. This letter must state the reason/s for leaving the CCGQ. The Chairperson shall substitute for him within a maximum of two weeks.

**9.4** Revocation may be ordered in the event of a serious breach of the terms of reference or grounds such as:

- 1) Repeated absence from meetings
- 2) Absence of report to the representatives
- 3) Relocation (the member moves out of the quartier)

**9.5** In case of act of God, absolute impediment, or revocation from office of a member, the President shall replace him in the same manner as those of admission.

**10. Revision of Statute**

**10.1** This statute may be revised on the basis of an agreement between the members of the CCGQ of Gare Nord and the commune office.

**READ AND APPROVED BY THE GENERAL ASSEMBLY**

Abidjan.....

Commune Office

President of the CCGQ of Gare Nord

## APPENDIX 3

# TOR for Successor Association of CCG



# UCSYA

## **TERMS OF REFERENCE OF UCSYA**

**(Union for Social Cohesion in Yopougon  
Attié)**

**Contact Nos : 55 55 58 57/ 08 38 25 51/ 09 31 21 43**

## **PREAMBLE**

The creation of this association is the result of the desire to contribute to the development of our populations and to give new impetus to the community development of our commune and the promotion of social cohesion.

The interest of this association responds to the desire to ‘arouse à craze’ and a spirit of creativity among the disadvantaged populations and to promote peace and social cohesion.

Being aware of the many problems identified in our society;

Being aware that the population residing in Abobo must develop as a community;

Being aware of the lack of assistance and concern about our well-being as well as economic and social development;

Considering that this desired development is made possible through the pooling of our human, material and financial resources;

Considering that development partners are also concerned for the well-being of the people;

Considering the law N ° 60-315 of 21 September 1960 which regulates the associations on the territory of the Ivory Coast;

We, the leaders of Yopougon Attié – recognising that the union is an essential element for all societies – decided to set up an association called "**Union for Social Cohesion in Yopougon Attié (abbreviated as UCSYA)**".

This association is expected to carry out essential activities in the direction of social cohesion and community development.



# STATUTES

## **TITLE I: CONSTITUTION - NAME, HEAD OFFICE, DURATION, SUBJECT**

### **Article 1: Constitution**

Constituted by the people who adhere to the present statutes and governed by the law 60-315 of 21 September 1960, an apolitical, non-religious, non-ethnic community-based organisation is established.

### **Article 2: Name**

The organisation referred to in Article 1 shall be called ‘**Union for Social Cohesion in Yopougon Attié (abbreviated as ‘UCSYA’)**’.

### **Article 3: Duration**

UCSYA is established for a 99-year renewable term.

### **Article 4: Head Office**

The head office of UCSYA is established in Yopougon Attié. It can be transferred anywhere within the territory based on the decision of the General Assembly.

### **Article 5: Vision**

UCSYA's vision is to achieve peaceful cohabitation and community development in Yopougon Attié.

### **Article 6: Objectives**

UCSYA aims to:

- Strengthen the relationship among residents of Yopougon Attié (horizontal relationships);
- Create a framework for an interactive communication between residents and public authorities (vertical relationships);
- Lead the implementation of community development projects for the well-being of the population of Yopougon Attié;
- Contribute to the consolidation of social cohesion among communities; and
- Promote social cohesion.

## **TITLE II: ACQUISITION AND LOSS OF MEMBERSHIP**

### **Chapter I: Membership**

#### **Article 7: Membership**

UCSYA is composed of original members, active members, consulting members and honorary members.

**7-1** Original members consist of all Joint Quartier Management Committee (CCGQ) members who participated in the founding of the General Assembly of UCSYA.

## **7-2 Active members**

Active members are those who adhere to the statutes; attend UCSYA meetings; regularly pay their contributions; and comply with the regulations of UCSYA. Membership in UCSYA is not based on age, religion, political party, ethnicity or gender.

## **7-3 Selection Criteria for Associate Members**

Selection of UCSYA members shall be based on the following criteria:

- Based on the proposal of the Executive Board and as adopted during the General Assembly meeting;
- Be residents of Yopougon Attié;
- Possess knowledge and understanding of the community problems that are experienced in their neighbourhoods;
- Possess knowledge of the general social and economic situation of the quartier;
- Participate actively in the activities of their neighbourhoods of origin;
- Have willingness to work as volunteers;
- Be of good moral character (be respectful and have a respectable personality, have never had a criminal record, not being deprived of their civil rights);
- Be available to participate in meetings and programmes (minimum participation requirement is 80%); and
- Must comply strictly with the statutes and the rules of procedure.

## **Article 8: Consulting Members**

The consulting members are composed of internal or external persons with expertise in the fields of action of UCSYA.

## **Article 9: Honorary Members**

The honorary members are:

- National and international institutions which contributed to the creation of the UCSYA or which can contribute to its development;
- Commune office;
- JICA;
- Trade unions and associations;
- Embassies;
- Government and public service organisations; and
- Other qualified entities.

## **Chapter II: LOSS OF MEMBERSHIP**

**Article 10: Loss of membership may occur due to the following:**

- Resignation
- Exclusion
- Dissolution
- Death

## **TITLE III: ADMINISTRATIVE ORGANISATION**

### **CHAPTER I: THE GENERAL ASSEMBLY**

#### **Article 11: The General Assembly**

The General Assembly is the supreme organ of the UCSYA. It is described as ordinary and extraordinary depending on the purpose of the deliberations.

#### **Article 12: Composition**

The General Assembly is composed of the following organs:

- Executive Board
- Auditor
- Active members
- Consultant members
- Honorary members

#### **Article 13: Powers**

The powers of the General Assembly are as follows:

- Determining the general policy of UCSYA;
- Electing the president of the executive board and the auditors;
- Setting contribution rates and membership fees;
- Hearing the reports of the executive board and the statutory auditors;
- Discussing and approving the activity reports and the accounts of the fiscal year;
- Making decision on sanctions against any member;
- Deciding on the transfer of the head office to any location;
- Deciding on amendments to be made on the statutes and bylaws and the dissolution of UCSYA;
- Giving formal approval to the executive board for its management; and
- Deliberating on the issues on the agenda.

The powers of the General Assembly mentioned above are enunciative and not restrictive.

#### **Article 14: Frequency of Meetings**

The General Assembly meets once a year in ordinary sessions upon request by the president of the Executive Board.

The General Assembly can meet in extraordinary session at the request of the Executive Board, the auditors, or 2/3 of the active members to deliberate on a specific agenda.

#### **Article 15: Quorum**

For the General Assembly to validly deliberate, it must consist of 2/3 of its active members.

Decisions are made by majority of the members present or represented. No one shall have more than one vote, including his/her own.

## **Article 16: Chairing Session**

Ordinary or extraordinary meetings of the General Assembly are chaired by the president of the Executive Board of UCSYA, or by one of the members of the Executive Board by order of the president.

## **CHAPTER II: THE EXECUTIVE BOARD**

### **Article 17: Executive Board**

The Executive Board is the managing and administrative body of UCSYA.

It acts in accordance with its own powers and those delegated to it by the General Assembly.

### **Article 18: Composition**

The Executive Board is composed of the following:

- 1 President
- 1 Vice President
- 1 General Secretary
- 1 Deputy General Secretary
- 1 Treasurer
- 1 Deputy Treasurer
- 1 Delegate in charge of the organisation
- 1 Delegate in charge of communication and animation
- 1 Delegate in charge of dispute and conflict settlement
- 1 Deputy Delegate in charge of dispute and conflict settlement

### **Article 19: Powers of the Executive Board**

The Executive Board is vested with the broadest powers to act in all circumstances on behalf of UCSYA. It performs the following activities:

- Deliberates on all current issues;
- Finalises the annual inventory; balance sheets and accounts and establishes any documents that should be submitted for the General Assembly;
- Submits a report of activities to be presented to the General Assembly and makes proposals;
- Convenes the General Assembly meeting and finalises its draft agenda;
- Executes the decisions of the General Assembly;
- Determines the investment of available funds;
- Authorises the withdrawals and transfers of any fund belonging to UCSYA with or without guarantee; and

- Lays down the internal rules of UCSYA and submits it to the General Assembly for approval.

The above powers of the Executive Board are enunciative and not restrictive.

#### **Article 20: Meeting**

The Executive Board meets once a month on a specific agenda from the day of its establishment and as many times as necessary at the request of 2/3 of its members.

#### **Article 21: Quorum**

The deliberation of the Executive Board is only valid if 2/3 of its active members are present.

The voting takes place by simple majority, the vote of the president being preponderant in the case of sharing.

#### **Article 22: Term of Office**

The president of the Executive Board is elected by the General Assembly for a term of three (3) years, renewable once. The elected president appoints the other members of the Executive Board.

#### **Article 23: Specialised Commissions**

Specialised commissions may be created by the Executive Board as needed.

### **CHAPTER III: THE AUDIT COMMITTEE**

#### **Article 24: Composition of the Audit Committee**

Under the same conditions as those for the chairman of the Executive Board, the meeting elects , two (2) Statutory Auditors for a period of three (3) years, renewable once (1).

They are not re-eligible.

### **TITLE IV: FINANCIAL AND BUDGETARY RESOURCES**

#### **Article 25: Resources**

The resources of UCSYA originate mainly from:

- Membership fees of five thousand (5,000) francs;
- Monthly contributions of five hundred (500) francs;
- Donations and bequests from honorary members or any public or private organisation;
- Grants.

#### **Article 26: Fiscal Year**

The fiscal year of UCSYA begins on 1 January and ends on 31 December of the ongoing calendar year.

### **Article 27: Deposit of Funds**

The funds of UCSYA are deposited in a bank approved by the Executive Board in an account opened for this purpose.

### **Article 28: Financial Movement**

The opening of the accounts and the withdrawal orders of the funds must include two (2) signatures, namely:

- That of the President or if absent or unavailable, of the Vice President;
- That of the Treasurer General or in case of absence or impediment, that of the Deputy Treasurer General.

## **TITLE V: FINAL PROVISIONS**

### **Article 29: Functions**

The functions performed in the organs of UCSYA are done for free. However, the General Assembly fixes reimbursement rates for travel expenses, mission or internship by UCSYA members as part of their functions.

### **Article 30: Modification of the Statutes and Dissolution of UCSYA**

Changes to UCSYA are proposed by the Executive Board and adopted in session extraordinary by the General Assembly in accordance with the provisions of Article 13.

### **Article 31: Liquidation**

In the case of dissolution, the Executive Board shall appoint a commissioner responsible for the liquidation of the property of UCSYA. The asset is attributed to an organisation with the same goals.

### **Article 32: Internal Regulations**

Internal regulations will set the arrangements of application of the present statutes.

**Drafted and approved by Constitutive General Assembly in Abidjan on 28 October 2020.**

**General Secretary**

**The President**

# **INTERNAL REGULATIONS**



## **TITLE I: GENERAL PROVISIONS**

**Article 1:** The purpose of the present internal regulations is to specify the missions, the composition, the functioning and the mode of application of the statutes of UCSYA.

## **TITLE II: MEMBERSHIP AND LOSS OF MEMBERSHIP**

### **CHAPTER I: STATUS OF MEMBERS**

The association consists of active members, councillors and honorary members.

#### **Article 2: Active Members**

Active members are original members and persons who:

- Have made a written request for this purpose;
- Have ratified the statutes;
- Have paid part of their membership fees and part of their annual contribution.

#### **Article 3: Councillors and Honorary Members**

Councillors are people who play an advisory role depending on their areas of expertise. They are members of the General Assembly but do not have the right of decision within the association.

Honorary members are persons who have rendered, render or are likely to render outstanding services to the association.

### **CHAPTER II: ADHERENCE AND EXCLUSION**

#### **Article 4: Adherence**

Anyone who enjoys their civil rights can join the association.

#### **Article 5: Exclusion**

Membership is lost by:

- Resignation
- Exclusion
- Death
- Dissolution of the association

## **TITLE III: RIGHTS AND DUTIES OF MEMBERS**

### **CHAPTER I: RIGHTS AND OBLIGATIONS OF MEMBERS**

#### **Article 6: Rights of Members**

The status of active member confers the right to take part in the deliberations of the General Assembly (GA).

## **Article 7: Duties of Members**

Active members have a duty to:

- Pay their various contributions (annual and exceptional);
- Participate in all meetings and activities of the association;
- Respect the decisions and deliberations of the Executive Board and the General Assembly.

## **CHAPTER II: SANCTIONS**

Failure to comply with the duties determined in Article 7 of the Rules of Procedure shall be subject to the following penalties:

- Warning
- Blame
- Exclusion

### **Article 8: First-Degree Sanctions**

Warning and Blame are pronounced by the Executive Board (EB).

### **Article 9: Second-Degree Sanctions**

Exclusion is pronounced by the General Assembly (GA).

## **TITLE IV: MISSIONS, MOTIVATIONS AND EXCLUSION**

### **Article 10: Missions**

The association is an apolitical, non-denominational structure with no ethnic, gender or nationality discrimination and is composed of volunteers. Its main mission is to promote actions for the well-being of youth and populations.

As such, UCSYA must:

- Ensure the proper conduct of education, environment, human rights protection and social cohesion projects on which it is involved;
- Take action to ensure better living conditions of the populations;
- Participate in any national and international initiative that aims to support the well-being and the improvement of the living conditions of the populations.

It should also be noted that members or third parties can be recruited and employed according to their skills on specific projects.

### **Article 11: Motivation Mechanism**

**11-1:** The association is composed of volunteers whose actions are non-profit in nature. When the volunteers are engaged in particular functions, they may be remunerated according to the tasks assigned to them. This allowance is given by taking into account the availability of financial and material resources. However, volunteer activities can generate resources (human,

material and financial resources). The use of resources is decided by the General Assembly. Resources can come from third parties or agencies.

**11-2:** Moreover, in order to contribute to the efficient functioning of the association, a rate of ten per cent (10%) is paid to the treasury of the association for any activity carried out by a member within the framework of the activities of the association and having generated funds in cash or in kind (salary, premium, per diem, transportation, gadgets, etc.).

### **Article 12: Exclusion**

**12-1:** The following circumstances may result in the exclusion of the member by the General Assembly of the association:

- Repeated failure of a member to participate in activities and meetings;
- Cases of proven indiscipline;
- Misuse of one's membership in the association; and
- Misuse of the association's resources.

Exclusion of a member must be pronounced by 2/3 of the majority of the General Assembly and is to be done only upon hearing the explanations of the member against whom the exclusion procedure is initiated.

**12-2:** In the event of exclusion, an option for appeal may be allowed within a maximum of fifteen (15) days. In the event that the member is pardoned, he/she shall be required to pay his/her membership fee again.

Failure by any member to pay his/her contributions (annual and exceptional) shall result in sanctions.

## **TITLE V: ADMINISTRATION AND FUNCTIONING**

The association has the following organs:

- General Assembly (GA);
- Executive Board (EB);
- Office of Auditors (OA); and
- Specialised Commissions (SC).

### **CHAPTER I: THE GENERAL ASSEMBLY**

#### **Article 13: Composition**

The General Assembly (GA) consists of all active members. Councillors and honorary members may attend the sessions of the association and be heard unless the latter objects, but councillors do not have the right to vote.

#### **Article 14: Attributions**

The GA is the supreme decision-making body of the association. It is sovereign and its main functions consist of the following:

- Determine the general policy of the association;

- Control the financial policy, approve the budget and the financial regulation of the association;
- Decide on the accession of new members of the association and determine the nature of their rights and obligations;
- Set the rate of the membership fee and the annual contribution rate;
- Amend the statutes and create any other body necessary for the proper functioning of the association;
- Elect the Chairman and the Statutory Auditors;
- Possibly appoint the liquidators of the association;
- Move the head office of the association;
- Take all the measures necessary to achieve the objectives of the association.

## **CHAPTER II: THE EXECUTIVE BOARD**

### **Article 15: Composition**

The Executive Board (EB) consists of ten (10) members.

It is constituted as follows:

- A President;
- A Vice President;
- A Secretary General;
- A Deputy General Secretary;
- A Treasurer;
- A Deputy Treasurer;
- A Delegate in charge of the organisation;
- A Delegate in charge of communication and animation;
- A Delegate in charge of dispute and conflict settlement; and
- A Deputy Delegate in charge of dispute and conflict settlement.

### **Article 16: Attributions**

The attributes of EB members are as follows:

- **President:** The President is the head of the EB.

As such:

- He/she convenes the GAs and the meetings of the EB and ensures the applications of the deliberations and the decisions undertaken;
- He/she represents the association in all the acts of the civil life and is invested with all the powers to this effect;
- He/she has the discretion to make a decision necessary for the proper functioning of the association, while remaining within the framework of the association's general policy;
- In particular, he/she has standing to sue in the name of the association.
- **Vice President:** The Vice President replaces the President in the case of absence or impediment.
- **General Secretary:** The General Secretary is the administrative head of the association.

As such:

- He/she prepares the minutes of the deliberations and decisions of the GA's, EB meetings, and ensures their transcription on the registers provided for this purpose;
- He/she writes the reports of the activities carried out by the association;
- He/she writes all the correspondence of the association;
- He/she keeps the archives of the association.
- **Deputy General Secretary:** The Deputy General Secretary replaces the General Secretary in the case of absence or impediment.
- **Treasurer:** The Treasurer is the financial manager of the association. In particular, he/she is responsible for the recovery of membership fees (annual and exceptional). He/she is also responsible for proposing an objective and a favourable financial policy for the association.
- **Deputy Treasurer:** The Treasurer replaces the Treasurer in the case of absence or impediment.

### **CHAPTER III: THE AUDIT COMMITTEE**

#### **Article 17: Composition**

The Statutory Auditors are composed of two (2) members.

#### **Article 18: Attributions**

The Statutory Auditors are responsible for:

- Controlling the financial management of the EB;
- Examining and giving their opinions on the financial policy of the association.

### **TITLE VI: ELIGIBILITY/VOTING PROCEDURES**

#### **Article 19: Becoming a President or Auditor of UCSYA**

To become a President or Auditor of UCSYA, one must:

- Have served one year in UCSYA regardless of distinction of race, ethnicity, religion or political affiliation;
- Have an unquestionable presence in the activities (participation of at least 80%);
- Have cleared his/her contributions.

#### **Article 20: Requirements to be a Voter**

To be a voter, one must be an active member of the association regardless of race, ethnicity, religion or political affiliation. One must also have cleared one's contributions to the association.

#### **Article 21: Regularity Control**

The control of the regularity of the elections with regard to the equality of candidates and votes is vested solely in the organising committee of elections. This committee is set up by consensus with the members of the General Assembly and those of the Board.

## **Article 22: Voting Procedure**

Voting is done individually and secretly. It is subject to direct suffrage. If a member has been mandated, he/she may not have more than two votes, including his/her own. A total of 50% of the members present or represented are required to validate the vote. The proclamation of the results is made on the spot by the organising committee of elections. Victory is pronounced on the basis of simple majority vote. In the case of equality, new elections shall be organised within 7 days.

## **TITLE VI: FINAL PROVISIONS**

### **Article 23: Amendments to the Rules of Procedure**

The modifications of the provisions of the rules of procedure are proposed to the GA by the EB.

### **Article 24: Rules of Procedure**

These rules of procedure will be communicated and distributed to all members of the association.

**Drafted and adopted in Constitutive General Assembly in Abidjan on 28 October 2020.**

**General Secretary**

**President**

**COSAY**

Cohésion Sociale Abobo et Yopougon  
Coopération Japonaise