



Netherlands Enterprise Agency

WACA program - Dutch entry points to the WACA program: relevant findings from existing projects and business opportunities

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**WACA program- Dutch entry points to the WACA
program: relevant findings from existing projects
and business opportunities**



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Preamble

COASTAL CHALLENGES IN WEST AFRICA

Coastal erosion and flooding in West Africa severely threaten people's communities, livelihoods, safety and investments. About 56% of West Africa's GDP is generated in coastal provinces, where one-third of the population resides. Stronger storms and rising seas are wiping out homes, roads and buildings that have served as landmarks for generations. Some beaches are deeply mined for sand, protective mangroves are deforested, and people are increasingly vulnerable to the impact of climate change. Some residents have no choice but to move away—a trend that is breaking up communities and changing the social fabric for future generations.

Rapid and often unplanned urbanization has devastated the natural landscape that once served as a buffer for erosion and flooding. These developments disproportionately affect the poorest and most marginalized, and will intensify due to climate change. While countries have started to contain erosion and flooding, there is an urgent need for partners to mobilize financing through coordinated regional action. Collaboration at the policy and technical levels helps countries to manage erosion hotspots, and to maintain the livelihoods that a healthy coastal ecosystem provides to people and economies.



Source: <https://www.wacaprogram.org/>



Executive summary and conclusion

*The WACA program
reduces the risk to coastal
communities*

The WACA program¹ was developed by the World Bank in partnership with the West African people who live on the coast and depend on it for their livelihoods, nutrition, food security, and prosperity. The program supports countries' effort to improve the management of their shared coastal resources and reduce the natural and man-made risks affecting coastal communities. The purpose of the assignment awarded by the Dutch Enterprise Agency RVO² to Gushikama Business Consult was to analyze the opportunities for Dutch enterprise to participate in projects that are initiated under the WACA program, driven by the World Bank. Over the last 2 years, the WACA program has grown and developed and RVO wishes to provide the best and most efficient trade support to Dutch enterprises, increasing the chances of Dutch companies to be optimally positioned to secure contracts under the WACA program. This assignment builds on research and assessments that other parties have done on the subject of WACA, such as the initiative of Netherlands Water Platform (NWP)³ to setup the Dutch WAV+CA hub. The project should lead to a set of recommendations on what RVO and other (government) stakeholders could undertake.

When analyzing the WACA program, past, current and future efforts should be taken into consideration. An overview of what is considered hurdles and issues related to the participation in the WACA program has been made. This report includes a short summary of the most important lessons learned that emerged from then interviews with participants in the domain covered by the WACA program.

*Timeline, decision making
processes, funding,
coordination*

The main issues highlighted are the required timeline for projects (bringing projects from their initial inception to investment decisions takes an impressive amount of time), the variety of decision making processes (difficult to monitor opportunities), the lack of funds to execute projects (the drive for PPP solutions is not seen as fit-for-purpose when it comes to Coastal Resilience) and the lack of coordination (which is a threat to offering joint value adding solutions). In the discussions with the World Bank, some of these issues are recognized and understood. The program would benefit from a proactive role by national hubs, including a Dutch hub to coordinate the project efforts and allow the WACA community to access the Dutch expertise and experience as required. This report includes an

¹ <https://www.wacaprogram.org/>

² <https://www.rvo.nl/onderwerpen/internationaal-ondernemen/netwerken-en-contacten/internationale-organisaties>

³ <https://www.netherlandswaterpartnership.com/west-african-coastal-areas-management-waca-program>



*Lack of interest to pursue
integrated solutions and
adding more value*

assessment of the Dutch Hub solution but also highlights alternative solutions (appointing a Dutch WACA envoy or integrating Dutch experts into the West African Based WACA hub in Ghana. With all of these, funding remains a core issue, as private enterprises do not seem eager to fund such joint initiative and neither does the World Bank, nor the Dutch government.

At the same time, some Dutch companies are successful at securing contracts and projects, especially when it comes to studies and engineering assignments. These projects are often secured as a result of an individualistic approach, without trying to offer an integrated solution and as such improving the chances of other Dutch companies. In parallel, substantial projects are secured by companies based in other (European) countries, that operate with a more generous supply of project funding facilities from their national governments.

Earlier this year (2021), a longlist of potential project proposals was shared by the WACA platform. These projects were presented with the purpose to gauge the market for financing opportunities. These projects were spread across: Senegal, Ivory Coast, Benin, Togo and Ghana. The appetite for funding these projects was limited. The expectations are that most likely it will take 5-7 years for any of these projects to reach the market for execution, if proper financing can be secured. Local governments support the project initiatives, but cannot offer the required financial means in most cases. However, there is one specific project in Senegal (port of Nouadhibou) that is advancing and could be of interest to the Dutch enterprises.

*Pro-active Coastal
Resilience Envoy can make
a difference, funding to be
addressed*

The WACA program phase 1 is being reviewed and the team is working on the scope for phase 2. This will mean an extension of the program and a few new elements which still need to be decided upon. The topic of funding and the PPP approach will be addressed in the scope for phase 2.

The conclusion is that in order to improve the position of Dutch enterprises to participate in the projects under the WACA program, a very proactive solution should be chosen. For example: in a similar way as the Dutch government has decided to appoint a thematic ambassador for the Water Sector⁴, a Coastal Resilience ambassador could be appointed. Whether this appointment should be for a global remit or a West-African focus (and as such taking WACA as a starting point) remains to be discussed. The first results for Dutch enterprises can be expected within 2-3 years after the launch of the initiative. The funding for the Special Envoy needs to be addressed as private enterprises do not seem eager to contribute. Support from the Dutch

⁴ <https://www.government.nl/topics/water-management/waterenvoy>



Report WACA Dutch business opportunities



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Embassies in the region will be essential for the successful implementation of this initiative.



Chapter 1

Introduction: Assignment RVO and purpose report

The project is set within the framework of the West African Coastal Areas Program, a World Bank-led program aimed at building coastal resilience in West-Africa. The project consists of a study of possible entry points for the Dutch water sector to engage in West-African coastal resilience. This report is designed to consist of three main elements:

1. Identifying lessons learned and relevant outcomes in terms of coastal management in projects that have been financed and implemented through the Dutch government in the WACA region. In this stock-taking exercise, it can also be determined which West-African countries are particularly of interest to the Dutch water sector, focusing the study on these countries. Initial assessment of the commercial viability, and where applicable feasibility of scaling up or adoption into other financing channels.
2. Executing a stakeholder analysis within the West-African coastal resilience sector within the countries of main interest.
3. Identifying business opportunities in planned investments in the context of the WACA program for Dutch expertise and private sector. Scope includes both WACA projects and other coastal resilience projects in the region. Initial assessment of political economy around these projects and bankability/feasibility

Throughout the execution of the assignment and in close consultation with the project owners in RVO, the emphasis shifted slightly. In the months of February, April and May 2021, several progress meetings were held and a presentation was done during the African Business Week (Appendix B) on 27 May 2021.

The report includes a brief overview of the WACA program, an overview of the issues highlighted by the relevant stakeholders and leads ultimately to a set of conclusions and recommendations.



Chapter 2

WACA program – description of the program

General introduction

The WACA program was developed in partnership with the West African people who live on the coast and depend on it for their livelihoods, nutrition, food security, and prosperity. The program supports countries' effort to improve the management of their shared coastal resources and reduce the natural and man-made risks affecting coastal communities. WACA boosts the transfer of knowledge, foster political dialogue among countries, and mobilize public and private finance to tackle coastal erosion, flooding, pollution and climate change adaptation. The WACA Program consists of country projects, regional integration and support activities, and a WACA Platform as mechanism to scale-up knowledge, dialogue and finance.

The WACA Program is a multi-country and regional response to support the strengthening of resilience of coastal communities and assets in 17 western African countries particularly vulnerable to erosion, flooding, and pollution. Countries have a degree of readiness through multi-sectoral investment planning processes.

The program's website (www.wacaprogram.org) contains all the information in detail including an extensive library of publications and resources that guides the interested parties through the program and the specific aspects per discipline and per country as far as relevant. WACA can be considered a platform, a vehicle with the intention to act as catalyst for projects and initiatives in Coastal resilience in West Africa.

Financing projects – objective (*)

With one of the key objectives of the WACA Platform being to mobilize investments for coastal resilience, two strategies are being utilized: (i) bilateral discussions with traditional development partners to mobilize and coordinate concessional and grant financing; and (ii) development of a WACA Marketplace to reach a broader set of financial partners and scale financing, bridging demand and supply. The WACA Marketplace is a simplified investment mechanism that aims to match the demand for coastal resilience investments with the supply of partner financing. It aims to simplify the process of deal-making and resource mobilization. Gathering countries and potential financial partners in one space and featuring pitches of priority investment needs by the countries, the Marketplace aims to simplify and catalyze the deal-making process. It also aims to assist in identifying opportunities for collaboration and integrating technical innovation through the Platform's Knowledge pillar and network of knowledge partners.

Financing projects – instruments (*)

There are several Financing Instruments that could be used to finance public and private projects for coastal resilience. These include public private partnerships, project guarantees, and bonds. The choice of instrument depends on whether the investment is revenue-generating or non-revenue generating and needs to be considered before pursuing private or commercial financing, blended commercial and concessional financing, or blend with public finance. The Private Sector is keen to be part of the solution for coastal resilience and represents an opportunity to maximize financing for development. WACA seeks to leverage the financing provided by international finance institutions



and bilateral donors with private capital. The private sector is also keen to develop standards for their operations that manages any social and environmental impact. The WACA Platform is engaging the private sector to help develop the relationships, tools and mechanisms needed to support their engagement in strengthened coastal resilience for the region.

Relevance to Dutch enterprise

Why is this program important to the community of Dutch stakeholders ? Coastal resilience is part of the core specialist capabilities of the Dutch maritime construction sector. Historically, Dutch companies, from engineering to actual construction have gained a very good reputation globally when it comes to mitigating the risk of flooding of coastal regions. Coastal resilience is an export product. This is also reflected in the interest that Dutch government takes in the subject, by sponsoring the development of nature based solutions and positively supporting the integration of civil engineering solutions with socio-economic development. The Dutch companies can add value by offering sustainable and resilient, proven solutions – most of them tested at home.

New phase in WACA

The WACA management team is now working on WACA phase 2, which should be presented to the stakeholders in March 2022 and should be operational July 2022. At the same time, WACA phase 1 is up for the midterm review and this will have implications for the organization and the content of the program. This is still to be clarified and more will be known towards the end of the year. These two processes might be merged in due course. The elements that are known at this stage are:

- New countries in WACA 2 : Guinea Bissau, Ghana, Gambia. These will be added to the existing list.
- New topic in WACA2 : Job Economic Transformation (JET) and sustainable employment – long term impact on the labor market from the projects executed by WACA.
- New topic in WACA 2 : Nature based Solutions – the shape and form is yet unknown. As this is an area of interest in The Netherlands, Dutch enterprises and the NbS community could contribute to shaping the scope.
- The WB may also be looking at separating plastics out of the general project stream and include some attention to Ecotourism and renewable energies.

The WACA program will develop and adapt in the next few months.

(*) Wording taken from WACA website (<https://www.wacaprogram.org/>)



Stakeholder analysis relevant for the Dutch enterprises

Prior to the start of this assignment, Netherlands Water Platform (NWP) performed a detailed analysis of the (Dutch) stakeholders interested in the WACA program. This overview, commissioned by the World Bank and executed under supervision of RVO, was the starting point for this report. This chapter highlights some of the stakeholders in this market - all playing their own role, driven by their own agenda and priorities.

Private sector: Engineering companies and advisors

Engineering companies have a tradition of pursuing assignments from funding agencies and local governments in those countries where they feel confident in doing business. This is sometimes fueled by existing networks in these countries or connections with similar projects or previous phases of the same project. As and when required, these companies will create ad-hoc alliances locally, nationally or internationally, all depending on the requirements for each project. It is unclear what the exact success rate is in securing contracts.

Ad-hoc alliances are a threat to value adding integrated offerings.

The downside of this individualistic approach is that the companies miss out on the added value of an integrated approach, involving a broader scope of work and a more efficient project. The information acquired is deemed to be commercially sensitive, to the point that in some cases the local Embassies were not aware that an engineering firm had secured a contract until this was made known to the wider public

Private sector: Construction companies

Among the construction companies that were interviewed, there was a wide variety of approaches. In some cases, the contractor saw the value of early engagement and continuously supported project initiators throughout the journey of bringing a project 'from the drawing board' to the end result in the field. The result was that in many cases, excellent relationships and partnerships were established with local contractors and the associated supply chain. In one case, there was evidence that the knowledge transfer was considered an essential deliverable.

Early engagement leads to more sustainable project execution.

In many other cases, contractors decided to take a more reactive approach, mostly driven by insecurities on the timeline for the project and unclarity when it comes to the decision making process and the influences on that process – was it worth engaging early and as such perhaps feeding expertise (indirectly) to a competitor. In many of these cases, the cost of early engagement was considered prohibitive and other market segments, within or outside the region, commercially more attractive.

The (Dutch) financial sector and funding agencies

Coastal Resilience projects in West Africa are not a priority domain for Dutch government (Aide) funding, other than the normal trade promotion support through RVO and the 'standard' facilities such as DGGF and few others. For Africa more specifically, the Dutch priority resides with the Sahel region and less so with West-Africa. Other funding agencies in the region are the European Union, the Nordic Development Fund, national development funds such as the French AFD and others. At



the time of this report, most (potential) projects are in the development stage and are the subject of studies and engineering.

The local government institutions

Local government institutions vary from country to country. In the discussions with the Embassy in Senegal, a few examples of Coastal resilience projects (not directly WACA related) were mentioned, where local, regional and national authorities were involved in projects. The most interesting example was the complex set of coastal resilience issues around Saint Louis in Senegal, where multiple initiatives are being developed, multiple studies performed, all sponsored through different funding mechanisms, like 'Projet de gestion des eaux pluviales et d'adaptation au changement climatique (PROGEP)' and 'Projet de relèvement d'urgence et de résilience de Saint-Louis (SERRP)'. These (almost competing) initiatives both require studies and it is not clear in how far these initiatives are sharing information and results of the investigations for cost savings and time efficiency. Locally, the Ministry of environment, Ministry of infrastructure, the regional government and the municipality of Saint Louis are involved.

The Dutch government institutions and their support structure

In The Netherlands, The Dutch Enterprise Agency (RVO) is the driver for trade promotion and connecting the Dutch private sector to the programs and opportunities of the multilateral funding agencies such as the World Bank (i.c. main sponsor of the WACA program). In this particular case, Team International Organizations (TIO) of RVO is proactively building the relationship with the WACA team and liaising closely with the Netherlands Water Partnership (<https://www.netherlandswaterpartnership.com/west-african-coastal-areas-management-waca-program>). NWP is seeking the role of the Dutch Hub within the WACA structure. A business proposal has been submitted to the World Bank for comments (pending). RVO does not have the instruments or funds to financially support the cost of the Dutch WACA hub in the medium/long term.

The Embassies

The Dutch Embassies (can) play an essential role in opening doors to local governments and other decision makers. Under the current brief of the Embassies, coastal resilience is not a priority topic unless the sector raises the subject or if a country is specifically exposed to risk in the field of coastal protection and the socio-economic consequences.

Embassies are essential ears and eyes on the ground.

The interviews showed that the role of the Embassy is different in each country. Depending on the pro-activeness of the staff on site, depending on the capacity and available budget of the Embassy, and depending on the priorities (different in each country, albeit all in some way aligned with the guidance and priorities set by the home office in The Hague), the topic of Coastal Resilience will attract attention and updates and information will be shared to the community in The Netherlands.

Among the Dutch Embassies in the (sub-)region, Senegal and Ghana have coastal resilience as a priority topic. Other Embassies are not proactively engaging in the subject. When speaking with the embassy in Ivory Coast, the representative stated that the priorities are (partially) demand driven and the requests from Dutch enterprises were few and far between.



Conclusion

There is a variety of stakeholders involved in Coastal Resilience, locally, regionally, nationally and internationally. The fact that the stakeholders for each project are different, even if there are multiple projects in one location, does not make it easier for private enterprises to engage with the right parties and be successful in securing contracts and projects.

One of the major risks identified here is the lack of coordination and the reluctance to drive an integrated approach between some stakeholders. The fact that it is unlikely that WACA specific funding for such coordinating function will become available in the near future, does not help either.

The role of the Embassies is generally appreciated and fit-for-purpose. Senegal and Ghana were mentioned specifically as proactive partners when pursuing assignments in this field of expertise.



Chapter 3

Inventory of issues and entry point for Dutch enterprise

Issues highlighted

Throughout the execution phase of this project, private sector and public sector representatives were interviewed and consulted. In chapter 6 of this report, a few quotes are highlighted from those interviews. This chapter provides a summary of the issues that were mentioned during the interviews.

Project schedule

Whereas the core of the WACA program's activity (building coastal resilience in West Africa) resonates positively with most of the stakeholders in the private sector, the most frequently recurring comment is that the timeline for projects is too long and it is unclear when decisions are being taken on project budgets, finance, which in the end puts the project execution schedule at risk. Most companies are wary of the prolonged procedures, political uncertainties and when assessing the WACA program related projects in comparison with other opportunities in the market, the internal resources are directed at alternative projects.

This 'rule' or trend does not apply to a number of companies: some decide to invest time, effort and money in building the relationship with local authorities. The Coastal Resilience project is then considered as lead-in to a broader and longer program of activities in the country or region and as such, the extra effort can be justified. Those however are the exceptions. Project preparation phases of 4-8 years is simply too long and the topic needs to be addressed by the WACA team in the World Bank.

Multisectoral solution

Projects under the WACA program are complicated and in many cases require a multisectoral solution. It is very seldom that projects require only one specific capability. In many cases, companies will have to form suitable and project specific alliances to cover the entire width of the scope. This can be through Joint Ventures, subcontracting or other ways of cooperation. Some of the company representatives explained that it is hugely complicated to create this type of alliance or joint venture for a project that you don't know whether it will happen, when it will be done, what the scope is and when the funding will be available.

This can be mitigated by having access to a reliable source of information and being alerted of any changes in the project. Searching for such information is deemed to be complicated and cumbersome.

Funding

One of the cornerstones of the WACA program is the drive to develop projects through PPP funding. The World Bank has taken as starting point that 50% of the financing of projects need to be generated by the private sector. This approach is generally not understood by the private sector. Considering the nature of Coastal Resilience projects, it is hard to imagine a business case that would generate sufficient money to justify 50% of the investment – the 'end users' cannot be expected to pay for 'dry feet'.



This means that projects presented under the WACA program will have to incorporate a business case to attract the private sector. One of the examples is to connect Coastal Resilience with Port Construction and recover (part of) the cost of the execution of the integrated project through port fees, as Ports tend to be operated as private or semi-private entities.

In order to achieve this type of solution, the project needs to be owned by an organization that will chase, connect and drive towards a solution that is feasible and acceptable to both the private and the public stakeholders.

Other solutions are Blended Finance projects – for instance the combination of Nature based Solutions (NbS) and Carbon Credits (Blue Carbon). The most common example here is the integration or preservation of Mangrove trees in a coastal protection project as opposed to ‘grey’ infrastructure (dams, dikes, etc).⁵

Conclusion

From the private sector perspective, Coastal Resilience projects (WACA program included) have many fundamental business risks. Projects can expose the company to risk of delay, long payment cycles, limited control, above-ground risks such as political instability. The private sector emphasized that they are not adverse to business risks, but in many cases too many of the above highlighted risks lead to reluctance to engage early or in some cases mean that companies decide to choose a reactive approach (‘we’ll engage when specifically asked for our skills or capabilities’).

The negative effect of this is that integrated solutions are not pursued. The consultancy companies that operate in the coastal resilience market create (international) alliances and develop their own pipeline of projects – limited to their ‘own’ scope of work. The option of unsolicited proposals offer opportunities as well. The consulting firms did not express a need for further support from the Dutch government (RVO) or others.

⁵ For more information on this topic, see RVO report “Financing Nature-based Solutions”. Accessible through ww.rvo.nl/tio



Chapter 4

Overview of lessons learned of Coastal Resilience projects financed and implemented through Dutch government

Lessons learned are important and represent value in the form of risk reduction and understanding the exposure to any activity in a certain domain of activity or geography. With the currently available digital tools and means, it could be expected that a library of lessons learned is available and accessible to all stakeholders that take an interest. For this report, WACA-type projects are considered, with the key characteristics: West Africa, Coastal Resilience, Civil Engineering, Socio-Economic impact, Coastal Environmental assessment.

Obstacles to lessons learned registration

By its nature, lessons learned are biased and related to the position of the 'learner'. A contractor or consultant might be satisfied with the performance of a contract and did not encounter major issues, whereas the contract holder may have been in a difficult position during the execution of a project.

The main reasons why a register is not in place:

- Project evaluations are done on a project by project basis and hardly ever gathered or logged for future use by the project developer. Most of the lessons learned stay in the memory of the project staff that was involved and accumulates there as experience.
- Because information is often in the mind of staff, there is a distinct risk of the knowledge walking out the door when staff rotates or is reallocated to new assignments.
- There is a multitude of project 'owners', not necessarily sharing this type of information or working together to avoid repeating mistakes. There is no incentive to do so.
- There is no owner for this type of database with information. Typically, if nobody owns the responsibility of having an up-to-date and relevant register, it is unlikely to be effective or valuable.
- The private sector considers lessons learned as strategic, proprietary and commercially sensitive information. That reduces the likelihood of sharing essential lessons learned to a minimum.

Lessons learned are commercially sensitive and treated confidentially

Making the compendium of lessons learned is therefore a challenging matter.

Observations from the interviews and discussions

The matter of lessons learned was brought up in many discussions and interviews. Here are a few highlights:

- The World Bank sees value in have access to Lessons Learned but does not have a tool to register these. This is not part of the standard project management requirement. Evaluations are performed but the conclusions are only registered on a project-by-project level.
- At RVO, reference is made to the different programs and instruments, all with their own method of capturing (or not) lessons learned. The main comment to be noted is that not one project is the same as the next and that makes comparisons difficult.



Relevant lessons learned

The most important lessons for projects that could be applied to WACA-type Coastal Resilience projects to be noted are:

1. Start with a full inventory of stakeholders and decision makers. In close consultation with the local embassy and/or your local partner, you need to keep that overview up to date.
2. Investigate and define the project owner – get as close to the owner as you possibly can.
3. Investigate the funding model of the project and don't make any assumptions. If the funding is failing, the project is failing.
4. Understand the contracting mechanism. Assumptions are the greatest enemy to the pursuit of contracts – in West Africa more so.
5. There is a fundamental difference in perception when it comes to taxes and duties. The public sector is not affected by taxes, duties, levies and such, whereas the private sector is. In some cases, projects have failed at the time of the signature of the contract because the tax arrangement was taken lightly.
6. Local Content and the local/regional supply chain contribute to your project if you manage the process carefully and supervise to meet the standards that you require for your project. Go for the local supplier if makes business sense, if not your project will suffer.
7. Do your research and verify the validity on a periodical basis.
8. The project has its own gateways and milestones. The company in pursuit of the project should take the opportunity of these milestones to reassess and withdraw if priorities have changed. Withdrawing requires courage and documented evidence that it is the best decision.
9. There are always alternative (technical) solutions. Projects benefit from thinking in alternatives as it sometimes the reveals the advantage of the competitor.
10. Be prepared for changes in the scope of work. This is common and very likely to happen, even after contract award. Managing the stakeholders through a change in scope is a task.

The common factor in all lessons learned is the assumptions made throughout the project cycle.

Structured and standard approach

Over the last few years, project management is getting more standardized and the training for certification ([PMP Certification](#)) for a project manager includes the lessons learned. This will help to make the subject part of project evaluations and will also help in making the results more accessible.



Chapter 5

Business Opportunities in the context of WACA

Coastal Resilience opportunities in the West African region

The WACA program has the ambition to coordinate and drive Coastal Resilience projects in the West African region. The stimulus is certainly achieved and interest in the subject and the spin-off effects (knowledge transfer and innovative solutions) is commendable.

However, there are more opportunities to participate in Coastal Resilience projects than through the WACA program only. Some projects are funded through direct national aid programs (France, Germany, etc) and other multilateral funding agencies have their own agenda of projects. The situation is different for each country. It is recommended to connect with the local Dutch Embassy to understand the status of projects and programs that are not directly linked to the WACA program.

A good example is the situation in Senegal: there are multiple programs ongoing that have an impact on Coastal Resilience, funded by AFD (France) and GIZ (Germany). In some cases, several projects are being worked on in the very same zone (Saint-Louis) for different government agencies in Senegal. Keeping track of all these initiatives requires attention and presence in country to be part of the execution. Support from the Embassy is essential, if only for establishing the relations with the national, regional and local government officials in Senegal.

Qualification of the WACA opportunities

The business opportunities within the WACA program or platform are ample – many projects in all sorts of shapes and forms are being advertised. A few remarks:

- Some projects, that were in progress when the WACA program was launched, were retroactively earmarked as WACA projects. Whereas these fall into the same category as the ‘typical’ WACA project, these are not the fruit of the WACA platform but loosely associated with the program.
- The WACA program adopts a dynamic approach when assessing projects that could be eligible for being associated with WACA and the philosophy behind the program. The fact that there is a requirement for a PPP element, means that a variety of projects with a Coastal Resilience element could qualify. The rest is politics.
- In November 2019, the WACA platform organized the first Marketplace. The Marketplace is an event where projects and funding agencies come together for matchmaking. Projects are pitched at the event. It is a good opportunity for the private sector to gauge and understand what is happening in the market.
- A second edition of the Marketplace was held in March 2021. Whereas the event in November 2019 was a hybrid event (live with the option to call into the event remotely), the event in March 2021 was completely virtual.
- The March 2021 Marketplace consisted of a briefing to stakeholders on the PPP funding model and a presentation of CPCS (a Canadian consultancy firm) on the findings of their report. Their presentation is available upon request.

The WACA program adopts an open-door policy to allow a wide variety of projects



- At the March 2021 Marketplace the WACA-team highlighted one project in Nouadhibou (Senegal): improvement of the port, linked to the minerals extraction industry in the (sub) region. The other projects of the list that was used are definitely on the longlist, but the WACA team has decided to focus on a limited number of projects and bring these further rather than spreading the efforts too thinly. This specific port project has the interest of WB and AfDB. With the ongoing feasibility study for this project, WB expects that this project can be presented in a 2022 Marketplace type event. The program wants to come up with a ready-to-finance project in order to gain credibility and traction.

Longlist of projects in the pipeline

In the lead-up to the March Marketplace, there was some confusion and unclarity on what the exact scope for the Marketplace would be, the agenda and the attendees. It was also unclear who was invited to the event and what the criteria for making it to the list of invitees was.

The agenda included also a presentation on the call for innovation⁶ that was launched by the WACA platform and that was completed in Q4-2020. The effort invested by multiple parties into bringing new technology, methods and other innovative ideas to the WACA community required some form of exposure in order to make use of the technology (implement on projects). A few of the participants wondered what the plan was and how to leverage the proposed solutions onto a project.

On behalf of the WACA platform, CPCS has pre-selected projects in the region that fit the PPP profile; in anticipation of the Marketplace, they shared project information sheets that were presented at the marketplace and pitched by the countries at the event to different partners in the region. The selection of projects are summarized in the table below. The detailed project sheets are included in appendix C.

Togo	Lome	Drainage/ flood control	Investment plan
Mauritania	Nouadhibou	Waste water sanitation	Investment plan
Togo	Lome	Waste water sanitation and beach recovery	Summary description
Ivory Coast	Dahlia Fleur	Touristic development	Summary description
Senegal	Dakar	Waste water sanitation	Summary description
Ivory Coast	Abidjan	Maritime waste water treatment in port	Summary description
Senegal	Dakar	Port development and upgrade	Summary description
Ivory Coast	San Pedro	Expansion port facilities and upgrade	Summary description
Benin	Cotonou	Coastal resilience – relocation of community and erosion protection	Summary description
Senegal	Thiawlene	Coastal resilience – relocation of community and erosion protection	Summary description
Senegal	Mbour	Coastal resilience and accommodating further development of tourism	Summary description
Sao Tome	Ponta Mina	Port development project	Summary description

⁶ <https://www.wacaprogram.org/innovation>



Comments:

- Three of these projects (Thiawlene, Cotonou, Mbour) are coastal resilience projects (focus of the WACA program). All others are being considered for the WACA program but have agro/environmental or port as the core element and less typical Coastal Resilience aspects (as far as known at this stage)
- The question is raised what 'belongs' to the core WACA scope (Coastal Resilience). The non-core activities are relatively easy when it comes to PPP. One could imagine a business case for a PPP construction approach for some. That leaves those projects that are predominantly Coastal Resilience focused projects in a more difficult position.
- The country spread quite interesting: Ivory Coast appears in this list with a few projects and when you consider that only few Dutch companies are actively pursuing projects in the country (according to the knowledge of the Abidjan embassy).
- There is mention of an European Commission Call for Tender which includes a program of integrated coastal protection, managed by the Ministry of Environment of Senegal. This is one of the examples where several initiatives, by different agencies are initiated – sometimes in the same location (in this particular case: Saint Louis).
- The feedback from many private parties on the list of projects is that most of these project proposals are premature and too vague to take any immediate action. The ownership is not clear and most respondents seem to believe that the appetite for funding these projects with the funding agencies is limited. The challenge is how to convert these into a suitable business case for PPP funding.

Conclusion

From the private sector's perspective, it requires substantial effort and attention to keep up to date with the multiple initiatives and understand the drivers (and sometimes politics) behind them. Selecting the best opportunity and at the same time keeping track of other initiatives that could be ongoing in parallel is the only way to manage the pipeline. Getting to the best quality and reliable information remains challenging as well as getting in touch with the decision makers.

The Nouadhibou port project can offer real opportunities to the Dutch enterprises. The fact that this is predominantly a port project, offers some confidence that a PPP solution could be built and the business case becomes viable. With support from the Dutch Embassy in Dakar, the Dutch companies could position themselves well.



Chapter 6

Observations from interviews with stakeholders

Interviews

From December 2020 until August 2021, many of the relevant stakeholders both in the (Dutch) public sector and in the private sector were interviewed: the respondents were a mix of representatives of consulting engineers, contractors and other interested parties, such as representatives of the World Bank, RVO and NWP. The interviews focused on the opportunities, challenges, and support needed in securing WACA type contracts. The purpose was not to repeat the effort that NWP performed as part of the preparation for the business proposal for the Dutch Hub, but to get to pragmatic and realistic solutions.

The highlights

The highlights are anonymized and in no specific order or sequence.

- There is an expectation that projects under the WACA program will develop to be PPP projects whereas the business model for typical PPP is not there. Alternatives to be considered.
- Nature of Coastal Resilience projects is not conducive to PPP. This is because the business case is difficult to prove as it is challenging to recover the initial investment from the beneficiaries in Coastal Resilience projects.
- The WACA initiative is more of a platform and less a program/series of projects. The WB encourages the stakeholders to broaden the scope, but in how far will this dilute the focus and reduce the impact?
- It may be challenging to execute the 'Marketplace' in a virtual setting. Reconsider the timing stakeholders and replace by information sessions?
- Creating a Dutch WACA Hub is an interesting initiative. What is in it for us (private sector) and who will pick up the bills? How lean can this hub be?
- This WACA program has attention and momentum. How can we keep this going ?
- Stakeholder Analysis: this is considered a moving target and changing criteria mean that you end up pursuing the wrong opportunity
- Business opportunities remain difficult to manage in time (multiple respondents)
- WACA program can be considered an integrator, not an active coordinator or driver of opportunities
- Role of local governments is essential and different everywhere. There is no substitute to pursuing and working on the relationships.
- Innovative project solutions such as presented in the above mentioned Innovation Challenge create a buzz, no revenue.
- The World Bank will continue driving the support Hubs but are they open to alternatives?
- The World bank firmly believes the program would benefit from a pro-active role by national hubs; several hubs have been launched already.



Conclusion

There is a certain level of consensus that Dutch companies could be successful in Coastal Resilience projects in West-Africa but there remains a reluctance to share information, build integrated solutions and/or pay for a third party to be the spokesman and coordinator on behalf of all Dutch stakeholders.



Chapter 7

Conclusions

The main issues are the required timeline for projects (bringing projects from their inception to investment decisions takes a disproportional amount of time), the variety of decision making processes (difficult to monitor opportunities), the lack of funds to execute projects (the drive for PPP solutions is not seen as fit-for-purpose when it comes to Coastal Resilience), and the lack of coordination (which is a threat to offering joint value adding solutions). In the discussions with the World Bank, some of these issues are recognized and understood, especially referring to the PPP aspect and the time it takes to bring projects to the execution phase. According to the World bank, the program would benefit from a pro-active role by national hubs, including a Dutch hub to coordinate the project efforts and allow the WACA community to access the Dutch expertise and experience as required. This report includes an assessment of the Dutch Hub solution but also highlights alternative solutions (appointing a Dutch WACA envoy or integrating Dutch experts into the West African Based WACA hub in Ghana. With all of these, the funding issue remains a challenging issue, as private enterprises do not seem eager to fund such joint initiative and neither the World Bank, nor the Dutch government have funds available to sponsor the coordinated approach.

At the same time, some Dutch companies (mostly the consulting engineers) are successful at securing contracts and projects, especially when it comes to studies and engineering assignments. These projects are secured as a result of individualistic pursuing of opportunities, without trying to offer an integrated approach.. In parallel, substantial projects are secured by companies based in other (European) countries, that operate with a more generous supply of project funding facilities from their national governments.

Earlier this year (2021), a longlist of potential project proposals was shared by the WACA platform. These projects were presented with the purpose to gauge the market for financing opportunities. These projects were spread across: Senegal, Ivory Coast, Benin, Togo and Ghana. The appetite for funding these projects was limited. The expectations are that most likely it will take 5-7 years for any of these projects to reach the market for execution, if proper financing can be secured. Local governments support the project initiatives, but cannot offer the required financial means in most cases.

The conclusion is that in order to improve the position of Dutch enterprises to participate in the projects under the WACA program, a very proactive solution should be chosen. The next chapter includes the main recommendations.

From the private sector's perspective, it requires substantial effort and attention to keep up to date with the multiple initiatives and understand the drivers (and sometimes politics) behind them. This is part of the effort it takes to develop business. Selecting the best opportunity and at the same time keeping track of other initiatives that could be ongoing in parallel is the only way to manage the pipeline. Getting to the best quality and reliable information remains challenging as well as getting in touch with the decision makers. The fact that most (Dutch) companies act solo, does not help in creating a full picture.



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Does this mean that companies need help? Most companies would appreciate getting more information, but preferably without any strings attached and without contribution to the cost incurred.



Chapter 8

Recommendations

Based on all of the above, please find below the recommendations for the next steps.

Option A: Appoint Coastal Resilience envoy

In a similar way as the Dutch government has decided to appoint a thematic ambassador for the Water Sector, a Coastal Resilience envoy could be appointed. Whether this appointment should be for a global remit or a West-African focus (and as such taking WACA as a starting point) remains to be discussed. The first results for Dutch Enterprises can be expected within 2-3 years after the launch of the initiative. The funding for the Special Envoy needs to be addressed as private enterprise does not seem eager to contribute. Support from the Dutch Embassies in the region will be essential for the successful implementation of this initiative.

Based on more recent discussions, the envoy could merge Nature-based Solutions into the remit. It is understood that this solution requires time to mature and in the process, the remit could be extended to cover a larger scope of work than the geographical area of West-Africa and a broader scope of projects.

Option B: Create the Dutch WACA Hub in The Netherlands

The Netherlands Water Platform (NWP) has proposed the Dutch Hub solution to the World Bank in Q2-2021. The solution was not yet presented to the relevant Dutch companies but is currently being reviewed by the World Bank. What is unclear at this time is the level of contribution (investment) expected from the private sector. Throughout the conversations held, it seems that the companies are reluctant to contribute unless very clear deliverables are agreed.

Option C: Integrate Dutch presence in West African based WACA hub

An alternative to creating a Dutch Hub in The Netherlands, it could be contemplated to delegate a Dutch representative to the West African WACA hub, contributing to the successful set-up of the such regional hub and at the same time being a source of information to Dutch Enterprise.



Appendix A

Timeline of events

October 2020	Project assignment preparations (RVO)
November 2020	Proposal phase and contract award
December 2020	Project Inception phase – part 1
January 2021	Project Inception phase – part 2
February/March 2021	Stakeholder interviews and analysis
May 2021	Presentation initial findings at Africa Business Week
June/August 2021	Final data collection and interviews
September/December 2021	Final reporting
December 2021	Project delivery and close-out



Appendix B

Presentation at Africa Business Week, 27 May 2021



Coastal resilience in West Africa

27 May 2021

Africa
Business Week
25 - 28 mei 2021



Agenda

Introduction ('Setting the Scene')
» Commerijn Plomp, RVO

Coastal resilience opportunities/entry points in West Africa
» Peter Boon, Gushikama Business Consult

Successes and lessons:
» Pyke Polderman (EKN Senegal)
» Maarten Meeder (Van Oord)
» Freek Huthoff (HKV)

Closure

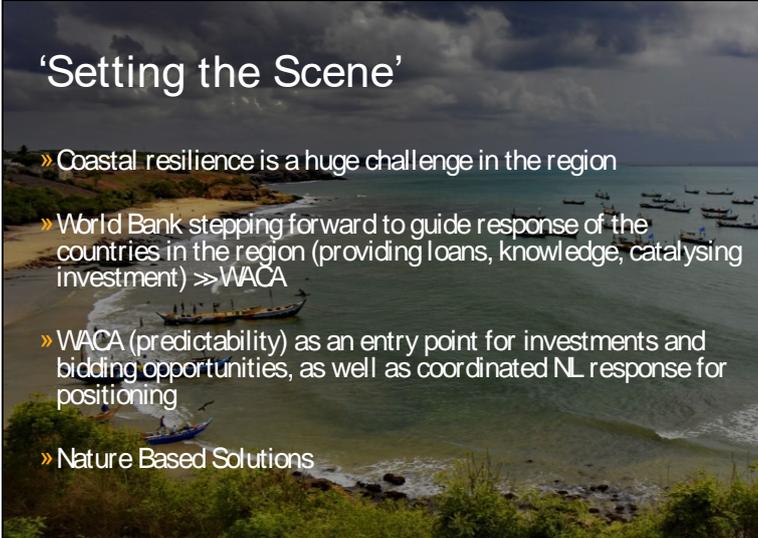
Africa
Business Week
25 - 28 mei 2021





'Setting the Scene'

- » Coastal resilience is a huge challenge in the region
- » World Bank stepping forward to guide response of the countries in the region (providing loans, knowledge, catalysing investment) >>WACA
- » WACA (predictability) as an entry point for investments and bidding opportunities, as well as coordinated NL response for positioning
- » Nature Based Solutions



Africa
Business Week
25 - 28 mei 2021



Coastal resilience opportunities/ entry points in West Africa



Africa
Business Week
25 - 28 mei 2021



WACA West Africa Coastal Areas Management Program

FROM SHARED COASTAL VISION TO SUSTAINABLE REALITY

The WACA program was developed in partnership with the West African people who live on the coast and depend on it for their livelihoods, nutrition, food security, and prosperity. The program supports countries' effort to improve the management of their shared coastal resources and reduce the natural and man-made risks affecting coastal communities.

WACA boosts the transfer of knowledge, foster political dialogue among countries, and mobilize public and private finance to tackle coastal erosion, flooding, pollution and climate change adaptation. The WACA Program consists of country projects, regional integration and support activities, and a WACA Platform as mechanism to scale-up knowledge, dialogue and finance.



www.wacaprogram.org



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WACA project – observations

- » Lessons learned in past under multiple programs
- » Stakeholder Analysis – moving target and changing criteria
- » Business opportunities remain difficult to manage in time
- » WACA program can be considered an integrator, not an active coordinator or driver of opportunities
- » Nature of Coastal Resilience projects is not conducive to PPP
- » Role of local govts is essential and different everywhere
- » Innovative project solutions create a buzz, no revenue
- » The World Bank will continue driving the support Hubs



WACA project – way forward

- » Actively chasing the projects and opportunities and connecting with stakeholders in the region required
- » Coordinated approach by Dutch enterprise might work – delegate traveling WACA ambassador
- » Dutch Hub: expectations from Dutch enterprise not clear yet
- » Broadening the scope of Coastal Resilience – socio-economic aspects and environmental projects welcomes into program
- » Door open for smart combinations of projects



Successes and lessons

- » *Guidance for WACA* | Pyke Polderman (EKN Senegal)
- » *Lessons learned in Senegal* | Maarten Meeder (Van Cord)
- » *Data innovation challenge* | Freek Huthoff (HKV)





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 <p>Netherlands Enterprise Agency</p>	<p>Commerijn Plomp, RVO commerijn.plomp@rvo.nl</p>	
	<p>Peter Boon, Gushikama Business Consult peterboon2020@gmail.com</p>	
 <p>NWP Netherlands Water Partnership</p>	<p>Raül Gotzbach, NWP r.gotzbach@nwp.nl</p>	<p>Africa Business Week 25 - 28 mei 2021</p>  



Appendix C

Project pipeline – current project sheets



Report WACA Dutch business opportunities

Project 1: Aménagement et valorisation touristique de la réserve naturelle de Dahlia Fleur

FICHE DE PROJET							
Aménagement et valorisation touristique de la réserve naturelle de Dahlia Fleur	Tourisme						
Cote d'Ivoire							
Institution porteuse du projet : Office Ivoirien des Parcs et Réserves (OIPR), sous la tutelle des Ministères de l'Environnement et de l'Economie et des Finances							
IDENTIFICATION							
Présentation succincte du projet	Aménagement de la réserve naturelle de Dahlia Fleur (RND) afin d'exploiter son potentiel touristique						
Objectif(s) du projet	- Exploiter le potentiel économique et touristique de la réserve - Conservation de la réserve (protection environnementale)						
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Portefeuille du Comité National de Pilotage des Partenariats Public-Privé						
Résultats et impacts attendus	- Préservation et valorisation de la faune et de la flore de la région - Protection environnementale de la zone - Création d'emplois et génération de revenus via le secteur de l'écotourisme - Valorisation des bénéfices de la RND au profit des populations, du secteur public et du secteur privé						
Description des composantes du projet (Construction, Exploitation)	<table border="1"> <thead> <tr> <th>Composante</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Construction</td> <td>- Construction d'infrastructures techniques, de protection et de bureau (panneautage, ouvrage d'assainissement, bâtiment à usage de bureau) - Construction d'infrastructures d'écotourisme (aménagement d'un site historique, de sites touristiques, d'un espace horticole)</td> </tr> <tr> <td>Exploitation</td> <td>- Exploitation : exploitation des services touristiques et de préservation - Maintenance : Entretien des ouvrages d'assainissement, des bâtiments, des pistes et sentiers</td> </tr> </tbody> </table>	Composante	Description	Construction	- Construction d'infrastructures techniques, de protection et de bureau (panneautage, ouvrage d'assainissement, bâtiment à usage de bureau) - Construction d'infrastructures d'écotourisme (aménagement d'un site historique, de sites touristiques, d'un espace horticole)	Exploitation	- Exploitation : exploitation des services touristiques et de préservation - Maintenance : Entretien des ouvrages d'assainissement, des bâtiments, des pistes et sentiers
	Composante	Description					
Construction	- Construction d'infrastructures techniques, de protection et de bureau (panneautage, ouvrage d'assainissement, bâtiment à usage de bureau) - Construction d'infrastructures d'écotourisme (aménagement d'un site historique, de sites touristiques, d'un espace horticole)						
Exploitation	- Exploitation : exploitation des services touristiques et de préservation - Maintenance : Entretien des ouvrages d'assainissement, des bâtiments, des pistes et sentiers						
LOCALISATION DU PROJET							
Site du projet	Réserve naturelle de Dahlia fleur, entre les communes de Cocody et Bingerville (Abidjan)						

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1

Aménagement et valorisation touristique de la réserve naturelle de Dahlia Fleur	
Zone d'impact	Abidjan
INFORMATION FINANCIERE	
Coûts d'investissements estimés	2 330 360 \$
MISE EN OEUVRE	
Jalons clés	

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2



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Dernière étape connue du projet (niveau de préparation)	Finalisation du plan d'aménagement et de gestion
Prochaine(s) étape(s) envisagée(s)	<ul style="list-style-type: none">- Réalisation d'études préparatoires- Lancement de la procédure de consultation
Calendrier prévisionnel de mise en œuvre	Le plan d'aménagement et de gestion sera mis en œuvre sur une période de 10 ans (2020-2029)
Institutionnel	
Institution en charge de la mise en œuvre	Office Ivoirien des Parcs et Réserves (OIPR)
Autres acteurs impliqués	<ul style="list-style-type: none">- Ministère de l'Environnement et du développement durable- Ministère des Finances et de l'Economie- Ministère en charge des Eaux et Forêts- Fondation pour les Parcs et Réserves de Côte d'Ivoire
PPP	
Options de structuration PPP	Concession
Sources de revenus potentielles	<ul style="list-style-type: none">- Recettes touristiques : aires d'attraction et de loisir, infrastructures touristiques, marché des fleurs- Recettes liées aux activités de recherche : redevances et droits d'entrée pour la délivrance d'autorisations d'accès à des fins de recherches scientifiques, pour la production de films et la vente des produits horticoles
PPP comparables en Afrique de l'Ouest	<ul style="list-style-type: none">- Mise en valeur de concessions d'exploitation écotouristique et de gestion cynégétique situées dans les zones d'écodéveloppement du Pnok et du sanctuaire de Lossi au Congo par la firme Congo Conservation Company (2019)- Reserve sénégalaise de Bandia (Sénégal)- Parcs nationaux de Pendjari (Benin), Molé (Ghana), Delta du Saloum (Sénégal), Djoudj (Sénégal)
SOURCES DOCUMENTAIRES DISPONIBLES (ETUDES, PROTOCOLE D'ACCORD, ETC.)	
<ul style="list-style-type: none">- Plan d'aménagement et de gestion de la réserve naturelle de Dahlia Fleur	
CONTACT Abe Delfin Ochou ochoud@yahoo.com	



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Project 2: Cabotage à São Tomé et Príncipe

FICHE DE PROJET		
Cabotage à São Tomé et Príncipe	Transport	Objectif WACA : Erosion
São Tomé et Príncipe		
Institution porteuse du projet		
Ministère des Infrastructures Ressources Naturelles et Environnement		
IDENTIFICATION		
Présentation succincte du projet	Construction d'un nouveau port a Ponta Mina (située sur l'île de Principe) afin d'offrir de meilleures alternatives de transport entre les deux îles formant le pays (Sao Tome d'une part et Principe de l'autre)	
Objectif(s) du projet	<ul style="list-style-type: none"> - Augmenter et améliorer les alternatives de transport entre les deux îles du pays - Développer les activités de transbordement - Contribuer au développement du tourisme dans la région 	
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Non référencée	
Résultats et impacts attendus	<ul style="list-style-type: none"> - Augmentation des liaisons entre les deux îles du pays - Amélioration de l'accessibilité du transport entre les deux îles (volumes plus importants et tarifs plus abordables) 	
Description des composantes du projet (Construction, Exploitation)	Composante	Description
	Construction	- Réhabilitation ou reconstruction de 6 quais
	Exploitation	- Exploitation des quais, terminaux et bacs - Maintenance de quais et des navires
LOCALISATION DU PROJET		
Site du projet	Ponta Mina, a 2km au nord-est de Santo Antonio (capitale de Principe)	
Zone d'impact	Sao Tome et Principe	



| 1

INFORMATION FINANCIERE	
Cout d'investissements estimés	7 122 436 \$
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Etude de préféabilité (technique et environnementale)



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Prochaine étape envisagée	Préparation des documents d'appel d'offres public international pour le lancement des travaux et l'acquisition du matériel d'exploitation
Calendrier prévisionnel de mise en œuvre	A déterminer
Institutionnel	
Institution en charge de la mise en œuvre	Ministère des Infrastructures Ressources Naturelles et Environnement
Autres acteurs impliqués	Délégation de l'Union Européenne
PPP	
Options de structuration PPP	Concession portuaire
Sources de revenus potentielles	- Tarifications des divers services (transport marchandises et passagers) : Charges portuaires et redevances portuaires - Douanes
PPP comparables en Afrique de l'Ouest	Ports Autonomes de Dakar (Sénégal), San Pedro (Côte d'Ivoire), Abidjan (Côte d'Ivoire), Cotonou (Benin), etc.
SOURCES DOCUMENTAIRES DISPONIBLES (ETUDES, PROTOCOLE D'ACCORD, ETC.)	
Étude de préféabilité (technique et environnementale) et budget : Etude de préféabilité (technique et environnementale) – Élaboration d'un plan de cabotage à São Tomé et Príncipe	
CONTACT Arlindo Carvalho, Coordinateur WACA arlindode.carvalho54@gmail.com	



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Project 3: Aménagement de zones tampons pour zones touristiques

FICHE DE PROJET	
Aménagement de zones tampons pour zones touristiques	Tourisme
Sénégal	
Institution porteuse du projet : Société d'aménagement et de promotion des côtes et zones touristiques du Sénégal	
IDENTIFICATION	
Présentation succincte du projet	Création d'une zone tampon entre la plage et les installations touristiques à Pointe Sarène et Mbodjène (Mbour), avec des méthodes douces et peu coûteuses de fixation par la génération d'écosystèmes côtiers (cordons dunaires, mangroves, récifs coralliens, etc.) dans un premier temps et des méthodes fortes et plus coûteuses de défense et de régénération de plage dans un second temps.
Objectif du projet	Anticiper le risque d'érosion côtière dans la région de la petite côte et ses effets sur le tourisme (Mbour)
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Schéma directeur de l'aménagement et de développement territorial de la zone de Dakar - Thiès - Mbour (2015)
Résultats et impacts attendus	<ul style="list-style-type: none"> - Faire face aux risques liés à l'érosion côtière - Renforcer l'attractivité des sites touristiques
LOCALISATION DU PROJET	
Site du projet	Pointe Sarène et Mbodjène (Mbour, Sénégal)
Zone d'impact	Mbour, zone touristique de la petite côte
INFORMATION FINANCIERE	
Coût d'investissements estimés	Inconnu
POTENTIEL PARTENARIAT PUBLIC PRIVE	
Forme possible de PPP	Concession
Source potentielle de revenus	<ul style="list-style-type: none"> • Paiement par les opérateurs touristiques et/ou les usagers pour l'accès à la zone tampon
MISE EN OEUVRE	
Jalons clés	

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Dernière étape connue du projet (niveau de préparation)	Inclusion dans le Schéma directeur de l'aménagement et de développement territorial de la zone de Dakar - Thiès - Mbour (2015)
Prochaine étape envisagée	Réalisation des premières études afin de confirmer l'intérêt du projet et la pertinence de son exécution
Institutionnel	
Institution en charge de la mise en œuvre	Société d'aménagement et de promotion des côtes et zones touristiques du Sénégal
Autres acteurs impliqués	na
Sources documentaires disponibles (études, protocole d'accord, etc.)	
na	
Contact	
Luc Malou stluc@yahoofr	

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Project 4: Prolongement de la digue de Thiawlène jusqu'à Sendou

FICHE DE PROJET	
Prolongement de la digue de Thiawlène jusqu'à Sendou	Protection côtière
Objectif WACA : Erosion	
Sénégal	
Institution porteuse du projet : Ministère du Renouveau Urbain, de l'Habitat et du Cadre de Vie	
IDENTIFICATION	
Présentation succincte du projet	Prolongement de la digue de Thiawlène jusqu'à Sendou afin de protéger les populations, les infrastructures et les activités économiques de la zone.
Objectif du projet	Protéger les populations, les infrastructures et les activités économiques des conséquences du phénomène d'érosion côtière, qui sera aggravé par la construction du futur port minéralier de Bargny auquel font face les communes de Bargny et Sendou.
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Schéma directeur de l'aménagement et de développement territorial de la zone de Dakar - Thiès - Mbour (2015)
Résultats et impacts attendus	<ul style="list-style-type: none"> - Arrêt du phénomène d'érosion - Préservation des terrains occupés par les populations et des infrastructures en place
LOCALISATION DU PROJET	
Site du projet	Communes de Bargny et Sendou
Zone d'impact	Communes de Bargny et Sendou
INFORMATION FINANCIERE	
Cout d'investissements estimés	Inconnu
POTENTIEL PARTENARIAT PUBLIC PRIVE	
Forme possible de PPP	Partie d'une concession relative au futur port minéralier de Bargny ¹

¹ Le prolongement de la digue de Thiawlène jusqu'à Sendou ne peut constituer un PPP seul – s'il ne fait pas partie de la concession portuaire de Bargny, alors un marché public de travaux serait plus adapté.



1

Source potentielle de revenus	<ul style="list-style-type: none"> - Redevances du port - Tarification des services auprès des usagers (navires et autres occupants)
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Inscription au Schéma directeur de l'aménagement et de développement territorial de la zone de Dakar - Thiès - Mbour (2015)
Prochaine étape envisagée	Réalisation des premières études afin de confirmer l'intérêt du projet et la pertinence de son implémentation
Institutionnel	
Institution en charge de la mise en œuvre	Ministère du Renouveau Urbain, de l'Habitat et du Cadre de Vie
Autres acteurs impliqués	Implication probable du Ministère de l'Environnement et de Développement Durable
Sources documentaires disponibles (études, protocole d'accord, etc.)	
na	
Contact	
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2



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Project 5: Recul stratégique des habitations et des parcs de voitures après l'épi n°7

FICHE DE PROJET	
Recul stratégique des habitations et des parcs de voitures après l'épi n°7	Protection côtière/ Transport
Objectif WACA : Erosion	
Bénin	
Institution porteuse du projet : Ministère du Cadre de vie et du Développement durable	
IDENTIFICATION	
Présentation succincte du projet	Procéder au recul graduel de l'occupation des terrains situés entre l'épi n°7 et le site <u>Sibeau</u> (Cotonou)
Objectif du projet	Faire face au phénomène d'érosion dans cette zone et décroître l'impact potentiel des risques côtiers
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Plan d'investissement multisectoriel pour l'adaptation aux risques côtiers face aux changements climatiques au Bénin (2017)
Résultats et impacts attendus	<ul style="list-style-type: none"> - Evacuation de la zone et assistance aux populations dans leur réinstallation - Arrêt du phénomène d'érosion dans cette zone
LOCALISATION DU PROJET	
Site du projet	Côte du littoral, à l'est de Cotonou, entre l'épi n°7 et le site <u>Sibeau</u>
Zone d'impact	Cotonou
INFORMATION FINANCIERE	
Coût d'investissements estimés*	7 372 197 \$ ¹
POTENTIEL PARTENARIAT PUBLIC PRIVE	
Forme possible de PPP	Concession dans laquelle le partenaire privé construit et exploite le parc de stationnement.

¹ D'après le Plan d'investissement multisectoriel pour l'adaptation aux risques côtiers face aux changements climatiques au Bénin (2017), les sources potentielles de financement envisagées sont le budget national, les institutions financières internationales et les banques de développement

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Source potentielle de revenus	Les revenus seraient issus des paiements par les usagers pour le stationnement de leur véhicule. Une contribution publique pourrait être requise.
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Inclusion dans le Plan d'investissement multisectoriel pour l'adaptation aux risques côtiers face aux changements climatiques au Bénin (2017)
Prochaine étape envisagée	Réalisation des premières études afin de confirmer l'intérêt du projet et la pertinence de son exécution
Institutionnel	
Institution en charge de la mise en œuvre	Ministère du Cadre de vie et du Développement durable
Autres acteurs impliqués	<ul style="list-style-type: none"> - Agence Nationale de Protection Civile - Agence Nationale du Domaine et du Foncier - Mairie de <u>Sèmè-Kpodji</u> - Ministère de l'Intérieur et de la Sécurité Publique - Associations de riverains
Sources documentaires disponibles (études, protocole d'accord, etc.)	
na	
Contact	
Elias Hamidou Seko sekoelias@gmail.com	

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Project 6: Remblais et viabilisation de 150ha au Port Autonome de San Pedro

EEN PROJECT	
Remblais et viabilisation de 150ha au Port Autonome de San Pedro	Transport
Objectif WACA Erosion	
Cote d'Ivoire	
Institution porteuse du projet : Ministère des Transports	
IDENTIFICATION	
Présentation succincte du projet	Aménagement et exploitation de 150ha du domaine portuaire de San-Pedro afin de favoriser l'implantation d'unités industrielles et logistiques à travers la viabilisation des terrains et la réalisation des remblais.
Objectif du projet	Favoriser le développement des activités du port de San Pedro
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Inscrit parmi les projets du Comité National de Pilotage des Partenariats Public-Privé (CNP-PPP) du gouvernement ivoirien
Résultats et impacts attendus	<ul style="list-style-type: none"> - Accroissement du trafic et de la valeur ajoutée portuaire - Installation d'au moins 50 opérateurs économiques supplémentaires
LOCALISATION DU PROJET	
Site du projet	Port de San Pedro
Zone d'impact	San Pedro
INFORMATION FINANCIERE	
Coût d'investissements estimés	170 000 000 \$
POTENTIEL PARTENARIAT PUBLIC PRIVE	
Forme possible de PPP	Concession
Source potentielle de revenus	<ul style="list-style-type: none"> - Redevances et charges portuaires - Redevance d'occupation du domaine par les unités industrielles et logistiques - Tarification des services auprès des usagers (navires et autres occupants)
MISE EN OEUVRE	
Jalons clés	

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Dernière étape connue du projet (niveau de préparation)	<ul style="list-style-type: none"> - Réalisation des études techniques détaillées - Recherche de financement en cours
Prochaine étape envisagée	Lancement de la procédure de consultation
Institutionnel	
Institution en charge de la mise en œuvre	<ul style="list-style-type: none"> - Ministère des Transports - Port Autonome de San Pedro
Autres acteurs impliqués	na
Sources documentaires disponibles (études, protocole d'accord, etc.)	
Fiche de projet PPP du Ministère des Transports	
Contact Abe Delfin Ochou, Coordinateur WACA ochoud@yahoo.com	

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Project 7: Renforcement des avantages comparatifs du port de Dakar

FICHE DE PROJET	
Renforcement des avantages comparatifs du port de Dakar	Transport
Objectif WACA Erosion	
Sénégal	
Institution porteuse du projet : Ministère du Renouveau Urbain, de l'Habitat et du Cadre de Vie	
IDENTIFICATION	
Présentation succincte du projet	Renforcement des avantages comparatifs du port de Dakar à travers son expansion, sa réhabilitation et restructuration, ainsi que l'amélioration de son accès.
Objectif(s) du projet	<ul style="list-style-type: none"> - Améliorer l'accès au port - Augmenter la capacité d'accueil du port en augmentant la profondeur des quais et du canal d'accès - Rendre le port plus attractif et compétitif, notamment vis-à-vis des autres grands ports de la région
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Plan Directeur d'Urbanisme de Dakar et ses Environs Horizon 2035
Résultats et impacts attendus	<ul style="list-style-type: none"> - Amélioration de l'accès au port - Développement des activités du port et augmentation du trafic et des revenus
LOCALISATION DU PROJET	
Site du projet	Port de Dakar
Zone d'impact	Dakar
INFORMATION FINANCIERE	
Coût d'investissements estimés	Inconnu
POTENTIEL PARTENARIAT PUBLIC PRIVE	
Forme possible de PPP	Concession portuaire ¹

¹ A noter qu'il existe déjà un système de concession portuaire au Port de Dakar. Ce projet, si réalisé, devra se faire en coordination avec la concession en cours.



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Source potentielle de revenus	<ul style="list-style-type: none"> - Redevances du port - Tarification des services auprès des usagers (navires)
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Inclusion dans le Plan Directeur d'Urbanisme de Dakar et ses Environs Horizon 2035
Prochaine étape envisagée	Réalisation des premières études afin de confirmer l'intérêt du projet et la pertinence de son exécution ²
Institutionnel	
Institution en charge de la mise en œuvre	Ministère du Renouveau Urbain, de l'Habitat et du Cadre de Vie
Autres acteurs impliqués	<ul style="list-style-type: none"> - Port Autonome de Dakar - Implication probable du Ministère de la Pêche et de l'Economie Maritime
Sources documentaires disponibles (études, protocole d'accord, etc.)	
na	
Contact Luc Malou stlucke@yahoo.fr	

² L'actualité de ce projet doit être particulièrement confirmée



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Project 8: Renforcer le réseau d'assainissement de l'agglomération de Dakar

 Renforcer le réseau d'assainissement de l'agglomération de Dakar	
	
INFORMATION FINANCIERE	
Coûts d'investissements estimés	22 229 286 \$
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Préparation d'un rapport d'évaluation
Prochaine étape envisagée	Mise à jour de l'étude de faisabilité
Calendrier prévisionnel de mise en œuvre	L'exécution du projet se fera sur 30 mois La durée de vie du projet est estimée à 30 ans)
Institutionnel	
Institution en charge de la mise en œuvre	Office National de l'Assainissement du Sénégal

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FICHE DE PROJET		
Renforcer le réseau d'assainissement de l'agglomération de Dakar	Eau	Objectif WACA : Pollution
Sénégal		
Institution porteuse du projet Office National de l'Assainissement Ministère de l'Energie et de l'Hydraulique		
IDENTIFICATION		
Présentation succincte du projet	Renforcement du réseau d'assainissement des eaux de l'agglomération de Dakar à travers la construction d'un système d'épuration amélioré et de 6 nouvelles stations de pompage ainsi que la réhabilitation de 3 autres	
Objectif du projet	<ul style="list-style-type: none"> - Améliorer les conditions sanitaires et environnementales de la population - Améliorer la collecte et le traitement des eaux usées et domestiques 	
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Projet inscrit au Schéma directeur de l'aménagement et de développement territorial de la zone de Dakar - Thiès - Mbour (2015)	
Résultats et impacts attendus	<ul style="list-style-type: none"> - Construction d'un système d'épuration d'une capacité de 20 000 m³/jour - Réduction de la pollution - Amélioration de la qualité de l'environnement, des conditions de vie et de la santé des populations 	
Description des composantes du projet (Construction, Exploitation)	Composante	Description
	Construction	<ul style="list-style-type: none"> - Construction de 2 unités d'épuration d'une capacité de 10 000 m³/j chaque - Renforcement de 9 stations de pompage aux PA, construction de 6 nouvelles stations de pompage (débit entre 21-170l/s) - Restructuration du système de pompage des eaux usées domestiques aux Parcelles Assainies
	Exploitation	<ul style="list-style-type: none"> - Travaux d'entretien des infrastructures du réseau
LOCALISATION DU PROJET		
Site du projet	Dakar	
Zone d'impact	Agglomération de Dakar (Parcelles Assainies, Almadies, Pikine, SCAT URBAM 2, Mariste, Grand Yoff, Foire, Camberène, Grand Médine, Liberté 6 Extension, Baie de Hann)	

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Autre(s) acteur(s) impliqué(s)	<ul style="list-style-type: none">- Société Nationale des Eaux du Sénégal (SONES), responsable de la gestion du patrimoine de l'hydraulique urbain- Sénégalaise des Eaux (SDE), responsable de l'exploitation, de l'entretien et du renouvellement de l'infrastructure et du matériel d'exploitation, du recouvrement des factures d'eau et de la surtaxe d'assainissement- Banque Mondiale (le projet fait partie du volet assainissement du PLT-Projet Eau Long Terme)
PPP	
Options de structuration PPP	Concession
Sources de revenus potentielles	<ul style="list-style-type: none">- Paiement de tarifs par les usagers
PPP comparables en Afrique de l'Ouest	<ul style="list-style-type: none">- Projet d'assainissement des eaux usées de la ville de Kaolack (Sénégal)- Nouvelle station de traitement d'eau de Nzoye (Rwanda)
SOURCES DOCUMENTAIRES DISPONIBLES (ETUDES, PROTOCOLE D'ACCORD, ETC.)	
<ul style="list-style-type: none">- Projet d'assainissement de la ville de Dakar, Rapport d'évaluation Fonds Africain de Développement, 2001¹	
CONTACT Baba Drame babadrame@gmail.com	

¹ NB : L'attention du lecteur est attirée sur l'ancienneté de l'étude et la nécessité de la mettre à jour.



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Project 9: Financement, construction et exploitation d'une station de traitement des déchets liquides des navires et des effluents des industries de la zone portuaire d'Abidjan (station de déballastage)

FICHE DE PROJET		
Financement, construction et exploitation d'une station de traitement des déchets liquides des navires et des effluents des industries de la zone portuaire d'Abidjan (station de déballastage)	Transport	Objectif WACA : Pollution
Cote d'Ivoire Institution porteuse du projet Ministère des Transports, Port Autonome d'Abidjan		
IDENTIFICATION		
Présentation succincte du projet	Construction d'une station moderne pour le traitement des déchets et résidus liquides des navires et industries de la zone portuaire d'Abidjan	
Objectif(s) du projet	- Protéger l'environnement marin et lagunaire de la zone portuaire d'Abidjan	
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Portefeuille du Comité National de Pilotage des Partenariats Public-Privé	
Résultats et impacts attendus	- Réduire la pollution créée par les déchets des navires et les activités portuaires	
Description des composantes du projet (Construction, Exploitation)	Composante	Description
	Construction	Construction d'une station de traitement des déchets liquides des navires
	Exploitation	Exploitation et maintenance de la station
LOCALISATION DU PROJET		
Site du projet	Zone portuaire d'Abidjan (Treichville)	

Zone d'impact	Abidjan
INFORMATION FINANCIERE	
Coûts d'investissements estimés	40 000 000 \$
MISE EN OEUVRE	
Jalons clés	
Dernière étape connue du projet (niveau de préparation)	Réalisation d'études de faisabilité



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Prochaine étape envisagée	Réalisation d'études préparatoires complémentaires et lancement de la procédure de consultation
Calendrier prévisionnel de mise en œuvre	A déterminer
Institutionnel	
Institution en charge de la mise en œuvre	- Ministère des Transports - Port Autonome d'Abidjan
Autre(s) acteur(s) impliqué(s)	na
PPP	
Options de structuration PPP	Concession
Sources de revenus potentielles	- Redevances du port - Tarification des services auprès des usagers (navires)
PPP comparables	- Création d'une filière de traitement des déchets des scrubbers au port du Havre (France) - Port de Marseille (France) - Plan de réception et de traitement des déchets d'exploitation des navires et des résidus de cargaison, Grand port maritime de la Martinique (France)
SOURCES DOCUMENTAIRES DISPONIBLES (ETUDES, PROTOCOLE D'ACCORD, ETC.)	
Fiche de projet du Comité National de Pilotage des Partenariats Public-Privé	
CONTACT Abe Delfin OCHOU ochoud@yahoo.com	



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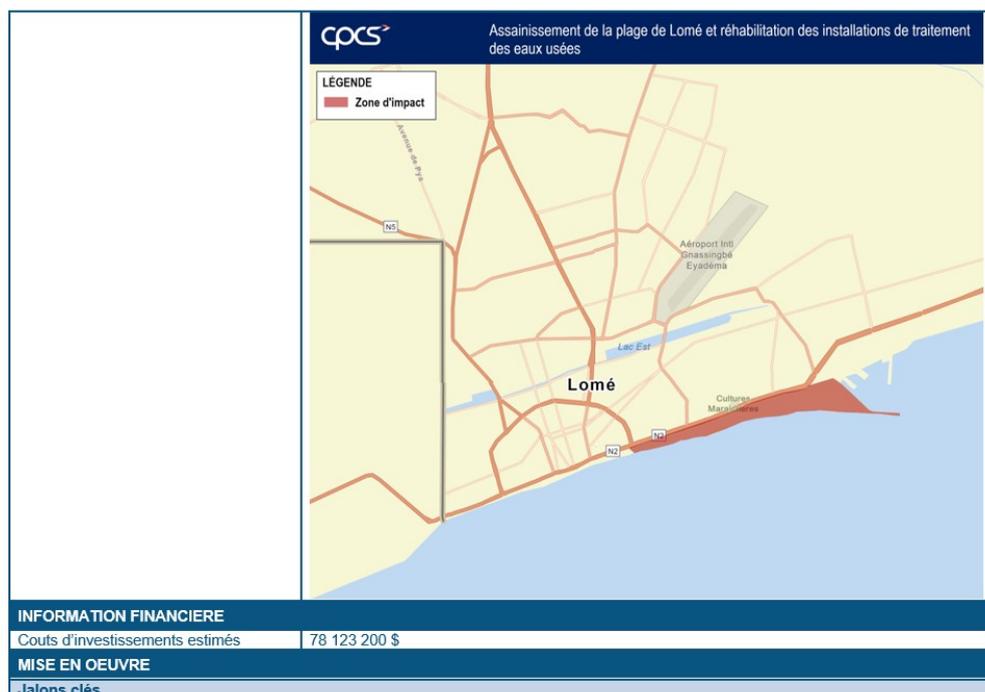
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Project 10: Assainissement de la plage et réhabilitation du réseau embryonnaire d'assainissement collectif des eaux usées de la ville de Lomé au Togo

FICHE DE PROJET	
Assainissement de la plage et réhabilitation du réseau embryonnaire d'assainissement collectif des eaux usées de la ville de Lomé au Togo	Eau
Objectif WACA : Pollution	
Togo	
Institution porteuse du projet	
Ministère de l'Agriculture, l'Élevage et l'Hydraulique	
IDENTIFICATION	
Présentation succincte du projet	Assainissement de la plage de Lomé et réhabilitation des installations de traitement des eaux usées
Objectif(s) du projet	<ul style="list-style-type: none"> - Réduire la pollution de l'eau dans la ville de Lomé (sur la plage en particulier ou sont évacuées les eaux usées urbaines faute d'installation de traitement) - Améliorer les conditions de vie des populations - Améliorer l'environnement urbain - Développer le tourisme
Priorité du Gouvernement (Référence au Plan National de Développement ou équivalent)	Plan d'action pour le développement et l'adaptation aux changements climatiques du littoral togolais (2017)
Résultats et impacts attendus	<ul style="list-style-type: none"> - Réduction de la pollution - Assainissement de la plage - Développement du tourisme - Amélioration des conditions de vie
Description des composantes du projet (Construction, Exploitation)	Composante
	Description
Construction	<ul style="list-style-type: none"> - Construction d'une canalisation principale de connexion des exutoires à la plage - Construction de 4 stations de pompage - Construction d'une usine d'épuration de 15000 m³/j - Réhabilitation du réseau embryonnaire d'assainissement collectif des eaux usées existant : remplacement des équipements des 4 stations de pompage existantes (tuyaux)
	Exploitation
LOCALISATION DU PROJET	
Site du projet	Lomé
Zone d'impact	Ville de Lomé (en particulier la plage)

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Dernière étape connue du projet (niveau de préparation)	Etude de faisabilité
Prochaine étape envisagée	Réalisation des plans d'exécution
Calendrier prévisionnel de mise en œuvre	- 100 jours pour la période de préparation - 990 jours pour l'ensemble des travaux
Institutionnel	
Institution en charge de la mise en œuvre	Ministère de l'Agriculture, l'Elevage et l'Hydraulique
Autre(s) acteur(s) impliqué(s)	na
PPP	
Options de structuration PPP	Concession
Sources de revenus potentielles	- Paiement de tarifs par les usagers
PPP comparables en Afrique de l'Ouest	- Projet d'assainissement des eaux usées de la ville de Kaolack (Sénégal) - Projet de traitement des eaux usées industrielles de Kano (Nigéria)
SOURCES DOCUMENTAIRES DISPONIBLES (ETUDES, PROTOCOLE D'ACCORD, ETC.)	
- Rapport final de l'étude de faisabilité du projet d'assainissement de la plage et réhabilitation du réseau embryonnaire d'assainissement collectif des eaux usées de la ville de Lomé au Togo	
CONTACT Assimou RAHIM ALIMI adourahim20@gmail.com	



Appendix D

About Gushikama Business Consult

Gushikama Business Consult is an independent consultancy company. Gushikama Business Consult is the preferred partner when it comes to growing or expanding your business and assessing and de-risking new ventures. The services include support for new country entries, assessing markets and defining the strategy for creating new opportunities. Gushikama is the word in Kinyarwanda for integrity, resolution and perseverance. Kinyarwanda is the language spoken in Rwanda, the country of a thousand hills, in the very heart of the African Continent.

www.gushikama.com



About Peter Boon

I am an experienced business development professional with demonstrated success working in the global energy industry, civil construction and infrastructure. My commercial capabilities were developed in a technical services environment but are applicable to the services business in general. I am part of an extensive network of experts in doing business in Africa as well as Commercial and Business Development leaders. I have grown to be passionate about working in Africa and have developed a high level of cultural awareness, supported by exceptional language skills. My mission is to achieve a balance between commercial sustainability and the UN SDG's, for instance by living up to local content commitment. Knowledge transfer and coaching comes naturally.

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