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FOR FURTHER CORRESPONDENCE PLEASE SEE VOL. 11

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FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE: AUGUST 31, 1971

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LOG NO .: WU / 31

TO: CHAUFOURNIER INTBAFRAD

FROM: DAKAR

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ACTION COPY:

MR. CHAUFOURNIER

INFORMATION

MR. PAIJMANS

COPY: DECODED BY:

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POUR DISCUSSION PROJET PARCELLES ASSAINIES MR. AMETH DIOP DIRECTEUR BNDS

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

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Senegal - urban Der

Messrs. Moss and Yenny

August 30, 1971

H. B. Dunkerley

SENEGAL - Site and Services (Your Back-to-Office and Full Report of August 20, 1971

Your memorandum sets out well the difficulties being encountered in this project and requisite action by the Senegal government. I very much concur with not obscuring the difficulties but you may wish to consider whether on one point a slightly different emphasis might be helpful.

The report stresses that a transfer of resources should take place from the OHIM program of Western-standard housing to the site and services program. I wonder whether we should not rather suggest that the OHIM program be continued at about its present size for the time being subject to

- some lowering of housing standards of the OHIM program
- a progressive movement from subsidization to self finance for OHIM

The reasons for this suggestion are

- it will be some considerable time before the site and services program is in a position to absorb substantial resources
- it may be that an overall housing program will in any case justify some middle class house-building programs (which may capture new savings)
- the opposition of the director of the OHIM to our proposals may in large part be due to a feeling that we propose a curtailment of his present program with no comparable substitute
- while the continuation of the OHIM program at the present level into the future should depend on the total resources for housing available, we can perhaps assume that, if the initial site and services schemes are successful, pressures will in any case be created towards bringing about a more appropriate balance between housing for the lower income group and the middle class.

HBDunkerley:gc cc: Mr. Kirmani Mr. Strombom

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Aug 31 2 53 PM 1971

RECEIVED CENTRAL FILES FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE: AUGUST 30, 1971

1350

LOG NO .: WU / 30

TO: CHAUFOURNIER INTBAFRAD

FROM: DAKAR

ROUTING

ACTION COPY:

Senegal- urban Der.

MR. CHAUFOURNIER

INFORMATION

MR. PAIJMANS

COPY: DECODED BY:

TEXT:

NO 146 INTBAFRAD 64-145

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le 23 août 1971

Monsieur le Ministre,

Veuillez trouver ci-joint copie d'une lettre adressée à Son Excellence Monsieur Seck, Secrétaire d'Etat au Plan, concernant le projet Parcelles Assainies qui a été envoyée le 20 août 1971.

Veuillez agréer, Monsieur le Ministre, l'expression de ma très haute considération.

> Martijn J. Paijmans Département Afrique de l'Ouest

Pièces jointes.

Son Excellence
Mady Cissokho
Ministre des Travaux publics,
de l'Urbanisme et des Transports
Dakar, Sénégal

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le 23 août 1971

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Monsieur Moussé Daby Diagne Directeur de l'Urbanisme Dakar Sénégal

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Pièces jointes.

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le 23 août 1971

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Pièces jointes.

Son Excellence
Abdou Diouf
Premier Ministre de la
République du Sénégal
Dakar, Sénégal

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Son Excellence Abdou Diouf Premier Ministre de la République du Sénégal Dakar, Sénégal

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

TO:

Mr. D. A. Strombom

DATE: August 20, 1971

FROM:

IM J. Yenny, L. Moss and R. Guarda (C)

SUBJECT:

SENEGAL - Site and Services Project Preparation Mission

July 19 - August 3, 1971

Back-to-Office and Full Report

BACKGROUND A.

- In September 1970 a reconnaissance mission to Dakar identified a potential urban development project designed to accommodate a part of the lower income sector of Senegal's growing urban population. The project consists of the clearing and plotting of land, sewerage, water and electricity distribution systems, roads, the provision of collective sanitary facilities, primary schools and local health clinics, and assistance in the establishment of a national agency for management and implementation. This type of settlement scheme is referred to as "site and services". In February 1971 the Loan Committee, noting that the proposed project would constitute a new and practical approach to solving part of the problem of urbanization now confronting many low income developing countries endorsed, in principle, Bank Group financing for this type of project. A project preparation mission visited Senegal between March 5 and 18, 1971, to review the Government's preparation of a site and services project, and to discuss the related issues identified in the January 26, 1971 memorandum to the Loan Committee and in the subsequent Loan Committee Meeting of February 4, 1971.
- 2. Since (a) the Government did not respond to requests made during the March mission or to subsequent letters; and (b) the Director of Urbanism and Housing (Director UH) could not attend the Summer 1971 EDI course in Washington as expected thus cancelling the possibility for further discussion of the project in the Bank, it was decided to send another preparation mission. According to its Terms of Reference (dated July 16, 1971), the mission, composed of Messrs. Moss, Yenny and Guarda (consultant), visited Senegal between July 20 and August 1, 1971 to review with Government officials the status of preparation of the site and services project. The mission also stopped over in Amsterdam for discussions with consultants NEDECO.

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B. SUMMARY

- 3. Although progress was made in the preparation of the project, particularly in its technical aspects, the rate of advancement was much slower than the March mission had anticipated. The reasons for this slow progress are:
 - (a) apparent difference between Government's and Bank's objectives in undertaking the proposed project (see paras. 10-14);
 - (b) Government has not moved ahead on schedule with the preparation of project components (see paras. 15-24,34,35);
 - (c) consultants' reports containing information necessary for project preparation have been delayed (see para. 35).
- 4. The Bank objective in undertaking a site and services project is to assist the Government in establishing an ongoing program designed to meet the needs of Senegal's lower income urban population sector for housing and related facilities at a considerably lower cost than possible by conventional public housing programs. A serious commitment to the site and services approach will require:
 - (a) a shift over time in public investment in habitation from existing programs which provide housing and related community facilities whose standards are comparable to those of developed industrial countries; and
 - (b) the development of a program to improve existing lower income urban settlements.

It appeared to the mission through discussions with and actions of the Government that there is no clear agreement between the Bank and the Government on the objective of the project. The Government appears to regard the project as a means of temporarily relocating families from central city squatter settlements and urban renewal areas, and that squatter settlements in Dakar should be completely eradicated. Moreover, it would appear that the positive response of the Government's in March 1971 toward shifting funds from OHLM to the site and services has been reversed. However, as the mission was unable to discuss the project with the Prime Minister and the Minister of Finance it was not able to discern whether this is due to the lack of information or the product of informed deliberation (see paras. 10-14).

The Government has taken no decision yet on the institutional arrangements for the implementation and management of the site and services program. The mission suggested that the Government consider using Office d'Habitation a Loyer Modere (OHLM) for the implementation and management of the program. Given the scarce resources of Senegal in skilled manpower

and capital, it appears preferable to use an existing agency rather than establish a second one to function in the same investment sector. Although this had also been the previous position of the Government, both the Director of Urbanism and Housing (Director UH) and the Director of OHLM are presently opposed to the idea. The Director UH appears to favor the establishment of a second public agency (see paras. 16-24). The mission asked the Secretary for the Plant that this issue be discussed at the ministerial level of Government and that the decision either to use the OHLM or to create a new agency be communicated to the Bank.

- 6. Some progress has been made on the technical aspects of the project, however, the Director UH seems to have worked in isolation without consulting the other agencies directly concerned with aspects of the project, i.e. the Directorate of Energy and Hydraulics for questions related to water, sewerage and electrification, the Ministry of Education for the primary school facilities and the Ministry of Health for the health clinics. Consequently, the standards and the costs adopted for various elements of the project are generally too high, as they are based on misinformation, and ideals expressed in the national development plan. The mission again advised that all agencies concerned with the project be involved in its preparation. At the mission's request, the Director UH agreed to prepare the preliminary engineering including cost estimates for the first 100 ha of the project in Dakar and for the first 15 ha in Thies, by October 15, 1971. The NEDECO Water and Sewerage Master Plan for Dakar, which included recommendations for the site and services program and which was previously expected in July 1971 is now due at the end of August (see paras. 25-34).
- No progress has been made on the formulation of mechanisms for the management of the project. The Director UH was unable to obtain the components of the consultants BCEOM2/ study needed for project preparation as early as expected. Completion of the entire BCEOM study is expected by the end of December 1971 and the section on socio-economic conditions in September 1971. The survey of characteristics of existing low income shelters in Dakar and artisans in the construction trade which the Director UH had proposed to undertake in April has not been started. The mission asked the Government to prepare proposals on the various managerial aspects and agreed to further develop its own suggestions (para. 35).

^{1/} Secretary for the Plan (Secretaire d'Etat au Plan): this is the Cabinet level post responsible for national development planning.

^{2/} BCEOM: Bureau Central d'Etudes Pour les Equipement d'Outre-Mer.

8. Given the present status of project preparation and the apparent variance in objective between the Bank and Government, the mission advises that the tentative date set for appraisal, October 1971, cannot be met. The next step will be to obtain from the Government during the Bank's Annual Meeting the results of requested Bank action (see para. 9).

C. RECOMMENDED BANK ACTION

- 9. The mission recommends that:
 - (a) The Bank should write the Government (see Annex I for text of letter) advising it of the mission's findings and requesting:
 - (i) an agreement on the objectives of the site and services program as stated in para. 12;
 - (ii) an assurance that the Government will develop a national policy and program on habitation to be included in the next 4-year National Development Plan (1973-77) (see para. 13);
 - (iii) assurance that the Government will make resources available for the continuation of the site and services program after completion of this contemplated project. In this respect the mission suggests that one way to achieve this is by having the rents of OHLM in future operations reflect the actual costs of construction and management of the units (see para. 15), thus reducing the need in the long run for annual budgetary allocation to OHLM and freeing the resources for the site and services program;
 - (iv) a decision on the institution that will be in charge of the national site and services program (see paras.15-24);
 - (v) a decision on the land to be reserved for the project in Dakar (see paras. 26-30);
 - (vi) submission of General Development Plans, preliminary engineering and cost estimates for site and services in Dakar and Thies including cost estimates for the project by October 15, 1971 (see paras. 31-34);
 - (vii) concrete proposals on the mechanisms for the management of the project (see para. 35).

- (b) Discussions should be held with Senegalese representatives to the Annual Meeting to obtain decisions on the issues (i) to (v) above.
- (c) The project staff should:
 - (i) continue with the collection and analysis of information (social and technical) as it is made available by Government and consultants;
 - (ii) work in close collaboration with the U.N. Centre for Housing, Building & Planning to integrate their proposed technical assistance within the project (ref. paras. 12, 20);

D. OBJECTIVES OF THE SITE AND SERVICES PROGRAM

- 10. The dossier on the proposed site and services project submitted to the Bank mission by the Government of Senegal in September 1970, contained what appeared to be a realistic program aimed at solving part of its problem of rapid and considerable urban growth. A memorandum was subsequently submitted to the Loan Committee stating the rationale for Bank lending for site and services type projects and, in particular, recommending that the Bank proceed with an exploration of the proposed Senegal project. In March 1971 a mission expressed to the Government, through the Office of the Minister of Public Works, Transportation and Urbanism (PWUT), and the Director of Urbanism and Housing (Director UH), the Bank's interest in assisting Senegal to establish a national program for site and services through the means of a project.
- Il. The mission also explained the Bank's objectives in undertaking such a project, i.e., to initiate a program designed to meet the needs of lower income groups for housing and related urban infrastructure at a much lower cost than possible through the conventional public housing programs, and the consequences which concurrence with this objective would have for the Government housing and urban development policy; i.e. that
 - (a) a serious commitment to a site and services program would probably require a shift in public investment in programs of habitation from existing programs which provide housing and related facilities whose standards are comparable to those in developed industrial countries; and
 - (b) a site and services program should be combined with a program aimed at the improvement, and not the eradication of existing low income urban settlements (in the main, shantytowns).

August 20, 1971

Both the Minister of PWTU and the Director UH expressed immediate agreement with (a) above, but reluctance on (b). However, the Director UH later in our discussions, after apparently giving some thought to the argument offered in support of the latter proposal, stated that he agreed with it, and would advise higher officials in the Government of his and the Bank agreement; namely, the Secretary for the Plan, who was absent, and the Prime Minister, whom he serves directly as a technical adviser.1/

- Through discussions and actions of the Director UH and Minister of Plan (see paras. 26-30) during this most recent visit to Senegal, the mission was given the strong impression that no clear agreement existed on the objectives of the site and services project between the Bank and the Government. However, it was not possible for the mission to meet either the Prime Minister or the Minister of Finance to determine to what extent this lack of concurrence on the objectives is due to lack of information at the ministerial level of Government or the product of a position arrived at through informed deliberation. During the discussions with the Secretary for the Plan, who along with the Prime Minister and Minister of Finance are the key decision makers in this matter, it appeared quite clear that he had not been informed by the Director UH of the Bank's reasons for involving itself in the project. He perceived the project to be an interim solution to accommodate families being relocated from eradicated central city squatter settlements and urban renewal areas, and that eventually all urban dwellers would be supplied with public housing of the type built by the public housing agencies, OHIM and SICAP. This view of the settlement problem is perhaps influenced by a request of the President of the Republic to his Ministers that all squatters are to be cleared from the capital city, Dakar. (However, the Minister of Plan stated that this policy was not irreversible and he would discuss it with the President and the Prime Minister.) It does not result from a clearly defined Government policy on habitation (housing and related facilities), and a comparison of the needs with the resources available to satisfy them. Also during discussions with the Director UH he argued strongly for no shift in public expenditure from OHLM to site and services despite earlier agreement on this issue. In view of this condition it seems imperative to the mission that:
 - (a) discussions be held with the Prime Minister, Minister of Finance and Secretary for the Plan in order to explain to them the aims of the site and services approach and illustrate the magnitude of costs implied in attempting to meet the urban habitation needs of Senegal by existing orthodox public housing means or by adopting the site and services approach to meet most of the need;

^{1/} A U.N. mission visiting Senegal in April 1971, subsequent to the Bank mission, has informed us that the Director of Urbanism was in agreement with these principles.

- (b) the Government should be requested to include within its next 4-year Development Plan (1973-77) a clear statement on its national policy for habitation accompanied by a description of the functions of the national agency for programs of habitation and corresponding budgets; and
- (c) in accordance with the wishes of the Government, the proposed United Nations technical assistance (see para. 20) should be initiated as early as possible as an integrated part of a strategy to launch the site and services program as well as to begin to develop means of undertaking a corresponding community development program and a shifting of the Government's middle income housing program towards a more effective and economic basis.
- As stated above, concurrence with the Bank objective would probably mean a shift in public investment from public housing (OHLM) to site and services. It is apparent to the mission, for the following reasons, that this shift will have to take place over time in Senegal. First, the Government has to be convinced that they can rely upon site and services for the solution to a main part of their habitation problems, and this will only result from a concrete demonstration of success which will only be apparent over time, 4 to 6 years. Even after discussions at the ministerial level take place and the magnitudes of need and resources are clearly understood, time will still be needed not only to change policy and develop new administrative conditions, but probably also to undertake a Government sponsored information campaign to formulate a positive public image for site and services, particularly among people of moderate income. It is reputed that at present the OHIM type housing is the aspiration of most urban inhabitants. This apparently is not only a desire for housing of high standard but also for housing that is Government supplied. Moreover, at present, OHLM receives annual budgetary allocations from the revenues of a 2% housing tax levied on each permanent salaried worker, and these people apparently feel that this entitles them to access to OHLM housing.2/

^{1/} Mobilization of personal savings through mortgage bank system (savings and loans), rather than the present OHLM solution.

^{2/} A 2% housing tax is levied on all salaried workers (another 2% is paid by the employer) and produces about CFAF 1.2 billion (US\$4.32 million) a year of which about half goes to the OHLM. The other half of the tax goes to the general budget and its use cannot be clearly identified. Although it could be argued that there is no Government subsidy to OHLM since the annual budgetary allocation comes from the housing tax paid by the beneficiaries of OHLM housing, there is certainly some internal subsidization. Many of the 100-120,000 salaried workers who pay the tax have no hope to ever obtain OHLM housing as the rent levels in OHLM automatically cut out all workers with monthly incomes below CFAF 25,000 (US\$90). In 1968, 64% of the salaries in Dakar were below CFAF 25,000 a month (NEDECO survey).

- 14. The mission thus recommends that the way to bring about, over time, a shift in public resources committed to OHLM would be to have the OHLM rents in future OHLM operations reflect the actual costs of construction and management of the units. 1/2 This should
 - (a) eliminate the internal subsidization that presently exists;
 - (b) because of the resulting inability of individuals to pay for the unduly high standard of most housing now being built, either bring housing standards down to a level where larger numbers would be able to afford housing or reduce the number of units built. The latter may prevail if in the meantime the site and services program proves successful (i.e. people accept this solution, payment delinquency is low and self-improvement of housing is occurring); and
 - (c) eliminate the need for annual budgetary allocation for middle-income housing of OHLM in the longer run when the agency becomes a financially self-supporting entity through rents covering costs.

E. INSTITUTIONAL ARRANGEMENTS FOR THE SITE AND SERVICES PROGRAM

- The first level of choice among possible institutional arrangements for the implementation and management of the site and services program is between a program unit attached to a ministry, either the Ministry of the Plan or the Ministry of Public Works, Transportation and Urbanism, and an autonomous agency of the public housing corporation type. It is imperative for the success of the program that the institution in charge can count on regular budgetary and staff allocations, and ones that will be used solely for their designated functions. Following discussions on these points with Government officials and others (UNDP resident representative, CCCE resident representative), the mission concluded that budgetary allocation of funds and personnel could not be clearly earmarked or guaranteed a reasonable degree of continuity within a ministry's annual budgetary allocation. Consequently, the mission advised the Government that the program unit alternative be eliminated.
- 16. Regarding the autonomous agency alternative, there are also two possible arrangements, consisting in (a) using the existing public housing agency, OHLM, modified to carry out all governmental programs in the field of housing and related facilities (middle income housing, site and services and improvement of existing communities), and (b) creating a second autonomous agency specifically for the site and services and community improvement programs.

Costs to be reflected in rents are for individual housing units, public utilities, local service roads and landscaping within a planned unit development.

- The mission suggested that the Government consider using the OHLM for the implementation and management of the program. Given the scarcity of capital and skilled manpower, it would appear preferable to use an existing agency rather than establishing a new one. The creation of a second agency would involve duplication of some services such as top management, technical and accounting departments, and an inefficient use of capital investment in buildings, vehicles, material, etc. It could also lead to undesirable competition for funds and manpower between two agencies operating in the same sector, and could make communication and program coordination in the sector more difficult. Although both solutions of using OHLM or creating a new agency will require Government promulgation of new statutes, it is likely that to prepare a new agency for operation would probably take much more time than to expand the operation of an agency which has been functioning in the housing sector for the last 10 years and has established management methods which, atlhough not directly usable for the project, can provide a base from which to start. Other advantages of having a single agency in charge of all housing and related infrastructure programs of the Government would be the possibility to
 - (a) have common policies towards land acquisition and choice of project location, contractors, personnel, and design standards for urban development and housing;
 - (b) create programs in between housing and site and services such as the provision of loans for self-help housing construction; and
 - (c) develop joint public housing and site and services projects.
- 18. Within this agency, it will be necessary to guarantee the autonomy of the site and services program. Consequently, the mission suggested that the structure of the OHLM be modified and that two separate divisions be created, one to handle the middle and moderate income housing program, and the other to handle the site and services and community improvement programs. The two divisions would have separate accounts, although both would be administered by a common accounting office. The technical services involved in engineering and architectural studies, and the contracting and supervision of construction would also be common to the two divisions. An advisory committee formed by representatives of the communities would be created to advise the site and services and community improvement division. Representatives of this committee should sit on the Board of Directors (Conseil d'administration) of the OHLM.
- 19. Although the use of OHLM would appear to have a considerable advantage in terms of efficient use of skilled manpower, capital and time, there are certain reasons why it may not be practical. One is the

opposition of both the Director of OHLM, and during this most recent mission, and the Director of Urbanism. The main arguments of the Director of OHLM against placing the program in his agency are:

- (a) The shortage of qualified personnel which, he says, he faces already in undertaking his present task;
- (b) the fear that OHLM's financial position would be jeopardized if, as he expects, the rate of delinquency in the payment of rents or fees from the site and services program is high, and therefore as a consequence OHLM could no longer borrow externally for its housing program. The main lender besides the National Bank is the French Caisse Centrale de Cooperation Economique (CCCE);
- (c) the program will be directed at a totally different group of people than the present OHLM program. At present, the OHLM program provides housing for people on regular salaries only (from which a 2% housing tax is collected) and in 80% of the cases, rents are deducted directly from their paychecks. The sites will be open to everyone and different methods of rents and fees collection need to be devised. The Director of OHLM has little confidence that it will be possible to make the users of the sites pay;
- (d) the sheer size of the program, with the sites rapidly outnumbering the housing units and thus requiring a management system of their own; and
- (e) a modification of the purpose of the OHIM (which is to provide housing for salaried heads of households only) would be strongly resisted by the unions of salaried workers who regard the OHIM as their agency. The salaried workers contribute to the operation of the OHIM through a 2% housing tax on their salaries (see page 7, f.n. 2).
- 20. Regarding the availability of personnel, the mission stated that the U.N. had already offered technical assistance for the program and that such assistance could be augmented through the Bank loan if necessary to ensure the success of the program. Finding Senegalese counterparts will be a difficult problem, but this will be the case whatever institutional form is used for the program.
- 21. In relation to the Director's fear for the borrowing capacity of OHLM, the mission discussed the institutional issue with Mr. Mery, the resident representative of the CCCE. Mr. Mery stated that he also thought it would be better to use OHLM for the site and services program rather than creating a new agency, and he did not foresee any problem in further lending to OHLM arising from this institutional change. However, he said he could understand the reluctance of its Director in view of the somewhat expanded programs the OHLM expects to undertake in the coming two years to catch up with the national development plan objectives (1,500 units per year instead of about 1,000 to date).

The proposal in the initial Government description of the project and the proposal of the Director of Urbanism during the March 1971 mission were for OHLM undertaking the national site and services program.

- 22. Regarding the managerial aspect of the program and, in particular, the question of rent or fee collection. It is obvious that a system will have to be devised specifically for the site and services and community improvement. Experience in other countries suggests that the system should be decentralized and rely on local community groups. The sociological information needed to make recommendations for the use of community groups has not yet been developed. Hopefully, the sociological study conducted by consultants BCEOM and expected in September will contribute information on this component. The mission also asked the Government to develop proposals.
- 23. Regarding the political problems that could arise out of a change in the purpose of OHLM, it was not possible for the mission to appraise the judgement of the Director of OHLM.
- 24. The mission asked the Secretary for the Plan that further discussions be held at the ministerial level of Government on this institutional issue and that the decision either to use OHLM or to create a new agency be communicated to the Bank. The mission mentioned to the Secretary for the Plan that if the Government should decide on a new agency, the Bank would expect the Government to prepare draft statutes for such an agency before appraisal.

F. TECHNICAL AND ENGINEERING ASPECTS OF THE PROJECTS

i. Choice of Regional Capitals

25. Following its visit to Senegal in March the mission recommended to consider Thies and Kaolack as the two regional capitals besides Dakar that would be included in the project. After discussions with consultants NEDECO in July, it appears that Kaolack's water supply is limited and the prospects for inexpensive additions to this supply are not good. Also the Director of Regional Development of the Ministry of Plan gave the mission a recently prepared report on the proposed urban hierarchy for Senegal which the mission must study before a final recommendation can be made on the third city to be included in the project.

ii. Project Location in Dakar and the Regional Capitals

Dakar - Of the 400 ha that are proposed for Dakar urban area, the Director UH has proposed to assign to the project 300 ha in the area of immediate urban expansion west of the suburban town of Pikine, and the other 100 ha at some 15 km from the city center east of the suburban town of Pikine. The mission accepted the location of the 300 ha west of Pikine as suitable for the project. However, because the people that will live on the sites will be of low income, and highly dependent upon the city for their jobs, the mission stated clearly that unless the Government could give convincing assurances that jobs would be created in the area proposed for the remaining 100 ha and that a convenient, rapid, and cheap public transport connection to central Dakar would be developed, the Bank would not be able to consider this location satisfactory for the project.

Experience in other countries has shown that where the two conditions above are not satisfied, the people that were located on sites more than some 15 km from the city rapidly abandoned the sites and returned to the central city. In response to this criticism, the Government stated that the people that were moved from downtown Dakar to Pikine, about 10 km from downtown, generally stayed there and that only few had filtered back to the city.

- When asked why it was not possible to have all the 400 ha for 27. the project west of Pikine, the Director UH referred to "urbanism constraints," and the need to mix various types of residential areas such as private and public middle income housing and site and services. The mission agreed fully upon the desirability of mixing various types of residential development to avoid large concentrations of low income people; however, it indicated that the proportion of the mix should reflect the possible relative magnitude of each type of development. When asked to indicate the future use that had been designated for all land reserves between Dakar and Pikine, the Director UH indicated some 840-1100 ha (some 260 ha are still occupied by the military) reserved for private and public housing versus the 300 ha for site & services. A quick estimate by the mission of the relative needs for both types of residential settlements indicate that the 8h0-1100 ha would provide for some 15-20 years of private and public housing expansion, while the 300 ha reserved for the site and services would be absorbed in about 3 years.
- 28. This discussion on land reserves for various types of residential settlements clearly indicates that the Government still considers the site and services program as a temporary solution to accommodate people, and thinks that land contiguous to existing urban development should be reserved for public housing which is still considered as the ultimate solution for everyone.
- 29. The mission discussed this issue with the Secretary for the Plan and asked that the Government give further consideration on the matter of land reserves for residential development in the Dakar urban area, in relation with the Governmental housing policy and program and the respective needs for various types of residential settlements and advised him that the total 400 ha should be located to the west of Pikine.
- 30. Satisfactory locations for the project have been determined in Thies and Kaolack and in both cities they are close to main transport routes and employment (industrial zone in Thies, port in Kaolack) and contiguous with existing urbanized areas.

iii. The General Development Plan

31. The mission asked the Director UH to prepare a General Development Plan for the site selected in Dakar and Thies. This plan should indicate the proposed location of the major commercial, industrial, social and recreation centers, the main arteries and a description of the

public transport system, and the relation of these centers and transport network with the existing centers and transport network of the city. The Director UH promised to have these plans ready for October 15, 1971.

iv. Preliminary Engineering

- 32. The mission asked the Director UH to prepare the preliminary engineering for about 100 ha in Dakar and 15 ha in Thies (amounts corresponding to about one-quarter of each development). The cost for the whole project will then be extrapolated, since the land in Dakar and Thies is uniform in character. The Director UH promised to have this preliminary engineering and the corresponding cost estimate ready for October 15, 1971.
- 33. Agreement was reached on the technical characteristics for various components of the project. The most important points are the following:
 - (a) the densities will be of the order of 30-35 lots/ha. According to the estimate of consultants NEDECO, at this density there is no need to provide for a storm drainage system.
 - (b) the open space and landscaping will be concentrated around the fountains rather than distributed along street rights-of-way.
 - (c) the preliminary engineering will be done on the basis of 25% of the parcels individually connected to water and sewerage. According to NEDECO, this percentage of private water connections is the estimated minimum needed to ensure the proper operation of a sewerage system which appears to be the least cost solution.
 - (d) regarding electrification, the mission asked the Director UH to define with the Directorate of Energy and Hydraulics the service zone in which the proposed site is located and estimate cost accordingly.
 - regarding primary schools, the cost given to the mission appeared too high and the mission asked the Director UH to discuss with the Ministry of Education the possibility of having the local inhabitants build their own schools on the site reserved in the project. In such case, the cost of materials would be only some 40% of the cost given for the schools. The number of classes to be built during the course of the project will depend upon the availability of teachers. An agreement on the number of teachers that will be assigned to the project area should be reached with the Minister of Education.

- regarding health facilities, representatives from the Minister of Health were not available to meet the mission, but the remarks pertaining to education also apply for health. The number and type of health facilities to be built will depend upon the availability of personnel to operate these facilities. The mission asked the Director UH to reach an agreement on this matter with the Minister of Health.
- In general, the mission found that the project preparation had not advanced as fast as expected. In particular, concerning the last three elements above, electrification, education and health, the Director UH had not consulted the respective directorates. Regarding the latter two elements, he had simply extracted the general standards proposed in the 3rd National Development Plan. For health and education, it is proper to use the Plan's standards to reserve space for building these facilities over time, but not for calculating the cost of the project since only part will be built immediately and the remainder spread out over time, the exact period depending on shifts in society's and the local community's incomes. The mission pointed to the need for the Director UH to involve all other Government services concerned by the project in its preparation.

G. MANAGERIAL ASPECTS OF THE PROJECT

35. There are a number of managerial aspects on which decisions will have to be made before appraisal, i.e. the method of selecting people that will receive the lots, the land tenure and occupancy system, the means of collecting rents and fees, the maintenance system, the organization of communities, etc. None of these matters were discussed by the mission given (a) the problems encountered on the fundamentals of the project discussed above (see paras. 11-15), (b) the fact that the Government had no concrete proposals on any of these points, and (c) the inability of the mission to meet with people undertaking social research to discuss these issues. In the closing meeting, the mission recommended that the Government prepare proposals on all these points and that the Bank would assist by doing the same on its side. The BCEOM study, due at the end of Decemter 1971, should give recommendations on the question of land tenure and rent and fee collection. The NEDECO study expected for the end of August 1971 should have recommendations for water pricing and collection of water fees. At present, water is distributed free at the public fountains.

H. PROJECT RELATED ISSUES

36. The mission met with Mr. Loic Hervouet, Project Director of the UNDP Industrial Development Project with the Societe Nationale d'Etudes et de Promotion Industrielle (SONEPI). Mr. Hervouet explained to the mission the work of SONEPI and mentioned a quick preliminary survey that SONEPI had done in the Pikine area to identify artisans that would have the capabilities to develop into small industrialists if they were

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provided with some financial and technical assistance. Some 20 candidates have been identified and SONEPI would need some 5 ha of land at a cost below 500 CFAF/m² (\$1.80/m²) to install them. Although a site had been previously offered to SONEPI in Pikine, no development has occurred yet, and the possibility of including this development or a subsequent one within the project is recommended.

I. FINAL MEETINGS

- 37. At a summary meeting on July 30 with the Director of Cabinet of the Secretary for the Plan, the mission highlighted the following issues which had emerged from the discussions with the Directorate of Urbanism and Housing:
 - (a) The mission is not convinced that the objective of the Government and those of the Bank in undertaking the project coincide and thus recommends that the Government express clearly its housing policy interms of an estimate of the needs, the objectives it wishes to attain and the programs needed to attain them.
 - (b) Discussions should be held at the ministerial level of Government to define a Government position on the institutional framework proposed for the site and services program.
 - (c) Discussions should be held between the Ministries of Plan and Public Works to define a position regarding land reserves for residential development in the Dakar urban area consistent with the housing policy of the Government (a above).

These issues were discussed again with the Secretary for the Plan on August 1 who promised to air them with other members of Government and communicate the Government position to the Bank no later than at the Annual Meeting in Washington at the end of September 1971. The Secretary asked that these issues on which the Bank would like to have a Government position be confirmed by letter (see Annex I for text of this letter).

38. In a separate meeting with the Director UH the mission restated its request that General Development Plans and Preliminary Engineering including cost estimates for some 100 ha in Dakar and 15 ha in Thies be developed for October 15, 1971. The Director agreed that this was possible. The mission also asked him to develop proposals for the managerial aspects of the project, and to send to the Bank other information requested by the mission (see annex to the letter in Annex I).

JYenny/LMoss/dd/nom

Cleared with and cc: Mr. Kirmani

cc: Messrs. Chadenet, Baum, King, Rovani, Engelmann, Lee, Lithgow, Sadove, Lind, Bohr, Dunkerley, Iverson, Elkouby, Venkateswaran, Paijmans, Meda English Translation of Letter to:

Mr. Ousmane Seck Secretary of State for the Plan Dekar, Senegal

August 20, 1971

Dear Sir:

I want to thank you very much for the assistance given by members of your Cabinet and other Ministries to Messrs. Yenny and Moss during their recent mission to Dakar.

The purpose of this mission was to review the status of preparation of the site and services project, "Parcelles Assainies." Please find the conclusions of their report in the Annex attached. It seems from this report that while some progress has been realized in the preparation of the project and notably its technical aspects, a certain number of unresolved problems remain for which solution would depend rather on the Council of Ministers. You will find in this Annex details on

- (a) the objective of the site and services project which must enter into the framework of the Government's habitation policy. In this connection, it seems that the mission has been sufficiently clear in its explanations of the Bank's intentions in this project;
- (b) the institutional aspects associated with considerations on the various alternatives regarding management; and
- (c) the sites chosen for the project supported by justified arguments.

We take note of your cable of August 17 informing us that Governmental decisions on this project are to be sent shortly. In regard to our conversations at the time of the Annual Meeting, it would be desirable if decisions are taken, particularly on the first points (from "a" to "e") of the summary in the Annex.

In the event that the Government wishes it, we plan on sending a mission at the beginning of September. A cable on your part in this regard would be greatly appreciated.

We are sending a copy of this letter to Messrs. the Prime Minister, the Minister of Finance, the Minister of Public Works, Transport and Urbanism, and the Director of Urbanism.

Best regards.

Roger Chaufournier Director West Africa Department

Annex

P.S. The mission foreseen for the beginning of September has as its goal aid in the preparation of the General Development Flans and preliminary engineering.

PROJECT OBJECTIVES

- 1. As stated by the March mission, the Bank objective is to aid in the development of a national program designed to meet the needs of lower income groups for shelter and related urban infrastructure at a much lower cost than possible through the conventional public housing programs. Further, the Bank conceives the site and services type project as
 - (a) a major contribution to the solution of the urban extension and housing problem faced by the rapidly growing cities of many developing countries and not only as sites for the relocation of low income strata of the population displaced from their central city settlements (typically shanty towns); and
 - (b) a solution that can be upgraded in situ over time, by the combined effort of the individual settlers and the Government as the economic conditions of the country improve, rather than a temporary solution that will eventually have to be demolished and replaced by public housing.
- 2. As stated by the mission, the concurrence with these aims would mean that
 - (a) a serious commitment to a site and services program would probably require over time (à terme) a shift in public investment in habitation (habitat) from present public housing programs to the site and services program; and
 - (b) the site and services program should be combined with a program for the improvement and not the systematic eradication of the lower income settlements (bidonvilles et irreguliers).
- Taking into account the fundamental characteristics of these aims and their implications for the Government housing policy, it is evident that a decision in this matter be taken by the Council of Ministers. It would be recommended that a governmental housing policy be clearly defined and included in the next national Development Plan (1973-77).
- 4. To this effect, we would like to receive from the Government a statement of agreement with the objectives of the site and services project given above and an assurance that the Government will develop a national policy and programs on habitation to be included in the forthcoming 4th Plan.
- 5. To establish the habitation (habitat) policy, the mission recommends that the Government should
 - (a) estimate the total national needs in terms of habitation and then express them by regions and by estimated income groups;
 - (b) define objectives that the Government proposes to achieve in satisfying all or part of the needs of different regions and different income groups; and

- (c) define the programs and the budgetary allocations that will be needed to achieve these objectives.
- As mentioned by the mission, the interest of the Bank in assisting Senegal with the site and services project is to help in establishing a national site and services program that will continue after the completion of the Bank assisted project. We would, therefore, like to have the assurance that the Government will make budgetary allocations in the national development plan and provide the resources needed for the continuation of the site and services program after completion of the contemplated project. In our view, the best way to achieve this is to make the rents of CHLM housing in future operations reflect the actual costs of construction and management, thereby reducing in the long run the need for annual budgetary allocation to OHLM and freeing resources for the site and services program. NOTE: The cost of construction should include the costs of land, individual housing units, public utilities, local service roads and landscaping within a planned unit development.

INSTITUTIONAL ASPECTS

- Regarding the institution that will be in charge of the implementation and management of the national site and services program, the mission recommends that the Government consider using the OHLM, rather than creating a new agency. The creation of a new agency would involve duplication of some services such as top management, technical and accounting departments and an inefficient use of capital investment in office buildings, vehicles, material, etc. It could also lead to undesirable competition for funds and manpower between two agencies operating in the same sector and could make communication and program coordination more difficult. Other advantages of having a single agency in charge of all housing and related infrastructure programs of the Government (i.e. middle income housing, site and services, community improvement) would be the possibilities of formulating
 - (a) programs in between housing and site and services such as the provision of loans for self-help housing construction;
 - (b) joint public housing and site and services projects; and
 - (c) common policies toward land acquisition and choice of project location, contractors, personnel, and design standards for urban development and housing.
- 8. If OHLM is designated as the responsible agency, its structure would have to be modified and two separate divisions created, one to handle the existing OHLM housing programs and the other to handle the site and services and community improvement programs.
- 9. We suggest that this institutional issue be discussed at the ministerial level of Government (giving consideration to the reasons for the mission's recommendation) and the decision either to use OHLM or to create a new agency be communicated to the Bank. In either case we would also expect the Government to proceed with the preparation of draft statutes for the proposed institution (this assumes that OHLM statues would have to be modified if the recommended single agency is used).

PROJECT LOCATION IN DAKAR

- Regarding the location of the project in Dakar, the mission advised, in order to meet the stated objectives, all 400 ha should be reserved for the project in the extension zones of Dakar, between Dakar and Pikine. Although the mission agreed fully upon the need expressed by the Director of Urbanism to mix various types of residential development to avoid large concentrations of low income people, it indicated that the proportion of the mix should reflect the possible relative magnitude of needs in each type of habitation. In the area assigned to residential use according to the Master Plan (Plan Directeur) between Dakar and Pikine, 840-1,100 ha are presently being reserved for private and public housing, i.e. OHLM and SICAP; and only 300 ha for the site and services. A preliminary estimate by the mission of the relative needs for both types of residential settlements indicate that the 840-1,100 ha would provide for some 15-20 years of private and public housing expansion, while the 300 ha reserved for the site and services would be absorbed in about 3 years.
- 11. We would like to have this issue of land reserves for various types of residential development in the Dakar urban area discussed at the ministerial level of Government in close relation with the Government's housing policy and program and the Government's objectives in undertaking a site and services program. The decision concerning the location of the 400 ha for the Dakar part of the project should then be communicated to the Bank. The mission also asked the Director of Urbanism to identify all land having private property titles that will be reserved for the project and determine the cost of the Government of acquiring this land.

TECHNICAL ASPECTS

- 12. Regarding the technical aspects of the project, the Director of Urbanism agreed to prepare General Development Plans (Plan Général du Développement) for the site selected for Dakar and Thies, and preliminary engineering (avant projet) including cost estimates for about 100 ha in Dakar and 15 ha in Thies for October 15, 1971. The General Development Plan should indicate the proposed location of the major commercial, industrial, social and recreation centers, the main arteries and a description of the public transport system, and the relation of these centers and trans-The preliminary engineering should cover all port network to the city. elements of the project, i.e. streets, open space and landscaping, water distribution, sanitation, electrification, primary schools (école primaire) and health clinics (dispensaires). Besides those elements, the cost estimate should include the cost of land, topographical work and earthwork (terrassement).
- 13. The mission recommended that the various Ministries and Directorates concerned with the project should be more involved in its preparation. The Directorate of Energy and Hydraulics should be consulted particularly on the question of private connections for water and sewerage (branchements d'eaux et d'égoûts) and on the type of service zone in which the project falls. Discussions should be pursued with the Ministry of Education to determine the means of having the inhabitants of the sites build their own primary schools on the sites reserved, as recommended by the mission. An

agreement has to be reached with the Ministry of Education (Directorate of Primary Education) as to the number of primary school teachers that they will provide for the project areas, and the proposed number of classes to be built by the project should be determined accordingly.

14. Representatives of the Minister of Public Health (Santé) were not available to meet with the mission, but the same remarks apply as for education. Agreement will have to be reached on the number of doctors and/or nurses that they will provide for the project areas, and the health facilities to be built by the project should be determined accordingly.

MANAGERIAL ASPECTS

15. Regarding the managerial aspects of the project (gestion), the mission has asked the Government to make proposals on the method of selecting people that will receive the sites (parcelles), the land tenure and occupancy system, the means of collecting rents and fees, the maintenance system, and the organization of communities.

SUMMARY

- 16. In summary, we are requesting the following Government actions in order to proceed with the project's preparation:
 - (a) a clear statement of the Government objectives in undertaking the site and services program;
 - (b) an assurance that the Government will develop a national policy and program on habitation to be included in the next 4-year National Development Plan (1973-77);
 - (c) an assurance that the Government will make resources available for the continuation of the site and services program after completion of the contemplated project;
 - (d) a decision on the institution that will be in charge of the national site and services program;
 - (e) a decision on the land to be reserved for the project in Dakar consistent with the objectives of the site and services program;
 - (f) preparation of General Development Plans, and preliminary engineering including cost estimates for 100 ha in Dakar and 15 ha in Thies by October 15, 1971;
 - (g) development of concrete proposals on mechanisms for the management of the project by October 15, 1971; and
 - (h) mailing of the documents and information requested by the mission and listed in Annex, as soon as they become available.

LIST OF DOCUMENTS AND INFORMATION REQUESTED BY THE MISSION OF THE PREPARATION OF THE PARCELLES ASSAINLES PROJECT

To be sent to: Messrs. Moss/Yenny, Special Projects Department World Bank
1818 H Street, N.W.
Washington, D. C. 20433

- 1 National Budget of Equipment 1971/72 and allocation to Urbanism and Housing Sector(s).
- 2 Municipal Budgets Dakar and Kaolack if available 1971/72, otherwise 1970/71.
- 3 Evolution of municipal budgets Dakar, Thies and Kaolack during the last 5 years. Indicate only the totals without disaggregation.
- 4 Housing Tax: Exact amounts collected during the last 5 years, number of wage earners subjected to the tax during the last 5 years in Cap Vert/remainder of Senegal. Disaggregation of the tax receipts by income brackets of people subjected to the tax and as a proportion of their salaries. Allocation of the tax receipts to various budget categories: OHLM, Urbanism, etc. Give details of the tax appropriation for the fiscal year 1970/71 and forecasts for the fiscal year during 1971/72.
- 5 Tax on Fiscal Minimum: Indicate the fiscal minimum for Dakar, the method of collection for non-wage earners, and an estimation of delinquency in the areas of low income settlement of Dakar and Pikine.
- 6 Census of the artisans prepared by OSA.
- 7 On the land reserved for the site and services project, census of land titles and price of land (latest transactions).
- 8 Statistical survey on the artisans in the building construction industry, and study of housing characteristics in low income settlements.
- 9 Sociological Survey Report of BCEOM consultants.
- 10- Indicate on a map of Dakar the different zones of electric service (zone desservie, zone d'extension, zone concédée).

LIST OF PERSONS CONTACTED BY THE MISSION

Dakar, Senegal

State Secretariat for Planning

Mr. Ousmane Seck

Mr. Diakite

Mr. Mbaye Thioune Wade

Mr. Mactar Seye

State Secretary

Director of Cabinet

Chief, Division of Urban and

Rural Development

Director, Projects and Programs

Directorate of Urbanism (Ministry of Public Works, Transportation and Urbanism)

Mr. Mousse Daby Diagne

Mr. Gueye

Mr. N'Diaye

Mr. Jean Claude Dumont

Director

Deputy Director

Chief, Planning Division

Technical Assistant

Ministry of Industry

Mr. Louis Dupuy

Mr. Loic Hervouet

Director, Energy and Hydraulics Project Director - UNDP Industrial Development Project, SONEPI (Societe Nationale d'Etudes et de Promotion

Industrielle)

Ministry of Education

Mr. Dione

Mr. Fiorese

Director, Primary School Education Technical Assistant, Chief of School Buildings

Office des Habitations a Loyers Moderes (OHLM)

Mr. Bocande

Director

Mr. Vallat

Technical Assistant

CCCE (Caisse Centrale de Cooperation Economique)

Mr. Henri Mery

Director

UNDP

Mr. Leger

Resident Representative

ILO

Mr. Bell

Deputy Director of Mission

Office de la Recherche Scientifique dans la Territoires d'Outre Mer (ORSTOM)

Mr. Verniere

Human Geographer

Thies, Senegal

Mr. Bop

Local Representative, Directorate

of Urbanism

Mr. Alphonse N'Daiy

Governor of Thies Region

Amersfoort, Netherlands

NEDECO (Consultants)

Dwars, Heederick en Verhey

Mr. A. Velderman

Engineer in Charge of Dakar Water

and Sewerage Master Plan

Dr. G. A. V. D. Rhoer

Economist

Mr. J. Louwe Kooymans

Engineer

Netherlands Economic Institute

Dr. E. H. Mulder

Economist

Dr. B. A. den Twinden

Economist

University of Leiden

Dr. R. R. Bergh

Sociologist

Senegal - Wrban Dev.

le 20 août 1971

Son Excellence
Ousmane Seck
Secrétaire d'Etat au Plan
Dakar, Sémégal

Monsieur le Ministre,

Je tiens à vous remercier de l'aide accordée par vous-même, les membres de votre cabinet et de divers Ministères à Messieurs Moss et Yemny lors de leur récente mission à Dakar.

Le but de cette mission était d'évaluer l'état de préparation du projet dit "Parcelles Assainies". Nous vous prions de trouver ci-joint en Annexe, les conclusions de leur rapport. Il ressort de ce rapport que si un certain progrès a été réalisé dans la préparation du projet et notament ses aspects techniques, il reste en suspens un certain nombre de problèmes dont la solution dépendrait plutôt du Conseil des Ministres. Vous trouverez dans cette annexe des détails sur:

- (a) les objectifs du projet des Parcelles Assainies qui devruit s'inscrire dans le cadre de la politique gouvernementale de l'habitat. A ce propos il semble que la mission a été suffisamment claire dans ses explications sur les intentions de la Banque dans ce projet;
- (b) les aspects institutionnels, assortis de considérations sur les diverses altérnatives en matière de gestion;
 - (c) la localisation du projet étayée d'arguments justificatifs.

Nous prenons bonne note de votre cable du 17 août nous informant de 1º envoi sous peu des décisions gouvernementales sur ce projet. En vue de nos entretiens lors de la conférence annuelle, il serait souhaitable que des décisions soient prises concernant particulièrement les premiers points (de "a" à "e") du résumé en Annexe.

Au cas où le Gouvernement le souhaiterait, nous pourrions envisager l'envoi d'une mission tout au début de septembre. Un cable de votre part à ce propos nous obligérait grandement. Suggel- Wilson Don

Le 20 août 1971

Son Excellence Ougmane Seck Secrétaire d'Etat au Plan Dakar, Sénégal

Monateur le Ministre,

Je tiens à vous renercler de l'aide accordée par vous-mâne, les membres de votre cabinet et de divers Ministères à Messieurs Moss et Temny lors de leur récente missien à Dakar.

Le but de cette mission était d'évaluer l'état de préparation du projet dit "Rarcelles Assainles". Nous vous prions de trouver ci-joint en Annexe, les conclusions de leur rapport. Il ressort de ce rapport que si un certain progrès evait été réalisé dans la préparation du projet et notament ses aspects techniques, il restait en suspens un certain nombre de problèmes dont la solution dépendrait plutôt du Conseil des Ministres. Vous trouveres dans cotte annexe des détails sur:

- (a) les objectifs du projet des Barcelles Assainles qui devrait s'inscrire dans le cadre de la politique gouvernementale de l'habitat. A ce propos il semble que la mission a été sufficament claire dans ses explications sur les intentions de la Banque dans ce projet;
- (b) les aspects institutionnels, assortis dé considérations sur les diverses altérnatives en matière de gestion;
- (c) la localisation du projet étayée d'arguments justificatifs.

Hous premons bonne note de votre cable du 17 août nous informant de 1º envoi dous peu des décisions gouvernementales sur ce projet. En vue de nos entretiens lors de la conférence annuelle, il serait souhaitable que des décisions soient prises concernant particulièrement les premiers points (de name à ne") du résuné en Annexe.

Au cas où le Gouvernement d'étaiterait, nous pourrions envisager l'anvoi d'une mission tout au début de septembre. Un cable de votre part à ce propos nous obligérait grandement

Nous adressons copie de cette lettre à Messieurs le Premier Ministre, le Ministre des Finances, le Ministre des Travaux Publics, les Ministres des Transports et de l'Urbanisme, et le Directeur de l'Urbanisme.

Veuillez agréer, Monsieur le Ministre, l'assurance de ma haute considération.

Roger Chaufournier Directeur Département Afrique de l'Ouest

Annexe

P.S. La mission envisagée pour début septembre aurait pour but d'aider à la préparation des Plans Généraux de Développement et des avant-projets.

Cleared with and cc: Mr. Carrère

OBJECTIFS DU PROJET

Comme explicité par la mission de mars 1971, l'objectif de la Banque est de voir se définir un Programme National visant à satisfaire les besoins, en matière d'habitat urbain et d'infrastructures correspondantes, des couches de population les plus défavorisées, et ceci, à un coût bien plus bas que celui permis par les programmes traditionnels d'habitat subventionné. Par ailleurs, la Banque regarde le projet des Parcelles Assainies:

- (a) Comme une contribution essentielle à la solution des problèmes d'extension des villes et de l'habitat urbain que rencontrent les villes à croissance rapide de maints pays en voie de développement; et pas simplement comme la préparation de sites destinés à recevoire les populations à faibles revenus expulsées des bidonvilles proches du centre-ville;
- (b) comme une solution se prêtant à une amélioration "in situ" dans le temps, au gré de l'évolution économique du pays, par l'action congugée des habitants eux-mêmes et du gouvernement; plutôt que comme une solution temporaire donnant lieu ultérieurement à démolition et substitution d'habitat subventionné.

Comme suggéré par la mission, un accord de principe sur ces objectifs aurait les significations suivantes:

- (a) Un engagement ferme sur un programme de Parcelles Assainies exigerait une reconversion progressive des dépenses publiques en matière d'habitat; certaines ressources accordées aux programmes d'habitat subventionné pouvant être allouées graduellement au programme des Parcelles Assainies;
- (b) ce dernier programme devrait être combiné avec un programme d'amélioration, et non d'éradication systématique, des zones occupées par les populations les plus défavorisées.

Compte tenu du caractère fondamentale de ces objectifs et leurs implications pour la politique gouvernementale en matière d'habitat, il est évident qu'une décision en la matière relève du Conseil des Ministres. Il serait vivement recommandé que soit définie clairement, puis incluse au prochain Plan National de Développement (1973-77), une politique gouvernementale relative à habitat.

A cet effet, nous souhaiterions recevoir de la part du Gouvernement une lettre d'accord sur les objectifs du projet des Parcelles Assainies comme explicités plus haut, et l'assurance que le Gouvernement développera une politique Nationale et des programmes relatifs à l'habitat, qui soient intégrés au Quatrième Plan à venir.

Afin d'établir la politique d'habitat, la mission suggère que le Gouvernement procède à:

- (a) une estimation des besoins globaux en matière d'habitat, puis à leur ventilation parrégions et niveaux de revenus (présumés, au besoin);
- (b) la définition des objectifs que le Gouvernement se propose d'atteindre dans la satisfaction de la totalité, ou d'une partie, des besoins des diverses régions et tranches de revenus;
- (c) l'établissement de programmes et la définition des allocations budgétaires nécessaires à la réalisation des objectifs poursuivis.

Comme mentioné par la mission, le but visé par la Banque dans son assistance au Sénégal dans le projet des Parcelles Assainies, est d'sider le Sénégal à mettre en place un Programme National de Parcelles Assainies, qui se poursuivrait au delà de l'achèvement du projet que la Banque assisterait financièrement. De ce fait, nous souhaiterions avoir l'assurance que le Gouvernement procédera à des allocations budgétaires dans le Plan National de Développement permettant de libérer les ressources nécessaires à la poursuite du Programme des Parcelles Assainies au terme du projet considéré présentement. A notre avis, une des formules les plus sûres de disposer de ces ressources serait d'amener l'Office des Habitations à Loyers Modérés à pratiquer dans ses futures opérations des loyers reflétant les coûts réels de construction et de gestion de ces opérations; ce qui reduirait dans le long terme le besoin d'allocations budgétaires annuelles à l'Office et libérerait ainsi des ressources pour le Programme des Parcelles Assainies. A noter que le coût de construction devrait inclure les coûts des terrains, des unités d'habitation, des services publics, des dessertes locales et de l'équipement paysagiste lie à une conception d'ensemble.

ASPECTS INSTITUTIONNELS

En ce qui concerne l'institution qui serait en charge de la réalisation et de la gestion du Programme National de Parcelles Assainies, la mission suggère que le Gouvernement prenne en considération la possibilité de faire usage de l'Office des Habitations à Loyers Modérés plutôt que la création d'une institution nouvelle. Cette création conduirait à dupliquer certains services tels que Direction, Services Techniques et Comptabilité, et signifierait l'investissement inopportun de capitaux dans de nouveaux bureaux, véhicules, matériel, etc... Cela pourrait aussi donner lieu à de regrettables conflits pour l'obtention de fonds et de personnel, entre deux organismes oeuvrant dans le même secteur. De même, les communications et la coordination des programmes ne s'en trouveraient que plus difficiles. Le fait de n'avoir qu'un seul organisme en charge de tous les programmes gouvernementaux ayant trait à l'habitat et aux infrastructures correspondantes (c.a.d., habitat pour les couches moyennes de revenus, parcelles assainies, assistance aux communautés nécessiteuses existantes), offrirait en outre les possibilités de:

- (a) mise au point de programmes complémentaires à l'Habitat Subventionné et aux Parcelles Assainies, tel l'accord de prêts à l'auto-construction:
- (b) développement de projets combinant Habitat Subventionné et Assainies;
- (c) élaboration de politiques communes vis-à-vis de l'acquisition des terrains, du choix des localisations de projets, de la sélection des entrepreneurs et du personnel, enfin de la définition des normes relatives à l'habitat et au développement urbain.

Si l'Offfice des H. L. M. devait être retenu comme organisme responsable unique, l'Office serait à restructurer et deux divisions distinctes à créer; l'une dont relèveraient les programmes HLM existants, l'autre dont dépendraient les Parcelles Assainies et les programmes d'amélioration locale des conditions de vie (assistance aux communautés nécessiteuses existantes).

Nous souhaiterions que cet aspect institutionnel fasse l'objet de discussions au niveau Ministeriel et que soient prises en considération les raisons motivant les recommandations de la mission. La Banque apprécierait aussi que lui soit communiquée la décision finale soit de faire usage de l'Office, soit de créer un nouvel organisme. Quelle que soit la solution retenue, nous compterions sur le Gouvernement, pour commencer àdéfinir les statuts de l'entité nouvelle proposée, ou, pour reviser ceux de l'Office au cas où il aurait à assumer ce rêle supplémentaire.

TERRAINS A RESERVER POUR LE PROJET A DAKAR

Pour ce qui est de la localisation du projet à Dakar, la mission a préconisé que, afin d'atteindre les objectifs déclarés, les 400 ha pour le projet soient réservés dans les zones d'extension de la ville, entre Dakar et Pikine.

Bien que la mission partage entièrement l'opinion exprimée par le Directeur de l'Urbanisme, sur le besoin de combiner divers types de développement residentiel afin d'éviter d'importantes concentrations des populations moins favorisées, la mission a suggeré que les proportions reflètent en quelque sorte l'importance relative des besoins en chaque type d'habitat.

Selon le Plan Directeur, dans la zone affectée à usage résidentiel entre Dakar et Pikine,

- entre 840 et 1100 ha sont réservés à de l'habitat subventionné et à des développements privés, et seulement
- 300 ha sont réservés pour les Parcelles Assainies.

La mission a procedé à une estimation rapide des besoins relatifs à ces deux types de développement residentiel. Il en ressortirait que 840 à 1100 ha constituent une réserve pour 15 à 20 ans de développement privé et subventionné, tandis que les 300 ha réservés pour les Parcelles Assainies seraient absorbés en 3 ans environ.

Nous souhaiterions que cette question de réserve de terrains pour divers types de développement résidentiel dans la zone urbaine de Dakar fasse l'objet de discussions au niveau Ministeriel, et ce, en rapport étroit avec la politique et les programmes gouvernementaux en matière d'habitat d'une part, les objectifs gouvernementaux dans l'entreprise d'un Programme de Parcelles Assainies d'autre part.

Après examen de notre propositions, nous souhaiterions avoir communication de la décision relative aux 400 ha à réserver pour le projet considéré à Dakar.

Enfin, la mission a demandé au Directeur de l'Urbanisme de bien vouloir identifier tous les terrains (à réserver pour le projet), qui auraient des titres de propriété et de déterminer les coûts encourus par le Gouvernement pour s'en rendre acquéreur.

ASPECTS TECHNIQUES

En ce qui concerne les aspects techniques du projet, la mission a demandé au Directeur de l'Urbanisme, (qui a accepté), de préparer pour le 15 octobre 1971, le Plan Général de Développement pour la zone choisie à Dakar et de même pour celle de Thies, ainsi que les avant-projets avec des estimations de coût pour environ 100 ha à Dakar et 15 ha à Thies. Le Plan Général de Développement devrait indiquevles emplacements proposés pour les principales zones commerciales, industrielles, les centres de services sociaux et les parcs de detente, les artères principales et une description du système de transports en commun, de même que les relations que ces zones et cette desserte locale entretiennent avec la ville toute entière. L'avantprojet devrait contenir tous les éléments du projet, c.a.d., voies, espaces verts et plantations, distribution d'eau, réseaux sanitaires et électriques, écoles primaires et dispensaires. Ces éléments mis à part, les estimations de coût devraient inclure les terrains. les relevés topographiques et les terrassements.

La mission a suggeré que dans la préparation du projet, un plus grand engagement se manifeste de la part des divers Ministères et Directions impliqués dans le projet. La Direction de l'Energie et des Services Hydrauliques devrait être tout particulièrement consultée sur les questions de branchements privés sur les réseaux d'adduction d'eau et d'égoûts, ainsi que sur le type de zone (en matière de service) où le projet se trouve. Devraient aussi se poursuivre avec le Ministère de l'Education les discussions relatives à la façon d'amener les communautés, comme la mission l'a préconisé, à construire elles-mêmes leurs écoles aux lieux reservés. Un accord devrait être trouvé par ailleurs avec le Ministère de l'Education (Direction de l'Enseignement Primaire), sur le nombre d'enseignants qu'il fournira aux zones de projet; le nombre de classes à construire par le projet sera déterminé en conséquence.

Les représentants du Ministère de la Santé, ainsi que ceux du Ministère de l'Education, n'ont pu se libérer pour rencontrer la mission. Là aussi, un accord devrait être trouvé sur le nombre de docteurs et le personnel infirmier dont seront pourvues les zones de projet, et les équipements hospitaliers déterminés en conséquence.

EN MATIERE DE GESTION

Pour ce qui est de la gestion du projet, la mission a demandé au Gouvernement de faire des propositions sur la méthode de sélection des familles qui recevraient les parcelles, les modes de cession des terrains, les moyens de collecte des loyers et de recouvrement des charges, les systèmes d'entretien, l'organisation des communautés.

RESUME

En resumé, la préparation du projet est fonction des actions gouvernementales suivantes:

- (a) définir clairement les objectifs du Gouvernement dans son entreprise du Programme des Parcelles Assainies;
- (b) s'engager à développer une politique Nationale et un programme sur l'Habitat, à inclure dans le prochain Plan Quadriennal de Développement (1973-77);
- (c) s'engager à assurer les ressources nécessaires à la poursuite du Programme des Parcelles Assainies après achèvement du projet considéré présentement;
- (d) décider de l'institution qui serait en charge du Programme National des Parcelles Assainies;
- (e) décider de la zone à réserver pour le projet de Dakar, en cohérence avec les objectifs du Programme des Parcelles Assainies;
- (f) préparer des Plans Généraux de Développement et des avantprojets où seraient consignées des estimations de coûts pour 100 ha à Dakar et 15 ha à Thes; ceci pour le 15 octobre 1971;
 - (g) développer des propositions concrètes sur les mécanismes de gestion; pour le 15 octobre 1971;
 - (h) e envoyer les documents et information demandées par la mission et dont la liste apparait en Annexe, des qu'ils seront disponibles.

Yenny/LMoss/Rmeda:dcc

Cleared and co: Mr. Carrère

Liste

De Documents et Informations Demandées par la Mission

de Préparation du Projet de Parcelles Assainies-à

Envoyer & M. Yenny, Special Projects Department World Bank 1818 H. Street N. W. Washington, D. C. 20433

- 1. Budget National d'Equipement 1971/72 et secteur Urbanisme/Habitat /Edilité.
- 2. Budgets Municipaux Dakar, Kaolack si disponibles 1971/72, sinon 1970/71.
- Evolution des budgets municipaux Dakar, Thies, Kaolack au cours des 5 dernières années—Indiquer seulement le total sans décomposition.
- dernières années, nombre de salariés soumis à la taxe au cours des 5 dernières années Cap-Vert/reste Sénégal. Ventilation du produit de la taxe par tranches de salaire des assujettis. Affectation du produit de la taxe à divers postes budgétaires OHLM, Urbanisme, etc.... donner le détail de l'affectation de la taxe sur l'année fiscale 1970/71 et prévisions pour l'exercice en cours 1971/72.
- 5. Impôt sur Minimum Fiscal: Indiquer le minimum fiscal pour Dakar, le mode de recouvrement pour les non-salaires, et une estimation de la délinquence dans les zones de bidonvilles et Pikine.
- 6. Recensement des Artisans préparé par l'OSA.
- 7. Sur l'emplacement réservé aux parcelles (projet) relevés des titres fonciers et prix des terrains (dernières transactions).
- 8. Enquête statistique sur les artisans du secteur construction et étude des logements dans les bidonvilles.
- 9. Rapport enquête sociologique BCECM.
- 10. Indiquer sur un plan de Dakar les différentes zones de service électrique (zone desservie, zone d'extension, zone concédé).

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le 19 août 1971

Son Excellence Gusmane Seck Secrétaire d'Etat au Plan Dakar Sénégal

Monsieur le Ministre,

Je vous remercie de l'acceuil que vous-même et vos collaborateurs avez bien voulu réserver à la mission de la Banque conduite par
M. Méda, ainsi qu'aux autres missions de notre institution lors de leur
passage en juillet dernier à Dakar. Monsieur Méda vient d'achever le
rapport sur la partie opérationnelle de sa mission, et conformément à
votre propre suggestion, la présente lettre a pour but de récapituler la
liste de questions qui n'ent pu être éclaircies par les services techniques lors de sa visite et que nous scuhaiterions évoquer avec vous,
lors de votre séjour à Vashington à l'occasion de l'Assemblée annuelle
des gouverneurs de la Banque. D'un point de vue général, nous aimerions
profiter de votre visite pour continuer la revue de notre programme opérationel au Sénégal.

A. Projet Education.

Mr Méda nous a informé que votre lettre no. 00100 du 11 juin 1971 confirmant les termes de nos échanges du vue du 6 mai dernier, devra dorénavant être considérée comme document officiel de base reflétant les conclusions de la commission de réforme de l'Enseignement général. Notre département de l'Educatonn se mettra en contact avec vous pour plus ample information sur les mesures pratiques de mise en place de la réforme.

Dans l'immédiat, je de permets toutefois de vous signaler que M. Hatar Seye n'a pas été en mesure de remettre à H. Héda copie des décrets portant réforme de l'enseignement primaire, de l'enseignement moyen, et les textes sur l'enseignement technique. En conséquence, nous vous serions obligés de bien vouloir nous faire expédier ces documents dans les meilleurs délais.

B. Projets électricité et Assinissement.

Lors de votre entretien du 21 juillet, vous avez annoncé à M. Méda que les négociations avec la compagnie des ENOA se sont terminées par la signature d'un nouvel accord en date du 17 juillet 1971. Le texte de cet accord communiqué officieusement à Messieurs Thys et Renger ne parait pas refléter exactement les explications que vous aviez données à notre mission. Il traite en effet de la Société Nationale d'Economie Mixte qui exploitera les installations présentes ou à venir. Asis il passe sous silence le projet que vous nous aviez exposé concernant la création d'une Société Nationale "A" qui possédera les nouveaux équipements à créer à partir de juillet 1971.

Nous aimerions recevoir une documentation complète dans ses principes sur l'état d'ensemble de la question (1) pour que nous puissions vous proposer utilement une date pour la mise à jour définitive du rapport d'évaluation.

Nous espérons que les négociations avec la CGES sont également terminées ou en voie de l'être, et que nous pourrons recevoir sous peu les conclusions finales sur cette affaire appuyées de toute documentation utile afin de vous proposer une date pour l'évaluation des projets Adduction d'eau et Assainissement.

C. Projet arachide-mil.

11

Les perspectives de la campagne en cours seront évoquées. Toutefois nous souluiterions souligner les points particulier suivants:

- i) Aux termes des entretiens de M. Méda avec M. Doudou Sarr, directeur de l'ONCAD, nous croyons comprendre que le groupe de travail décidé en Conseil interministériel devait se réunir dès le 23 juillet dernier pour déterminer les modalités de restructuration des cooperatives. Compte tenu de la présence déjà effective des agents d'ITALCONSULT sur le terrain, il est inutile de signaler que toute diligence en matière de décision se traduit par une appréciable économie sur les frais des consultants.
- ii) Centre de Recherche agricole de Bambey. Nous venons juste de recevoir pour approbation les factures proformi du centre du recherche agricole. Toutefois nous nous permettons de sculigner que ce problème du financement du centre de Bambey a permis à notre mission de relever un certain manque de coordination entre les services chargés de

⁽¹⁾ les chiffres résultant de la comission mixte (Gowernement-EECA) d'expertise pouvant être envoyé ultérieurement

l'exécution des projets puisque le Directeur des services agricoles (M. Diène) ne semblait pas être au courant de l'accord de financement donné par l'Association (accord au 14 décembre 1970).

D. Projet marafcher.

Lors de votre passage du 18 juin à la Banque, nous n'avons pas manqué d'attirer votre attention sur les incidences possibles sur les petits maraîchers d'un projet d'envergure dans la région de Thiès et des Niayes. Nous prenons bonne note du fait que la Direction des Serivces agricoles est en train de procéder à une étude synthétique préalable de ce problème pour permettre au Couvernement de prendre ses décisions en toute connaissance de cause. Nous vous serions reconnaissants de bien vouloir nous communiquer copie de ce rapport qui était déjà assez avancé dans sa forme manuscrite lors de la visite de M. Néda.

Suite à une visite au réprésentant régionnal du PMUD, M. Léger nous croyons comprendre qu'une source d'environ 125.000 dollars aurait été octroyée par le PMUD en vue de la réalisation d'un projet pilot (ou avant projet) destiné à trouver les moyens techniques et l'encadrement les plus efficaces pour améliorer le maraîchage traditionnel. Nous aimerlons avoir de plus amples informations sur ce projet et son stade d'exécution à l'houre actuelle.

E. Projet Ris Casamance - Terres Neuves.

Progrès accomplis dans les conditions de mise en vigueur.

F. Projet urbanisae.

Lettre détaillée suit sur les Parcelles Assainies.

Mous souhaiterions en outre évoquer avec vous les problèmes à caractère plutôt régional, tels que les projets de 1ºOERS. Il semble que les études sont suffisamment avancées pour permettre aux différentes sources de financement extérieures de tirer les premières conclusions et se concerter sur les étapes conduisant à une prise de décision finale sur les barrages d'irrigation sur le fleuve Sénégal et dans son delta.

En espérant le plaisir de vous revoir bientôt, je vous prie d'agréer, Monsieur le Ministre, et Gouverneur, l'assurance de ma très haute considération.

cleared with & cc: Mr. Stewart

Mr. Buphomène Martijn J. Paijmans Messrs Goffin/Merghombartement Afrique de l'Ouest

ce Mr. Kochman Mr. Grosjean

RMéda:seb

Survey Translation: Letter to Mr. Ousmane Seck, Secretary of State for Planning, to i) thank him for his hospitality extended the Bank mission headed by M. Méda in July 1971, and ii) suggest a followup discussion on the following projects: Education, Power, Severage and Drainage, Casamance Rice development, Terres Neuves Urban development, Groundnut-millet and Vegetable development. We will also discuss project opportunity.

Senegal - Whan Development

FORM NO. 337.04 (12-69)

This is a draft translation. It has been checked by the translator but not revised Language Services Division

IBRD LANGUAGE SERVICES DIVISION CONTROL No. 5-209/72 August 19, 1971 DATE: Spanish (Senegal, ORIGINAL LANGUAGE: DEPT. Special Projects TRANSLATOR:

CORRECTED COPY

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL DEVELOPMENT ASSOCIATION OFFICE MEMORANDUM

Mr. Donald A. Strombom To:

August 13, 1971

From: Raimundo Guarda

Subject: Senegal: Development of plots and community facilities for urban settlements

Following our discussion, I now submit the present report.

This report is based on numerous meetings with the Bank team, Mr. Yenny and Mr. Moss; various other reports; talks with the Senegalese authorities (Dakar, Cap Vert and Thies); visits to plots and settlements in those areas, and my own experience.

- Senegal's present policy, programs and organizations in the housing and urban development field cannot solve the national housing shortage.
- In Senegal, the traditionally accepted methods (government action and private enterprise) of providing traditionally high-standard housing are not providing new dwellings or rehabilitating existing ones in sufficient number to absorb the demand created by the population growth (resulting from both from natural causes and from migration) let alone meet the requirements of those persons who want a better standard of living.
- This system, represented by OCHIM and SICAP, will never solve the problem, because its operating methods do not take account of the lowincome groups. It is designed only for those fixed-income workers who

Wiston Herelophunt

FORM NO. 337.04

This is a draft translation. (12-69)It has been checked by the translator but not revised Language Services Division

IBRD LANGUAGE SERVICES DIVISION DATE: August 19, 1971 CONTROL NO. 3-2097 ORIGINAL LANGUAGE: Special Projects TRANSLATOR:

CORRECTED COPY

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

August 13, 1971

Mr. Donald A. Stronbom

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pay the 2% tax, earn more than CFAF 30,000 a month and are less than 50 years old. What is more, its settlements are preferably located on land occupied by squatters' dwellings, so that each new community built there for the middle classes increases the housing shortage among the low-income groups.

- 3. Then again, the country's financial situation and the funds allocated to the sector (which is not regarded as a priority one) are such that the number of new dwelling units built by the above-mentioned organizations is likely to remain more or less unchanged. This number could be increased by 30%, at a rough estimate, if the designs, building methods and administrative systems were rationalized.
- 4. Lastly, there are no noticeable signs in Senegal of an income redistribution policy to assist the poorest inhabitants, which means that the low-income groups cannot hope to accede to the type of housing that is produced by OCHIM and SICAP.
- B. The low-income groups solve their problem by themselves
- 5. Unable to benefit from such a housing policy, the low-income groups solve the problem of their housing requirements as best they can, using what little technical and economic capacity they have. Like poor people the world over, they crowd in together and/or establish high-density squatter settlements on lands near city centers or close to the main roads, or else buy or rent a plot or a room in a hut from private individuals at prices out of all proportion to their purchasing power or to the quality of the property. Once installed on their plots, they start putting up their houses themselves, in some cases with the help of bank loans, and, as I saw in Pekine, it takes them about 10 years to finally achieve an acceptable solution to their housing problems.

- 6. The large and increasing number of families in the housing market can be noted from the huge squatter settlements (in Dakar) and from the statistics given in Various World Bank reports.
- C. The Bank promotes a global policy that the Government does not fully appreciate
- 7. In view of the Bank team it is clearly essential that the Government of Senegal introduce housing policies and programs that will cover all income groups, taking account of their needs and of the funds available both to them and to the Government. The number and standard of new housing projects must meet the needs of each different socioeconomic level, and the terms of payment must favor the poorest.
- 8. What has actually happened is that the Senegalese authorities have left the low-income groups out of their policies and programs. All they have done is to work with them on relocation projects when their settlements have been in the way of the plans for physical development of the nation's cities (Dakar in particular). For this reason I feel that although the Senegalese authorities may seem to agree with the Bank's ideas, they do not really appreciate their full impact. The Government's attitude was clearly visible in the location and size of the plots to be reserved for low-income group projects, in ground plans which tended to obscure those plots, and in/general incredulity regarding the reliability of the families concerned and their ability to build.
- 9. I personally am in full agreement with the Bank team. I also believe that policies and programs geared to reach the whole of the problem and all income groups must be implemented along with production expansion and

demand financing programs for the middle-high, middle and low income groups, and that a system must also be organized to link up all the different markets. Savings, payment terms, interest and subsidies (direct or indirect) are factors that will all contribute to satisfactory income redistribution. 10. I also agree that, with Senegal in its present situation, the project for urban development and construction of facilities is a strategically good means of arriving at a global policy. But I must warn that it will very soon be necessary to set up a loan system geared to the payment capacity of the families concerned, to help them get through the process of solving their housing problems, the first step in which is the acquisition of the plot. I doubt that the local bank loans are very appropriate, but in any case this is a matter that must be looked into more thoroughly. This is yet another reason for going along with the requirements that the Bank intends to put before the Government with a view to ensuring the success of the project and its continuation beyond the four-year period of Bank financing.

C. How to ensure the success of the project

- 11. Should the project fail or be suspended I believe it will be due to the following reasons: misunderstanding of its objectives, failure to use the proper means to achieve those objectives, and any non-observance of or deviation from those objectives in decision-making at the various stages of the project.
 - a. Basic project goals that must be formally approved by the Senegalese Government
- 12. The basic goal of the project is to ensure that all the low-income families involved obtain a suitable plot where they can settle and start

building and thereby solve their housing problem once and for all. Obtaining a plot means being able to use it (not necessarily to own it) for an indefinite period of time, on condition that the family complies with the regulations issued by the competent authority on use, maintenance and some kind of payment. The plot will be satisfactory if it is well situated with respect to the city (hopefully right on the outskirts), with connections to the city center or centers (roads and transportation systems); if the title deeds thereto are free of encumbrance; if it comes under a definite program for installation, immediately or within the near future, of basic services such as potable water (fountains), electric light (public and private connections), drainage and sewerage systems (community toilet facilities with sewer or septic tank), and if it has or will in the near future have a definite program for basic community facilities such as schools, shopping centers and community centers when a family settles in a place this means it is going to live there permanently and to make its own individual developments (according to its financial capacity and/or with the help of whatever loan systems are sinstituted).

13. The second project goal will be to promote community development by having the families concerned participate in decisions concerning the works to be carried out (related or unrelated to housing) and in their execution and management. For this purpose the Government and the participants will establish a system of representation to ensure the timely exchange of the requisite information and the pooling of resources, the Government contributing mainly in the form of financial and technical assistance and the settlers defining their requirements and putting up financial and manpower resources.

b. Basic measures to be adopted by the Government to achieve these goals

This project will be included in a national housing program, which 14. will in turn be part of the national development plan. It will specify the number of plots to be assigned for urban development each year, their location in the different cities and the mode of financing. The number of plots to be developed each year will be based on the expected demand. which, in view of the scant data available, will be estimated on the basis of the population growth of the income group that will normally have recourse to this type of program. Adjustments will be made every two years to take account of the actual demand as shown by the number of applications received. As of now it is calculated that the average number of plots to be developed annually over the next four years using partial financing from the World Bank will be 4,200 in the whole of Senegal, 3,000 of which will be in Dakar. After this initial four-year period, the Government will continue the program, developing plots to take account of actual demand. The number of these plots will in no case be lower than the average number developed during the first four years, and the participants will still be subject to the same requirements as those established for the initial period.

15. Management of the project as a whole and of the specific operations will be set up in such a way as to ensure achievement of the goals, i.e. development of the plots in the right places in the cities, provision of essential community facilities, and participation by the community in the decision-making and construction processes.

For this purpose the Government will organize an autonomous state operations division" (or agency) responsible for the success of the project and provided with all the pertinent legal, administrative and financial resources. This "division" will be composed of a "central unit" and a number of "field work units", one for each subproject. The "central unit" will be entrusted with the direction, supervision, coordination and support of the "field work units", and will handle all aspects common to all the subprojects, such as: acquisition of land, applications for and allocation of plots, construction drawings, acquisition and supply of materials and/or tools, and the general accounting system for each project. Each "field work unit" will be in charge of its own project and will have the necessary autonomy and sufficient resources.

To ensure participation by the community, each chief of a "field work unit" will be advised by a representative of the group with which it is working. The "operations division" will in turn be advised by a "panel" of representatives of the entire community to which the program is directed. The heads of the "field work units" will also be members of this panel, as will the heads of any other services required to assist in the subprojects.

- c. The Government must promote and approve the programming of the project and subprojects
- 16. Although programming is only one of the means to be used, I feel I must emphasize it in particular. All the subprojects and related activities must be defined in terms of financial and manpower resources and periods and sequence of execution, so as to make the optimum use of the country's scant resources. For this purpose it might be possible to use the Government's IBM 360 computer, which has available hours, for a special program which,

by accumulating experimental data on output, costs and inputs, can lay the groundwork for the proper decision to be taken, bearing in mind the implications of each such decision and thereby leading to a program that is compatible with the original objectives. We have used this program successfully in Chile but only as applied to building construction; nevertheless, it can easily be used to incorporate administrative aspects. For this purpose it will be necessary to provide training in systems and standardization and in supplying accurate information.

d. Conclusion

17. If the Bank's loan conditions are acceptable to the Senegalese authorities, then I have no doubt that they will approve the Bank's requirements. But I do not think they will really appreciate the true scope of the project until a large number of families are settled.

It must be pointed out that these projects are usually resisted by many traditionally-minded authorities and technicians who cannot understand that such seemingly casual solutions can be the right ones or that the most economic project is one that is executed in stages by unskilled workers, since it must surely be more expensive than one devised along more rational lines.

And yet there are some realistic authorities and technicians who appreciate the fact that the investment per unit under this system is one fifth that required to construct a traditional housing unit, that it is a good way of rationalizing the existing market and stimulating savings among low-income groups, and that it can be used as an effective tool for social development.

located, the settlers will accept them and particularly if they are well located, the settlers will accept them and participate in the program. Thus, instead of continuing to squat on or buy plots of which they cannot be sure, they will prefer this offer, which means a secure roof over their heads and a safe investment. Not knowing the Senegalese people sufficiently well, I am not so sure whether the second goal will be so popular, and the subject merits much more thorough study. But there is no denying that these projects can be a very effective tool in the development of cities if they are used in other right way.

Furthermore, the World Bank and U.N. technicians and the French experts will provide an excellent advisory service which will, among other things, improve the present standard of management.

- 18. On the basis of the foregoing, I believe that the 4-year project will be successful, at least in achieving the first goal. Only if there is any deviation from the established standards, time-limits and number of units is there a risk of failure. I should like to reiterate some of the points I have already made with regard to ensuring success:
 - A relatively small number of units (40 ha) should be envisaged to start with. It can gradually be increased as experience is acquired and personnel are trained;
 - The project should be divided into partially autonomous subprojects so as to have more administrative* units;
 - The Bank should send somebody to Dakar to get the local government moving and recruit and start to train suitable local personnel.

^{*} T.N. "Administrative" is taken from the rough English translation. The Spanish here has "demonstrative".

- 19. It is more difficult to make any projections beyond the initial four years, but, if the project is really successful, I think it will continue, because:
 - The local government will be officially committed to it;
 - Between one-fifth and one-sixth of Dakar's population will be settled in the new communities, so that the project will be well-known to the low-income groups;
 - The project will have acquired a certain stability over the four-year period (plans, management, suppliers, registrations, etc.) so that there will be a natural tendency to continue it.
 - If the Bank approves, it might negotiate an additional loan.

As already discussed, it might help the project to continue if the loan system established by the Bank could ensure an increase in local financial contribution every year.

- E. Proposed list and definitions of basic operations to be included in the project
- 20. Despite the fact that I have little background material to go on,
 I shall now give a rough but complete list of the project operations as
 a first stage towards programming.

List of operations:

- (21) Preparation of the master plan, by sections,
- (22) Design of subdivisions
- (23) Infrastructure design
- (24) Design of community facilities
- (25) Design of housing units
- (26) Registration (application)

^{*} T.N. The Spanish has "seccional del plan regulador", rendered into English in the rough translation as "general development plan".

- (27) Selection of applicants, priorities to be accorded
- (28) Allocation of plots
- (29) Motivation of the community in general and provision of information regarding applications
- (30) Motivation of the participants and provision of information concerning:
 - self-help measures in the construction of houses or other works
 - control of land-use and of the permanence of settled families
 - sanitation aspects of the settlement
 - collection of payments (dividends) and management of property allocated
 - election of leaders and representatives
 - decisions on priorities to be accorded to the various development works
- (31) Acquisition of the land
- (32) Definition of initial works to be put up for contract or built by the participants
- (33) Preparation of bid proceedings and awards to contractors
- (34) Acquisition, transportation and delivery of materials and tools
- (35) Inspection and acceptance of contractors' works
- (36) Organization and training of teams to do the construction work
- (37) Coordination with other services in order to obtain sufficient personnel and other resources for the project

Preparation of the master plan. Once a decision has been made on the cities where the project is to operate and on the specific areas within those cities, a master plan will be drawn up by the Townplanning Directorate, or submitted to it for approval. This master plan will cover the entire site and the connections with the city, and will specify the component subprojects and their starting dates. The community center or centers (intermediate poles) of the entire complex will also be established, and here will be located the general community facilities (sports facilities - for soccer and wrestline - places of worship, shopping areas, health centers, schools and small industry). It is proposed that these centers be physically connected by the quickest route with the centers of each subproject in the form of a network. This plan must take careful account of the existing service networks, at least in Dakar's case. One architect and one draftsman should be able to prepare this master plan in about three months, including on-site surveys, drawings, standardization and obtaining of approval from the corresponding authority. As to the design of the subdivision, the following is proposed as regards the number of plots: optimum: 600 (6,000 persons, 20 ha), minimum: 300 (3,000 persons, 10 ha) and maximum: 1,200 (12,000 persons, 40 ha). Ten people per family is a common number in Dakar; 30 plots per ha will allow for natural stormwater drainage; 60 plots will mean 1,200 children of school age and 24 classrooms with 50 pupils in each one, which is the norm for schools in Dakar. The 300-plot subdivision would be half as big again as that used in Chile for a self-help housing construction program with traditional building methods; it represents half as much work

again as can reasonably be done by a social worker in that country, and half as much work again as is normally done by a professional architect or builder. This extra 50% is proposed because there are comparatively few professionals in Senegal.

It is proposed that each project be subdivided into 60 standard family units, i.e. 60 families per water fountain, which is a little higher than the number proposed by the Senegalese authorities. The water fountains would be neighborhood centers, located in special areas planted with trees which can be kept alive by the moisture from the fountains. It may also be a good idea to locate the community toilet facilities there, since the drainage system from the fountain could also be used to carry sewage. This area might also be used for some craft trade or other, depending on the leanings of the community, and, if considered suitable by the education authorities, some primary school classes could also be held there.

The proposed 60-family unit is double of the normal working unit used in Chile for self-help housing construction. The Chilean unit comes under a skilled worker and two representatives of the settlers (one on the technical and one on the social side), and uses a collection of materials and tools for which the settlers are responsible. Thirty has proved to be a practical number and was used in a high-density settlement block (40 meters by 120 meters) with plots 8 meters by 20 meters. This particular block length (120 meters) takes account of the maximum authorized distance between sewer inspection points.

The size of the plots will have to conform to the proposals of the Senegalese authorities, i.e. between 150 and 200 m², to take account of the houses that will later be built on them. The width must be much less that the depth to keep down the cost of the urban development works. It is proposed that roads be 20 or 15 meters wide, according to their use, and that a large number of pedestrian pathways be provided, with the possibility of their being used for vehicles 8 meters wide. The main factor to be considered in deciding how far the houses can be from the road, and hence how long the paths must be, is the capacity of the local fire-fighting equipment. Preparation of the plan of the subdivision, including visits to the site, actual design and consultants with the en engineers, will probably take two months for an architect and a draftsman to complete.

23. With regard to the design of the infrastructure (sewerage and water supply) it is proposed that 25% of the plots be provided with private connections to ensure a proper sewage removal system. This will also mean that some of the plots will be of a higher standard, which will make it possible to bring families from higher-income groups into the settlements. The conduits for both systems should be sufficiently wide in diameter to copy with the future increase in volume that will come about when all the plots are finally connected. Electric light is important both in public places and in private homes, and electric power is essential to small industry and to the teams working at night on self-help construction or community development works. A high voltage line, substations and transformers will probably be needed.

If it is decided to use the self-help urban development system, the work of earth removal, road layout and grading and electrification will have to be done by contractors, while the rest of the work will be done by the settlers themselves. This could mean a reduction in costs of about 20%. The sequence of operations would be: earth removal, layout and grading (roads and plots) by contractors; installation by the settlers of water and sewerage systems and poles to carry power lines; installation of substations and hanging of power lines by the contractors.

The design of these systems and of the road sections, and the respective dimensions and specifications would normally take one specialized engineer and two draftsmen two months to complete.

24. Design of the community facilities. There are three basic facilities to be installed: shopping center, community center (meeting place) and study center. The Senegales authorities will add a health center, and a place of worship will arise spontaneously, without any planning, as is customary in Senegal. I noticed that there were wrestling and soccer fields, and I think these will also be included, but at the level of certain subprojects.

The shopping center could be an open, paved (or at least graded) and space, close to the meeting place/of easy access to the settlement. Market stalls could be set up there on certain days of the week, their owners renting the use of the land.

Going by Chilean standards, the space required would be about 220 m² per 600 families (these standards are based on a study of the country's existing facilities and of practices in other countries, and

it would have to be close to the service networks.

The principal meeting place (which could be part of the school yard) should be about 1,000 m², and thus able to contain up to 3,000 persons (half the total number). It should also be possible for speakers to be heard there without the need for amplification.

The school must be built to take account of the school-age population (población infantil): 2 children per family, 50 per class, 2h classes.

It must also take account of the availability of teachers, which will set a standard and also help determine the rate of construction (total, stage-by-stage, and size of each stage).

In view of the country's scant resources, the health and samifation program could take the form of an extracurricular activity of the school. It could use the school buildings, and perhaps some extra facilities might also be installed.

The craft workers will/organized and located according to the leanings of the community and can be either close to the water fountain or to the shopping center. As mentioned above, it is proposed that the master plan provide for additional space for the establishment of small industry.

The place of worship (the mosque) could be close to the meeting place.

The design of the facilities will thus cover two aspects: their location and the space required, and the construction drawings. The first aspect must be included in the master plan for the subdivision and the second will be the responsibility of each individual service.

25. Although the actual design of the houses is not included in the program it must in fact be part of it, since it will form a basis for deciding on the size and shape of the plots. It can then be handed over to the settlers who are going to do the building themselves.

Remembering the OCHIM houses, I saw, I must urge that the way of life of the occupants be constantly borne in mind, that it seems more useful to cover a large space with cheap materials than to cover a small space with expensive ones, that a good roof is very important, that the design must be rationalized with a view to finding the optimum use for the space, materials and installations with a minimum of wastage, and that the housing process must be regarded as one that can be executed in progressive stages without the need to change what has already been completed.

The study of the type of house that can be built under these conditions will take an architect, advised by specialists and assisted by a draftsman, about four months. The house type or types decided on can be altered every two or four years, depending on how suitable they turn out to be.

26. Registration (application). This project is for low-income families, i.e. those whose incomes are below OCHIM's requirements or those who prefer this solution to that offered by OCHIM, whether they pay the 2% tex or not and whether they are public or private employees. As has happened in my country, many families with higher incomes have joined low the income settlements, to the great benefit of the latter.

Persons ineligible to apply are those who own or rent* property (house and land or land only) or who have family members living with them who own or rent property, and a sworn statement to the contrary must be made by the applicant and those of his family members who are of age. Any applicant making a false statement will lose his plot and all the rights and improvements thereto, which will become the property of the agency.

Persons who own property but who have to abandon it because of a remodeling project may participate in the program, in which case they will make cash payment for the works they receive out of the sums paid to them by way of compensation. Also eligible are those persons who own, or are still paying for, OCHIM or SICAP housing and who have to move out of the city for special reasons (work or health), in which case they will hand over their former property upon receiving the new one, and from the payments they have made for the first one the price of the second will be deducted until paid in full (sic).

Lastly, an essential prerequisite for would-be participants is that they make a formal statement to the effect that they are aware of the nature and requirements of the project and are prepared to comply with them.

Procedure for application. Once a decision has been made on the number and location of the plots to be developed over the first two years, and on the starting dates, invitations to register will be

^{*} T.N. Literally "persons who own or have acquired the right to use"

issued (point 27). Applicants will have one month in which to register, after which the lists will be closed for six months. To register, an applicant must make the three statements mentioned above (income, no property owned or rented, acceptance of the bases of the project), give his home address and place of work and the number and age of each member of his family group, stating the relationship in each case and whether or not the member concerned is a dependent. When a person has been registered he will receive a card which he must keep as evidence of his registration.

After the registers have been closed for six months they will be reopened, and potential applicants will be informed that they may register for the project stage that is to start two years later, unless the number of applicants is lower than the number of plots, in which case applicants will be selected on a month-by-month basis until the settlement is full.

- 27. Selection of applicants: priorities to be accorded. All persons who have registered are eligible for selection. Every two years, six months before the start of the works, a number of applicants will be selected that is equal to the number of planned sites less 10%. Selection will be in strict order of priority from among the persons registered, on the basis of the following factors (which must be verified):
 - Order to leave the plot or house presently occupied
 - Obligation to move from one city to another for reasons of force majeure
 - Overcrowded living situation
 - Quality of present housing

- Number of dependents
- Number of consecutive years lived in the city
- Number of years application has been on file to the nearest half year
- Group application. The number of points for a group
 will be equal to the number of individual points divided
 by the number of applicants, plus the priority coefficient
 assigned to group applications.

During the six months before the plots start to be handed over to the participants, the applicants' register will be closed, the OCHIM, SICAP and the Internal Revenue property registers will be checked, documents will be asked for and home visits will be made to verify the information received. The persons making the visit need not necessarily be social workers but some sort of administrative officials trained in evaluating the data received.

Allocation of 10% of the plots will be held back until one month before delivery, to be allocated to families in urgent need.

The list of priorities, with numerical indication of the priority to be assigned to each applicant, will be prepared by the corresponding office (oficina) and approved every two years by the Director and his Board. The extremely urgent cases for which 10% of the plots are reserved, will also be decided on individually by the Director and Board. Both the lists and the case-by-case allocations will be published and notified to the applicants.

28. Allocation of plots. The plots allocated will be marked on the plan for the subdivision, showing the name of the head of the family and the number of his file. Family or group representatives of the family or group will be called upon, in order of priority, to choose their subproject and plot. Once an applicant has made his choice he cannot change it, unless this is acceptable to the agency or there is an exchange by mutual agreement with some other family or group. 29. Motivation of the community in general and provision of information regarding applications. The application marks the start of participation in the project: it will be necessary to present the information in an easily understandable form in the cities, especially in the highdensity slum areas and in the shopping centers and sports areas, explaining the essence of the project (what it is, requirements for participation, location, starting date, cost and form of payment). It is also essential to explain the prerequisites for submitting an application (that the head of the family must be the one to apply and that registration is free) and the bases for allocating priorities (mentioning that there is priority for group applications)

I would say that Dakar would need about six or eight information and registration centers or offices, duly identified, each with a staff of one or two, located in places that are the most easily accessible to the low-income groups. Two teams of two persons each should go from office to office to give more detailed information.

30. Motivation of the participants and provision of information.

Once the participants have been selected and the subproject plots allocated,

the responsibility for providing information and motivation will be borne by the respective "field work unit", to which the "central unit" will send all the technical and social background material available to it. This work, which will include the organization of groups and the identification of natural leaders, will have to begin before the settlers move to the plots. The following will be the chief criteria for organizing the subgroups:

Participation in the self-help housing or urban development works. The various tasks must be specified and the participants divided into geographic groups in the new settlement (water fountains). The leaders or persons who have taken part in construction work will be identified, there will be elected from among them the representatives of each subgroup, to be responsible for the works along with an instructor (skilled worker representing the agency), and the teams will be organized for each task. Once the settlers have moved to the plots the work will start without delay. Settlers who do not follow the timetable and work schedule will be penalized. The central unit must help by supplying materials and tools. A program for moving the settlers in and getting each group started on its respective task will be drawn up with an eye to the optimum utilization of resources. The Coentral unit will do the same for the subprojects.

- Control of land-use and of the permanence of settled families.

 A settlers' supervisory committee will be set up, to ensure that the families take possession of the right lots at the right time and that they remain there and do not sub-let.

 Anyone violating these provisions will be penalized.
- Samitation aspects of the settlement. Another committee
 will be responsible for samitation, vaccinations, garbage
 disposal and general cleanliness, approaching the authorities
 with a view to obtaining the respective services. The
 health and municipal authorities will be the principal ones
 to be approached. Should these fail to provide the
 necessary services the committee must propose a solution
 to the community.
- collection of payments (dividendos) and management of property allocated. In my opinion, even if the land can be handed over free of charge (as, I am told, is the custom in Africa), the urban development works carried out there must be paid for. In addition, the areas set aside for shops and handicrafts or industry must be leased to the users. All these charges should be collected by a team of settlers duly empowered to do so. The central unit will issue individual receipts which will be delivered by the "field work unit" to the committee. The committee will be responsible for checking on (resolución de) payments and

for notifying the authorities in cases of non payment, so that the necessary penalties can be imposed. Collection will start as soon as the settlers are transferred to the plots. It is estimated that the works can be paid off over 10 or 15 years, at a minimum rate of interest, and payments should in no case exceed 15% of the family income. At least 20% of the payments for works (dividendos) and rental payments will be held by the committee to finance other development works. Rewards will be offered to the groups with the best records of payment. Any surpluses collected will be sent to the central unit through the field work unit.

- Election of leaders. Once the committees have all been installed and the works are in progress (after three to six months) a representative of each geographic group and of the subproject as a whole will be elected. It is suggested that this election be direct, by secret ballot, and that all settlers who are on time with their payments shall have the right to vote. The management committee (directiva) of each settlement will be composed of the representative of the subproject, who will be chairman, and representatives from each group. This committee will advise the head of the field work unit. Each head of a geographic group will, at suggested intervals of two years, appoint the persons to be in charge of each team of skilled workers.
- Decisions on priorities to be accorded to the various development works.

 The management of each subproject, advised by the chief of the field work

 unit, will decide on the works to be carried out and will submit them

to each group or to the subproject, as the case may be, for ratification by a general meeting. If the cost of these projects exceeds the funds available for the subproject (20% of income), they must be ratified by the agency and incorporated into its plan of operations.

- 31. Acquisition of land. The land selected for its suitable characteristics and incorporated into the master plan will be contributed by the Government and/or purchased under a price agreement or through expropriation from private individuals. Both the takeover agreement (politica de adquisición) and the related activities will be executed at the central unit. Decisions on the land to be taken over must take account of the ratio of land cost to the estimated cost of urbanization and installation of services. The takeover agreement (location, price and form of payment) must be consistent with the policy of the other public housing institutions and the location of the land must be approved by the Directorate of Townplanning.
- 32. Decision on the initial works that are to be constructed under contract or through self-help programs. I feel that the self-help works are sufficient incentive to give the community a desire to become organized and to participate in the project. Nevertheless, a project that drags on for too long will finally discourage the settlers. Furthermore, I should say that in almost all cases where such projects have failed the reason was poor administration, not only in terms of technical advice side but also in the failure to deliver materials on time and to provide accurate information. I feel that with such a program, which is chiefly designed to develop housing sites and to provide community facilities, an attempt should be made at least in

some of the projects to use self-help in the construction of water and sewerage systems, water fountains and community toilet facilities, since this will motivate the formation of the geographic groups and prepare them psychologically to take care of these installations. In any case, even if the self-help system is not used for those purposes, it should at least be used for certain community facilities such as schools.

33. Preparation of bid proceedings and awards to contractors. The system should be the same as that adopted by the other public institutions (OCHIM), with general and specific administrative and technical bases, selecting registered contractors on the basis of experience and solvency. It is suggested that the existing register be used. OCHIM's system of separate contracts for urban development and construction will be useful, with the adjustment of certain items such as the "official budget", which should be prepared in secret, unless a system of competitive bidding is used (the price is stated and the contractors propose number and quality of the works).

Calls for bids, opening of bids and awards should be based on
the same standards as those used by other public institutions in the
same field as regards time-limits, procedures and prerequisites, the
most essential of these being technical competence and closeness of the
price to that given in the official budget. Bids must be approved by the
Board of the agency, and, if possible, an attempt should be made to
avoid their being sent for approval to the Control Committee (Ministers
of Public Works and Finance) and to the Prime Minister, since this
procedure, which is used by OCHIM, holds up the award by over three months.

- 3h. Purchase of materials and tools, transportation and delivery. All these steps require sufficient programming and constant checks on the progress of each subproject, since although the volume and type of the items purchased may be small they must be available on the site immediately they are needed. In the case of large orders, the system of public bidding should be used, for which purpose a suppliers register will be opened. For small orders, a few simple price quotations from those suppliers will suffice. A rapid system to handle purchases must be set up within the central unit, and in turn the work unit must be completely free to do the purchasing if the central unit does not buy and deliver the required items at the required time. Storage and stockpiling are to be avoided.
- 35. Inspection and acceptance of contractors' works. These steps are the responsibility of the "field work unit" and must follow the same strict standards as would be used by public agencies for similar projects.
- 36. Organization and training of the work teams for the self-help construction system. Once a decision has been taken on the works that are to be done using this system, the chronological program of execution will be drawn up on the basis of output (anticipated), resources (large manpower resources, little technical assistance and few tools) and the time-limits required. It is proposed to organize systems for rotating the technical assistance services and the tools. For this purpose each subproject will be divided into groups, and within each group teams will be organized according to types of task or to geographic subgroups (either alternative is acceptable). A system under which the same kind of works are started at different times will make it possible to rotate

the least plentiful resources from group to group throughout the whole subproject.

In charge of each group and representing the institution there will be one skilled worker and one or two settlers: representatives, who will together train and supervise the teams and help execute the works with the rest of the settlers.

37. Coordination with other services. As already mentioned, this will be at the level of the Board of the agency and lat that of each subproject, with the field work unit working with the settlers themselves.

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SENEVAL - Bick-to-Office Report on Operational lission.

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To IFC - Seregal - Fruit + Veg. Mr. Roger Chaufournier In accordance with TOR dated June 30, I visited Senegal from July 6 through 13, then from July 18 through 22. Discussions on operational matters were held in Dakar with i) Government officials and institutions, and ii) UIDP and UNESCO representatives. Some field trips were also made to visit projects either under preparation (Delta Rice Development project) or to be implemented in the near future (Casamance Rice and Terres Heuves Settlement projects). Operational issues. Power and water supply projects, institutional arrangements: In response to the request of the Senegaless Coverment, I headed an advisory teum (consisting of Mesers. M. Mould and P. Buphomane) concerned with the institutional aspect of a) the already-appraised Power project, and b) the water supply sector. The discussions took place iron July 7 to 10. Hessrs. Hould and Buph mone, having operated under individual TOR, reported separately on these 32 projects (copies of their reports are attached). In brief, the mission arrived in time to get the Government to revise its June 29 decree creating a combined water and power company. Following our discussions, the Covernment agreed with the idea of creating two separate authorities for operating the power plants and water supply facilities. On July 22, 1971 (after the departure of Mesers. Duphanène and Mould), the Director of Hydraulics, Ir. Dupuy, informed no that positive conclusions to this effect had been reached with Electricité de 1'Cuest Africain (2001). He commented that the new organization in the power sector was in line with the one described in point 5 of ir. Buplicaine's meno of July 27, 1971. Dy September 15, 1971, experts will be appointed by both parties (i.e. Covernment and SUA) to audit the value of existing fixed assets for power generation and transmission. The deadline for their report is Hovember 15, 1971. Financial arrangements are subject to the contents of this report, since ownership of fixed assets operated or owned, as a concessionneire, by EDDA would be transferred to a newly-created and Government-owned company (A) which would relend them to an operating company (B) those stocks would be shared by EEOA and the Government on a fifty-fifty basis. Since documents of the new agreement were not available, I requested that they be sent to the Bank as soon as possible. Mr. P. Vallette, the acting WHO project manager, on behalf of NEDECO, informed me that though the underground water survey is expected to be completed end-July 1971, the final report will not be available until Murch 1972. Mr. Vallette also expressed his concern about the water pollution along the coast surrounding Dakar. He said that urgent measures should

be taken in terms of severage system improvement if one was to expect any tourism development in this city where sandy benches and favorable weather attract European tourists during the European winter season. He also conmented on the water issue relating to the vegetable development project in which an American firm (Bud Antle) is interested. He informed me that the Government was about to supply the city of Dakar with water coming from the lake of Guiers while it intended to sell the exploited undergroundwater (far more drinkable and less expensive than the lake water) to the Bud Antle company for cropping purposes. Given the high priority of this issue, Mr. Vallette suggested that a roundtable take place (including representatives of the Ministries of Flanning, of Eural Development, of Industrial Development, of Urbanism, the Director of Hydraulic Services, the Governor of the Cap Vert, representatives from the Public Health Department and from FAO, UEDP and MEDECO).

Negotiations on water supply were still under way, and I suggested that the conclusions also be sent to us as soon as possible. Confirming ir. Vallette's assumption, the Director of Hydraulics told me at the July 22, 1971 meeting that a recent decision has been taken by which, from July 26, 1971, the city of Dakar would get its pater from the lake of Gulers (about 31,000 m) per day). As a result, the use of groundwater from the Cap Vert regions will be decreased, thus opening the way for conclusive negotiations with Bud Anthe in terms of water supply for the above-mentioned project. Such decision would be contrary to the WHO conclusions (see Mr. Hould's mean of July 16, 1971, points 15 and 16).

Mr. Dupuy commented that negotiations with CGES were proceeding fairly well in the same line as power. Agreement had been reached, in principle, that the existing concessionnaire (CGES) would become the operating company (the gestionnaire) on behalf of the Government's nominee management, and the water would be sold in bulk to it.

- 6. As mentioned in both Messrs. Hould's and Euphonène's menos (see points 18 and h of the respective documents), I also received, in capacity of head of the mission, many telephone calls and calling cards from representatives of the foreign-camed water and electricity companies. The mission politely avoided any private contact with them apart from a very short and formal introductory meeting with EEOA representatives sponsored by a highranking denegaless official.
- Vegetable Development project: This issue was discussed principally with Mr. Dienne (Directeur du Dévelopment Bural) to whom I expressed again our concern about the proposed Bud Antle project which night enter into competition with numerous established small gardeners. Mr. Dienne said that our apprehension regarding the situation of small vegetable growers was fully justified. He showed me a handwritten study drafted by his service on this matter and promised that the final report would be sent to the Book. He added that an official request has been approved by UNDP for a pilot project in the Byayes area to find out the best ways and means to provide efficient extension services to the small vegetable growers. But because of the Bud Antle involvement, the implementation of this project was slowing down.

I said that the Bank was not opposed in principle to private investment in this area so long as it would not have any negative impact in terms of employment and local revenue. I mentioned that we would be ready to examine any official request for financial assistance in this field.

- 8. The Groundnut-Millet project: I handed to the Government two copies of a draft amendment to the list of goods. These documents, already signed by yourself, are expected to be signed soon by the Government; a copy will be returned to us. It should be mentioned that the text of the handcarried copies was in English. Consequently, non-English speaking Senegalese officials had to await a French translation being prepared at the Bank.
- With regard to the cooperative reorganization, I inquired about the action taken in relation to the Hinister of Eural Development's June 17, 1971 letter informing the Association of the next steps contemplated for the serging of cooperatives in the line suggested by the consultant ITALCOMBULT. The Secretary of State for Planning Hr. Gusmane Seek explained that necessary measures were being taken to couply with the consultant's suggestion in terms of cooperative improvement (staffing, auditing, etc.). Concerning the merging of cooperatives which should have started on July 1, 1971, the Hinistry said that though the Government agreed on the principle, nothing had been done because the Prine Hnister himself decided at an interministerial meeting to set up a specific consitee to investigate this matter and to make suggestions as to the best may to merge cooperatives and to train staff on-the-job. The Secretary added that a copy of the minutes of the interministerial meeting on ITALCONSULT's report would be sent us. Obviously the Prime Minister's decision stems from political considerations. I commented that the consultant team being in the field, any delay would be money wasted for the Government.
- In relation to the Groundnut-Hillet project, I also inquired about disbursement for the Bumbey agricultural research center. I reminded then that following an official request of July 25, 1970, the Association had agreed in December, 1970, to finance the equipment (about \$15,000 equivalent) required by Bushey to develop nitrogen fixing bacteria. But since then there has been no withdrawal, and one could wonder whether the center is still carrying on this activity (considered of high importance for agriculture development in Sanegal). In reply, I was told that the accountant in charge of this center was not very familiar with the Brok Group procedure (namely with the General Conditions Applicable to IDA Credits). As a result, this accountant was wondering whether he should be reinbursed for the center emenses already paid, or if he should send the invoices for approval and direct payment. One official commented that some invoices were recently sent to the office of the Secretary of State for Planning so that they could be forwarded to us for approval. But the documents were not sent to the Bank because they were incomplete.

I suggested that necessary action be taken by the relevant authorities to speed up the withdrawal request to the Association. Man-while a set of proforma invoices has been received.

- 11. Commenting in general on the outlook of our ongoing groundnut-millet project, one must say that following the recent Government measures, there has been a high increase in fertilizer consumption. The Director of ONCAD Mr. Doudou Sarr disclosed that his organization had actually sold about 3h,000 tons of fertilizer for both groundnuts and rice, as compared to 12,000 tons last year. He also handed to me a table showing the distribution of seed by area. On June 30, 1971, 105,000 million tons of seed had been distributed throughout the country. He also mentioned that each farmer has received 13 kg of millet out of the emergency fund provided by FAO, USAID and FAC.
- As a reply to Mr. Ousmane Seck's question about a possible request to the Association for the use of savings from the ongoing project for financing the campaign after the closing date, I explained that i) we don't now know how much the savings would be, depending on the cost of the ONCAD reorganization measures to be carried out by the consultant ITALCONSULT and ii) it would be difficult for the Association to consider favorably such a request which would require the sending out of an appraisal mission by the end of this year. In view of the staff constraint this would probably not be feasible. I said that in my opinion the Government should make the necessary arrangements to finance the next campaign (1972/73) out of its budget. I added that the Association might envisage financial assistance later if there was real improvement during the ongoing IDA-financed campaign.
- I also visited the Secrétaire Général du Conseil National des Produits Agricoles, Mr. Majib N'Daw. I got the impression that the ongoing Bank-financed agricultural projects would be better coordinated by the newly-appointed Executive Secretary who seems a strong and able personality. Mr. N'Daw informed me that he has been working with the Prime Minister Diouf for several years and that his office is still located near his. He does not expect his new appointment to be a sinecure. Though he is not quite familiar with Bank procedures, Mr. N'Daw intends to take every action for the good implementation of agricultural projects, in coordination with the relevant departments. Mr. N'Daw disclosed that he recently initiated the request to the Association to place an order directly with Siscoma for the agricultural implements. This request (which was considered as a derogation to the provisions of the Credit Agreement) was approved in June 1971.
- the Education project: As I inquired about the reform of general education, Mr. Ousmane Seck said that his June 11, 1971 letter to the Bank (Mr. Paijmans) should be considered as summarizing the main viewpoints of the Government in that matter. I explained that this was not clearly stated in his letter which was viewed as a confirmation to our "understanding" letter of March 26, 1971. The Secretary commented that this letter was comprehensive enough to depict the conclusions reached by the interministerial commission which had been set up to discuss the reform program. He added that following his letter some official documents were issued on technical and primary education. I requested that a copy of these documents be given to me or sent to the Bank as soon as possible. I said that our Education Projects Department would start working on his June 11, 1971 letter which would be viewed as a basic document for a

possible general education project. The Secretary suggested that the project be appraised by 1973.

With regard to the Education project, I also visited the UNESCO representative ir. Hennion who commented that the young elements of the Government are more and more influential on President Senghor in terms of educational reform. President Senghor is now convinced of the superiority of technology over the arts elements of the curricula and he would favor a suggestion that technology be taught even at the primary school level.

- 15. Pronotion of Private Sengralese Business Enterprise: In accordance with Ar. de Wilde's meno and letter of July 1 and 7, 1971, respectively, I visited SOLAPI (Société Nationale d'Etudes pour la Promotion Industrielle) where I got some additional information on the "Fonds de Garantie" and the "Fonds de Participation". On July 8, 1971, I cabled these data to Ar. de Wilde. I said that from a legal point of view, these 2 funds have no statutes enforced by law or decree. SOHEPI's front office (Mr. Alexandrenne) has worked out a kind of working paper (approved by the dinistry of Industrial Development) for internal use, giving the general outline for positive action. The 2 funds have the same executive board which has held 2 meetings to-date. The first meeting took place on March 23, 1971, and 5 requests were approved out of 10 submitted only to the Fonds de Participation. At its second meeting of June 29, 1971, the latter approved 5 requests out of 7 requests. Acting as Fonds de Carantie Board, it also extended its guarantee (amounting to CFAF 500,000) to a single project. In total, the amount committed in terms of participation in the 10 approved projects equals CFAF 14 million, which is rather high in view of the two Funds paid capital available (CFAF 25 million for each). In terms of initial capital subscription for the two funds, it should be mentioned that FAC has provided for CFAF 20 million on grant basis, while Caisse Centrale participated through a loan of equal amount to the Government. The Central Bank (BCEAO) which was a stockholder in SONEPI capital for an amount of CFAF 10 millions handed over its shares to the two funds. The 2 funds subscribed capital was deposited in local financial institutions as follows: CFAF 30 million to the Senegalose-cumed banks, ie. BND5 and USB (15 million each) and the remainder to foreign-owned banks.
- In fact, Mr. Alexandrenne was very confermed about the replenishment of these funds, namely the Fonds de Participation. Though this fund has limited its participation to a ceiling of 5% of its total resources for any* it will be short of money for meeting the increasing number of requests from Senegalese anall enterprises, most of which are viable ones. SOMEPI's director stated that the Fonds de Participation's needs would amount to CFAF 200 million (of which 50 million was urgently required), and Fonds de Garantie's needs to 100 million. FAC and FED have been tentatively contacted for this purpose, but were rather reluctant. SOMEPI has worked out a self-replenishment procedure by which the enterprise must pay back the participation amount to the Fonds after having met its installments for the middle term (7 years) loan from the financial institutions (central and private banks).

- The financial assistance of both funds is still limited to industrial activity. Their usefulness lies in enabling rediscount by the Central Bank where 20% of the investment cost of individual projects should be met by the enterprises's own resources before consideration by the rediscounting committee. Through these two funds, SONEPI also extends its technical assistance to local small entrepreneurs by organizing 2 annual training programs of 2 months each whereby management courses are given to 12-15 people (among which h or 5 artisans) by temporary teachers hired by a local permanent organization, the CIFPPES (Centre Interprofessionnel de Formation, de Perfectionnement et de Promotion des Entrepreneurs du Sénégal). This organization was reportedly initiated by a syndicate of mechanical industries with FAC'S financial help. A. Alexandrenne commented that a porminent business training center was envisaged to supplement the basic education provided by some technical schools (of which 2 are located in Dakar). This center would give both compercial and industrial entrepreneurs the opportunity to follow a business management course.
- 18. A similar fund is contemplated for connercial enterprises, la Société Nationale de Orrantie et d'Assistance au Cornerce (SCNACAC). Mr. Sou, President of the Chamber of Commerce and director of USB, said that SCNACAC's projected capital amounts to CFAF 30 million of which only smillion have been paid to-date. People (i.e. truders) were reluctant to subscribe capital because the Government was not clear enough on whether or not SCNACAC would guarantee both the bank loans and supplier credits. Mr. Sou shared the opinion that a positive decision would incite trademen to subscribe the proposed capital of SCNACAC, whose service charge would amount to 1% of the guaranteed amount. The project is still under way, and the Government was reportedly supposed to i) adopt the statutes by the end of this year and ii) give its financial assistance by subscribing to part of the capital.
- As requested by Mr. de Wilde's cable of July 10, I also visited the Office Sénégalais de l'Artisanat (CGA) where I inquired about the census of artisanal enterprises. Hr. By, the director of OSA, provided me with a copy commonting that the document was a provisional one to be finalized by his assistant (a German technical assistant) who was on leave at that time. We discussed the conter's activity in relation to the official request to the Bank for an industrial estate investment in Dakar. In response to my questions, the director commented that the proposed new industrial estates would be attractive enough to induce small industrialists to leave their neighborhoods there they now live and work for an estate where they work apart from their families. As a matter of fact small businessmen generally agree that sound business cannot be run correctly when operated in the family circle because of the entensive family ties typical of Senegalese society. He added that following our letter of March 25, 1971, the Coverment agreed with our suggestion to start a small industrial project with a first stage for about 40 enterprises and to progress thereafter according to experience gained. Eventually industrial estate development is part of the new urbanism plan in Dakar and other main cities.

- 20. In terms of training facilities, Mr. Sy commented that the OSA which does not have a specific elementary training center (apart from the "Centre de Fornation Artisanal" of the Himistry of Technical Education), works in close collaboration with SOMEPT by sending the best craftsmen under its jurisdiction to attend the above-mentioned biannual training sessions, or to benefit from its financial and technical assistance. It should be also mentioned that a kind of supervision or extension service team has been recently created to follow up sans selected enterprises activities, namely, those benefitting from the funds guarantee or participation.
- 21. Urban development: With reference to Mr. Yenny's memo of July 2, 1971 to myself, I visited the Urbanism service where I collected additional information which I transmitted to Headquarters by my cable of July 12, 1971. This information was necessary for the preparation of a preappraisal mission still in the field. With regard to the Government's reply to our letters and cables on the above, Mr. Cuève, the deputy Director (the Director Mr. Diagno was away from Dakar) said that the requested survey was still being typed and would be forwarded to Washington as soon as possible. In fact the preappraisal mission got the original copies on the spot.
- 22. <u>Railway project</u>: I inquired about the Government's position with regard to the ongoing cost studies which would likely entail some tariff adjustments. If: Ousmane Seck said that following his letter of June II, 1971 to the Bank, the Government was in agreement on a cost-based pricing policy which would achieve the financial viability of the régie, with operating revenue sufficient to cover all operating expenses and maintain adequate working capital. He added that the final decision would be sent to us in the near future and would be relevant to the conclusions of the Banksuggested studies.
- 23. Project opportunities for FM973-74: As a general remark, it should be mentioned that during the review of the project under preparation, the Secretary of State for Planning worried about the appraisal mission schedules. I understood that his concern was in close relation with the then ongoing discussion of the revised Third Four-Year Plan by the National Assembly. It was obvious that he would like to take the opportunity of the Bank mission as a leverage for the proposed projects in the plan. I avoided making any commitment in this respect.
 - 24. Commenting on the airport project, Mr. Ousmans Seck explained how eager the Government was to see this project appraised by the end of 1972. This eagerness stemmed from the last flight of the French supersonic "Concorde" to Dakar where everybody was expecting an early improvement of the runway to facilitate the 747 jet landing.

Because of the Budget and Flan discussion at the National Assembly, ir. Seck's schedule did not allow him to discuss at length all the items of the FY1974 program. As a result, we agreed that the discussion would be pursued at the occasion of the Annual Heeting in Washington next September.

- 25. Field trips to the Delta, Casamance, and Eastern Senegal: Thile in Dakar, I got the opportunity to make a field trip to:
- i) The Senegal River Delta, where an irrigated rice development project is under preparation. I visited several polders (Lampsar, Dagana, etc.) where various experiments took place following different schemes of water control:
- ii) the Casamance region, where I accompanied a supervision mission (Mr. Grosjean) to the Sedhiou-Kolda area where an IDA-financed rice development project was about to be started. Mr. Grosjean has issued a specific back-to-office report on this mission. Together with Mr. Grosjean, I also visited
- iii) the IDA-financed Terres Neuves Settlement project area on which Mr. Grosjean has also reported.

26.. Miscellaneous:

A. Unile in Dakar, I elso got in touch with European Development Fund representatives (Mr. Pirzio Biroli and Mr. Pauch). The financing of Koumpetour road improvement was discussed. This section of road is part of the highway from Dakar to the eastern part of Senegal. This highway is parallel to the Dakar-Miger railway, the Senegalese part of which is being improved with Bank financial aid. Given the great needs of Senegal in terms of financial resources and the scarcity of its local savings, we feel that initiating this road improvement would be an untimely investment, not economically justified. Though sharing our opinion, the Government is under very great political pressure; several external financial sources have been contacted for this project (FED, Canadian Covernment). Mesers. Diroli and Hauch told no that FID had no financial consitment to-date for this section of highery. They commented that their next road project would be the improvement of Liguincher-Rolds link which should be presented to the FED committee for approval next September. A feasibility study for a bridge on the Casamance river at Ziguinchor is also envisaged and would have more priority than the Koumpetous-Tambacounds road project which does not fulfill the conditions on a good rate of return as defined recently by a FID report on "la Rentabilité des routes en Afrique".

Mr. Biroli raised the following questions:

i) The Hamantali dam issue (Hali). It should be recalled that this project is of top priority in the OFHS program. Mr. Pirzio Biroli commented that the UNDP-financed studies have provided a general recommaissance of the situation in the Senegal river valley including an inventory of its natural resources, and that positive action should be taken in the near future by Mestern financial aid groups if Red China (actually operating in Hali and Mauritania) involvement were to be avoided. He suggested that a second roundtable (the first one took place in Harch 1971 with the Bank's participation) take place by the end of this year with representatives of various organizations concerned (FLD, FLC, Ball, Canada, World Bank Group). This mosting would i) be informed of the latest status of pre-investment studies, and ii) set up a new schedule for additional surveys and the next steps to be undertaken in view of an eventual implementation of the dum.

- ii) the iron mineral survey: FID has agreed to finance iron mineral survey in the Falené region while UNDP is financing a copper ore survey in the Dabou region.
- B. Referring to a request from the former Minister of Finance (Mr. Collin) at the last Annual Meeting (in Copenhagen), I asked Mr. Tanor Fall (Directeur du Service des Mouvements des Fonds) if they still wanted the Bank staff assistance for external debt reporting. Mr. Fall explained that the difficulties encountered by the Senegalese staff with the new forms (A,B,C,D,E) were due to the lack of census and to the unspecified nature of some foreign financial assistance. He concluded that was ruther a matter of internal clearance.

As a general conclusion, I would like to suggest that:

- i) better coordination be established between the Bank Group institutions in terms of mission planning and activity in the field. Unile in Dakar, I noticed that an IFC mission was taking place separately at the same time and on the same topic. One might four that the Government becomes tired of receiving so many missions which are a burden to key officials, sometimes for small results.
- 11) a letter be sent to FED asking for a copy of their report entitled "Rentabilité des routes en Afrique".
- iii) a letter be sent to the Government (Mr. Cusmane Seck) reminding him of a) the urgency to forward the new institutional documents on power and water supply projects to the Bunk in order to expedite the follow-up mission, b) the need to return a copy of the signed druft amendment to the groundrut-millet project so that they might benefit from the IDA credit for cooperatives reorganization before the closing date (June 1972), c) forwarding the official documents pertaining to the general education reform policy, and d) the Government's position with regard to cooperative reorganization. (A draft letter to the Government is attached.)

//A Eleda : sob

cc: Messrs. Paijmans de lalde Goffin Herghoub Mould Grosjean Duphonêne Chaim Mehlen Lethen Merayo

Attachments (3): - Report of Mr. Mould

- Report of Mr. Buphomène

- Draft letter to the Government

FORM No. 26

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

Senegal - urban Dev

INCOMING CABLE

DATE AND TIME

OF CABLE:

AUGUST 17. 1971 1120

LOG NO.:

RC 28/17

TO:

CHAUFOURNIER INTBAFRAD

FROM:

DAKAR

ROUTING

ACTION COPY: MR. CHAUFOURNIER

INFORMATION MR. PAIJMANS

COPY:

DECODED BY:

TEXT:

NO 140

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INCOMING CABLE

DATE AND TIME

OF CABLE:

AUGUST 17, 1971 1120

LOG NO.:

RC 28/17

TO:

CHAUFOURNIER INTBAFRAD

FROM:

DAKAR

ROUTING

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INTERNATIONAL DEVELORMENT

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FORM NO. 337.04 (12-69)

This is a draft translation.

It has been checked by the translator but not revised Language Services Division

IBRD LANGUAGE SERVICES DIVISION

CONTROL NO. E-269/72 DATE: August 19, 1971

ORIGINAL LANGUAGE: Spanish (Senegal)

DEPT. Special Projects TRANSLATOR: JC:dj

CORRECTED COPY

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

To: Mr. Donald A. Strombom

August 13, 1971

From: Raimundo Guarda

Subject: Senegal: Development of plots and community facilities for urban settlements

Following our discussion, I now submit the present report.

This report is based on numerous meetings with the Bank team, Mr. Yenny and Mr. Moss; various other reports; talks with the Senegalese authorities (Dakar, Cap Vert and Thies); visits to plots and settlements in those areas, and my own experience.

- A. Senegal's present policy, programs and organizations in the housing and urban development field cannot solve the national housing shortage.
- 1. In Senegal, the traditionally accepted methods (government action and private enterprise) of providing traditionally high-standard housing are not providing new dwellings or rehabilitating existing ones in sufficient number to absorb the demand created by the population growth (resulting from both from natural causes and from migration) let alone meet the requirements of those persons who want a better standard of living.
- 2. This system, represented by OCHIM and SICAP, will never solve the problem, because its operating methods do not take account of the low-income groups. It is designed only for those fixed-income workers who

pay the 2% tax, earn more than CFAF 30,000 a month and are less than 50 years old. What is more, its settlements are preferably located on land occupied by squatters! dwellings, so that each new community built there for the middle classes increases the housing shortage among the low-income groups.

- 3. Then again, the country's financial situation and the funds allocated to the sector (which is not regarded as a priority one) are such that the number of new dwelling units built by the above-mentioned organizations is likely to remain more or less unchanged. This number could be increased by 30%, at a rough estimate, if the designs, building methods and administrative systems were rationalized.
- 4. Lastly, there are no noticeable signs in Senegal of an income redistribution policy to assist the poorest inhabitants, which means that the low-income groups cannot hope to accede to the type of housing that is produced by OCHIM and SICAP.
- B. The low-income groups solve their problem by themselves
- 5. Unable to benefit from such a housing policy, the low-income groups solve the problem of their housing requirements as best they can, using what little technical and economic capacity they have. Like poor people the world over, they crowd in together and/or establish high-density squatter settlements on lands near city centers or close to the main roads, or else buy or rent a plot or a room in a hut from private individuals at prices out of all proportion to their purchasing power or to the quality of the property. Once installed on their plots, they start putting up their houses themselves, in some cases with the help of bank loans, and, as I saw in Pekine, it takes them about 10 years to finally achieve an acceptable solution to their housing problems.

- 6. The large and increasing number of families in the housing market can be noted from the huge squatter settlements (in Dakar) and from the statistics given in various World Bank reports.
- C. The Bank promotes a global policy that the Government does not fully appreciate
- 7. In view of the Bank team it is clearly essential that the Government of Senegal introduce housing policies and programs that will cover all income groups, taking account of their needs and of the funds available both to them and to the Government. The number and standard of new housing projects must meet the needs of each different socioeconomic level, and the terms of payment must favor the poorest.
- 8. What has actually happened is that the Senegalese authorities have left the low-income groups out of their policies and programs. All they have done is to work with them on relocation projects when their settlements have been in the way of the plans for physical development of the nation's cities (Dakar in particular). For this reason I feel that although the Senegalese authorities may seem to agree with the Bank's ideas, they do not really appreciate their full impact. The Government's attitude was clearly visible in the location and size of the plots to be reserved for low-income group projects, in ground plans which tended to obscure those plots, a and in/general incredulity regarding the reliability of the families concerned and their ability to build.
- 9. I personally am in full agreement with the Bank team. I also believe that policies and programs geared to reach the whole of the problem and all income groups must be implemented along with production expansion and

demand financing programs for the middle-high, middle and low income groups, and that a system must also be organized to link up all the different markets. Savings, payment terms, interest and subsidies (direct or indirect) are factors that will all contribute to satisfactory income redistribution. 10. I also agree that, with Senegal in its present situation, the project for urban development and construction of facilities is a strategically good means of arriving at a global policy. But I must warn that it will very soon be necessary to set up a loan system geared to the payment capacity of the families concerned, to help them get through the process of solving their housing problems, the first step in which is the acquisition of the plot. I doubt that the local bank loans are very appropriate, but in any case this is a matter that must be looked into more thoroughly. This is yet another reason for going along with the requirements that the Bank intends to put before the Government with a view to ensuring the success of the project and its continuation beyond the four-year period of Bank financing.

C. How to ensure the success of the project

- 11. Should the project fail or be suspended I believe it will be due to the following reasons: misunderstanding of its objectives, failure to use the proper means to achieve those objectives, and any non-observance of or deviation from those objectives in decision-making at the various stages of the project.
 - a. Basic project goals that must be formally approved by the Senegalese Government
- 12. The basic goal of the project is to ensure that all the low-income families involved obtain a suitable plot where they can settle and start

building and thereby solve their housing problem once and for all. Obtaining a plot means being able to use it (not necessarily to own it) for an indefinite period of time, on condition that the family complies with the regulations issued by the competent authority on use, maintenance and some kind of payment. The plot will be satisfactory if it is well situated with respect to the city (hopefully right on the outskirts), with connections to the city center or centers (roads and transportation systems); if the title deeds thereto are free of encumbrance; if it comes under a definite program for installation, immediately or within the near future, of basic services such as potable water (fountains), electric light (public and private connections), drainage and sewerage systems (community toilet facilities with sewer or septic tank), and if it has or will in the near future have a definite program for basic community facilities such as schools, shopping centers and community centers when a family settles in a place this means it is going to live there permanently and to make its own individual developments (according to its financial capacity and/or with the help of whatever loan systems are instituted).

13. The second project goal will be to promote community development by having the families concerned participate in decisions concerning the works to be carried out (related or unrelated to housing) and in their execution and management. For this purpose the Government and the participants will establish a system of representation to ensure the timely exchange of the requisite information and the pooling of resources, the Government contributing mainly in the form of financial and technical assistance and the settlers defining their requirements and putting up financial and manpower resources.

b. Basic measures to be adopted by the Government to achieve these goals

This project will be included in a national housing program, which will in turn be part of the national development plan. It will specify the number of plots to be assigned for urban development each year, their location in the different cities and the mode of financing. The number of plots to be developed each year will be based on the expected demand, which, in view of the scant data available, will be estimated on the basis of the population growth of the income group that will normally have recourse to this type of program. Adjustments will be made every two years to take account of the actual demand as shown by the number of applications received. As of now it is calculated that the average number of plots to be developed annually over the next four years using partial financing from the World Bank will be 4,200 in the whole of Senegal, 3,000 of which will be in Dakar. After this initial four-year period, the Government will continue the program, developing plots to take account of actual demand. The number of these plots will in no case be lower than the average number developed during the first four years, and the participants will still be subject to the same requirements as those established for the initial period.

15. Management of the project as a whole and of the specific operations will be set up in such a way as to ensure achievement of the goals, i.e. development of the plots in the right places in the cities, provision of essential community facilities, and participation by the community in the decision-making and construction processes.

For this purpose the Government will organize an autonomous state operations division" (or agency) responsible for the success of the project and provided with all the pertinent legal, administrative and financial resources. This "division" will be composed of a "central unit" and a number of "field work units", one for each subproject. The "central unit" will be entrusted with the direction, supervision, coordination and support of the "field work units", and will handle all aspects common to all the subprojects, such as: acquisition of land, applications for and allocation of plots, construction drawings, acquisition and supply of materials and/or tools, and the general accounting system for each project. Each "field work unit" will be in charge of its own project and will have the necessary autonomy and sufficient resources.

To ensure participation by the community, each chief of a "field work unit" will be advised by a representative of the group with which it is working. The "operations division" will in turn be advised by a "panel" of representatives of the entire community to which the program is directed. The heads of the "field work units" will also be members of this panel, as will the heads of any other services required to assist in the subprojects.

- c. The Government must promote and approve the programming of the project and subprojects
- 16. Although programming is only one of the means to be used, I feel I must emphasize it in particular. All the subprojects and related activities must be defined in terms of financial and manpower resources and periods and sequence of execution, so as to make the optimum use of the country's scant resources. For this purpose it might be possible to use the Government's IBM 360 computer, which has available hours, for a special program which,

by accumulating experimental data on output, costs and inputs, can lay the groundwork for the proper decision to be taken, bearing in mind the implications of each such decision and thereby leading to a program that is compatible with the original objectives. We have used this program successfully in Chile but only as applied to building construction; nevertheless, it can easily be used to incorporate administrative aspects. For this purpose it will be necessary to provide training in systems and standardization and in supplying accurate information.

d. Conclusion

17. If the Bank's loan conditions are acceptable to the Senegalese authorities, then I have no doubt that they will approve the Bank's requirements. But I do not think they will really appreciate the true scope of the project until a large number of families are settled.

It must be pointed out that these projects are usually resisted by many traditionally-minded authorities and technicians who cannot understand that such seemingly casual solutions can be the right ones or that the most economic project is one that is executed in stages by unskilled workers, since it must surely be more expensive than one devised along more rational lines.

And yet there are some realistic authorities and technicians who appreciate the fact that the investment per unit under this system is one fifth that required to construct a traditional housing unit, that it is a good way of rationalizing the existing market and stimulating savings among low-income groups, and that it can be used as an effective tool for social development.

If the plots are satisfactory, and particularly if they are well located, the settlers will accept them and participate in the program. Thus, instead of continuing to squat on or buy plots of which they cannot be sure, they will prefer this offer, which means a secure roof over their heads and a safe investment. Not knowing the Senegalese people sufficiently well, I am not so sure whether the second goal will be so popular, and the subject merits much more thorough study. But there is no denying that these projects can be a very effective tool in the development of cities if they are used in the right way.

Furthermore, the World Bank and U.N. technicians and the French experts will provide an excellent advisory service which will, among other things, improve the present standard of management.

- 18. On the basis of the foregoing, I believe that the 4-year project will be successful, at least in achieving the first goal. Only if there is any deviation from the established standards, time-limits and number of units is there a risk of failure. I should like to reiterate some of the points I have already made with regard to ensuring success:
 - A relatively small number of units (40 ha) should be envisaged to start with. It can gradually be increased as experience is acquired and personnel are trained;
 - The project should be divided into partially autonomous subprojects so as to have more administrative* units;
 - The Bank should send somebody to Dakar to get the local government moving and recruit and start to train suitable local personnel.

^{*} T.N. "Administrative" is taken from the rough English translation. The Spanish here has "demonstrative".

- 19. It is more difficult to make any projections beyond the initial four years, but, if the project is really successful, I think it will continue, because:
 - The local government will be officially committed to it;
 - Between one-fifth and one-sixth of Dakar's population will be settled in the new communities, so that the project will be well-known to the low-income groups;
 - The project will have acquired a certain stability over the four-year period (plans, management, suppliers, registrations, etc.) so that there will be a natural tendency to continue it.
 - If the Bank approves, it might negotiate an additional loan.

As already discussed, it might help the project to continue if the loan system established by the Bank could ensure an increase in local financial contribution every year.

- E. Proposed list and definitions of basic operations to be included in the project
- 20. Despite the fact that I have little background material to go on, I shall now give a rough but complete list of the project operations as a first stage towards programming.

List of operations:

- (21) Preparation of the master plan, by sections *
- (22) Design of subdivisions
- (23) Infrastructure design
- (24) Design of community facilities
- (25) Design of housing units
- (26) Registration (application)

^{*} T.N. The Spanish has "seccional del plan regulador", rendered into English in the rough translation as "general development plan".

- (27) Selection of applicants, priorities to be accorded
- (28) Allocation of plots
- (29) Motivation of the community in general and provision of information regarding applications
- (30) Motivation of the participants and provision of information concerning:
 - self-help measures in the construction of houses or other works
 - control of land-use and of the permanence of settled families
 - sanitation aspects of the settlement
 - collection of payments (dividends) and management of property allocated
 - election of leaders and representatives
 - decisions on priorities to be accorded to the various development works
- (31) Acquisition of the land
- (32) Definition of initial works to be put up for contract or built by the participants
- (33) Preparation of bid proceedings and awards to contractors
- (34) Acquisition, transportation and delivery of materials and tools
- (35) Inspection and acceptance of contractors' works
- (36) Organization and training of teams to do the construction work
- (37) Coordination with other services in order to obtain sufficient personnel and other resources for the project

21. Preparation of the master plan. Once a decision has been made on the cities where the project is to operate and on the specific areas within those cities, a master plan will be drawn up by the Townplanning Directorate, or submitted to it for approval. This master plan will cover the entire site and the connections with the city, and will specify the component subprojects and their starting dates. The community center or centers (intermediate poles) of the entire complex will also be established, and here will be located the general community facilities (sports facilities - for soccer and wrestline - places of worship, shopping areas, health centers, schools and small industry). It is proposed that these centers be physically connected by the quickest route with the centers of each subproject in the form of a network. This plan must take careful account of the existing service networks, at least in Dakar's case. One architect and one draftsman should be able to prepare this master plan in about three months, including on-site surveys, drawings, standardization and obtaining of approval from the corresponding authority. 22. As to the design of the subdivision, the following is proposed as regards the number of plots: optimum: 600 (6,000 persons, 20 ha), minimum: 300 (3,000 persons, 10 ha) and maximum: 1,200 (12,000 persons, 40 ha). Ten people per family is a common number in Dakar; 30 plots per ha will allow for natural stormwater drainage; 60 plots will mean 1,200 children of school age and 24 classrooms with 50 pupils in each one, which is the norm for schools in Dakar. The 300-plot subdivision would be half as big again as that used in Chile for a self-help housing construction program with traditional building methods; it represents half as much work

again as can reasonably be done by a social worker in that country, and half as much work again as is normally done by a professional architect or builder. This extra 50% is proposed because there are comparatively few professionals in Senegal.

It is proposed that each project be subdivided into 60 standard family units, i.e. 60 families per water fountain, which is a little higher than the number proposed by the Senegalese authorities. The water fountains would be neighborhood centers, located in special areas planted with trees which can be kept alive by the moisture from the fountains. It may also be a good idea to locate the community toilet facilities there, since the drainage system from the fountain could also be used to carry sewage. This area might also be used for some craft trade or other, depending on the leanings of the community, and, if considered suitable by the education authorities, some primary school classes could also be held there.

The proposed 60-family unit is double the normal working unit used in Chile for self-help housing construction. The Chilean unit comes under a skilled worker and two representatives of the settlers (one on the technical and one on the social side), and uses a collection of materials and tools for which the settlers are responsible. Thirty has proved to be a practical number and was used in a high-density settlement block (40 meters by 120 meters) with plots 8 meters by 20 meters. This particular block length (120 meters) takes account of the maximum authorized distance between sewer inspection points.

The size of the plots will have to conform to the proposals of the Senegalese authorities, i.e. between 150 and 200 m², to take account of the houses that will later be built on them. The width must be much less that the depth to keep down the cost of the urban development works. It is proposed that roads be 20 or 15 meters wide, according to their use, and that a large number of pedestrian pathways be provided, with the possibility of their being used for vehicles 8 meters wide. The main factor to be considered in deciding how far the houses can be from the road, and hence how long the paths must be, is the capacity of the local fire-fighting equipment. Preparation of the plan of the subdivision, including visits to the site, actual design and consultants with the engineers, will probably take two months for an architect and a draftsman to complete.

23. With regard to the design of the infrastructure (sewerage and water supply) it is proposed that 25% of the plots be provided with private connections to ensure a proper sewage removal system. This will also mean that some of the plots will be of a higher standard, which will make it possible to bring families from higher-income groups into the settlements. The conduits for both systems should be sufficiently wide in diameter to copy with the future increase in volume that will come about when all the plots are finally connected. Electric light is important both in public places and in private homes, and electric power is essential to small industry and to the teams working at night on self-help construction or community development works. A high voltage line, substations and transformers will probably be needed.

If it is decided to use the self-help urban development system, the work of earth removal, road layout and grading and electrification will have to be done by contractors, while the rest of the work will be done by the settlers themselves. This could mean a reduction in costs of about 20%. The sequence of operations would be: earth removal, layout and grading (roads and plots) by contractors; installation by the settlers of water and sewerage systems and poles to carry power lines; installation of substations and hanging of power lines by the contractors.

The design of these systems and of the road sections, and the respective dimensions and specifications would normally take one specialized engineer and two draftsmen two months to complete.

24. Design of the community facilities. There are three basic facilities to be installed: shopping center, community center (meeting place) and study center. The Senegales authorities will add a health center, and a place of worship will arise spontaneously, without any planning, as is customary in Senegal. I noticed that there were wrestling and soccer fields, and I think these will also be included, but at the level of certain subprojects.

The shopping center could be an open, paved (or at least graded) and space, close to the meeting place/of easy access to the settlement. Market stalls could be set up there on certain days of the week, their owners renting the use of the land.

Going by Chilean standards, the space required would be about 220 m² per 600 families (these standards are based on a study of the country's existing facilities and of practices in other countries, and

it would have to be close to the service networks.

The principal meeting place (which could be part of the school yard) should be about 1,000 m², and thus able to contain up to 3,000 persons (half the total number). It should also be possible for speakers to be heard there without the need for amplification.

The school must be built to take account of the school-age population (población infantil): 2 children per family, 50 per class, 24 classes. It must also take account of the availability of teachers, which will set a standard and also help determine the rate of construction (total, stage-by-stage, and size of each stage).

In view of the country's scant resources, the health and sanitation program could take the form of an extracurricular activity of the school. It could use the school buildings, and perhaps some extra facilities might also be installed.

The craft workers will/organized and located according to the leanings of the community and can be either close to the water fountain or to the shopping center. As mentioned above, it is proposed that the master plan provide for additional space for the establishment of small industry.

The place of worship (the mosque) could be close to the meeting place.

The design of the facilities will thus cover two aspects: their location and the space required, and the construction drawings. The first aspect must be included in the master plan for the subdivision and the second will be the responsibility of each individual service.

25. Although the actual design of the houses is not included in the program it must in fact be part of it, since it will form a basis for deciding on the size and shape of the plots. It can then be handed over to the settlers who are going to do the building themselves. Remembering the OCHIM houses I saw, I must urge that the way of life of the occupants be constantly borne in mind, that it seems more useful to cover a large space with cheap materials than to cover a small space with expensive ones, that a good roof is very important, that the design must be rationalized with a view to finding the optimum use for the space, materials and installations with a minimum of wastage, and that the housing process must be regarded as one that can be executed in progressive stages without the need to change what has already been completed.

The study of the type of house that can be built under these conditions will take an architect, advised by specialists and assisted by a draftsman, about four months. The house type or types decided on can be altered every two or four years, depending on how suitable they turn out to be.

26. Registration (application). This project is for low-income families, i.e. those whose incomes are below OCHIM's requirements or those who prefer this solution to that offered by OCHIM, whether they pay the 2% tax or not and whether they are public or private employees. As has happened in my country, many families with higher incomes have joined low the /income settlements, to the great benefit of the latter.

Persons ineligible to apply are those who own or rent* property (house and land or land only) or who have family members living with them who own or rent property, and a sworn statement to the contrary must be made by the applicant and those of his family members who are of age. Any applicant making a false statement will lose his plot and all the rights and improvements thereto, which will become the property of the agency.

Persons who own property but who have to abandon it because of a remodeling project may participate in the program, in which case they will make cash payment for the works they receive out of the sums paid to them by way of compensation. Also eligible are those persons who own, or are still paying for, OCHIM or SICAP housing and who have to move out of the city for special reasons (work or health), in which case they will hand over their former property upon receiving the new one, and from the payments they have made for the first one the price of the second will be deducted until paid in full (sic).

Lastly, an essential prerequisite for would-be participants is that they make a formal statement to the effect that they are aware of the nature and requirements of the project and are prepared to comply with them.

Procedure for application. Once a decision has been made on the number and location of the plots to be developed over the first two years, and on the starting dates, invitations to register will be

^{*} T.N. Literally "persons who own or have acquired the right to use"

issued (point 27). Applicants will have one month in which to register, after which the lists will be closed for six months. To register, an applicant must make the three statements mentioned above (income, no property owned or rented, acceptance of the bases of the project), give his home address and place of work and the number and age of each member of his family group, stating the relationship in each case and whether or not the member concerned is a dependent. When a person has been registered he will receive a card which he must keep as evidence of his registration.

After the registers have been closed for six months they will be reopened, and potential applicants will be informed that they may register for the project stage that is to start two years later, unless the number of applicants is lower than the number of plots, in which case applicants will be selected on a month-by-month basis until the settlement is full.

- 27. Selection of applicants: priorities to be accorded. All persons who have registered are eligible for selection. Every two years, six months before the start of the works, a number of applicants will be selected that is equal to the number of planned sites less 10%. Selection will be in strict order of priority from among the persons registered, on the basis of the following factors (which must be verified):
 - Order to leave the plot or house presently occupied
 - Obligation to move from one city to another for reasons of force majeure
 - Overcrowded living situation
 - Quality of present housing

- Number of dependents
- Number of consecutive years lived in the city
- Number of years application has been on file to the nearest half year
- Group application. The number of points for a group
 will be equal to the number of individual points divided
 by the number of applicants, plus the priority coefficient
 assigned to group applications.

During the six months before the plots start to be handed over to the participants, the applicants' register will be closed, the OCHIM, SICAP and the Internal Revenue property registers will be checked, documents will be asked for and home visits will be made to verify the information received. The persons making the visit need not necessarily be social workers but some sort of administrative officials trained in evaluating the data received.

Allocation of 10% of the plots will be held back until one month before delivery, to be allocated to families in urgent need.

The list of priorities, with numerical indication of the priority to be assigned to each applicant, will be prepared by the corresponding office (oficina) and approved every two years by the Director and his Board. The extremely urgent cases for which 10% of the plots are reserved, will also be decided on individually by the Director and Board. Both the lists and the case-by-case allocations will be published and notified to the applicants.

Allocation of plots. The plots allocated will be marked on the 28. plan for the subdivision, showing the name of the head of the family and the number of his file. Family or group representatives of the family or group will be called upon, in order of priority, to choose their subproject and plot. Once an applicant has made his choice he cannot change it, unless this is acceptable to the agency or there is an exchange by mutual agreement with some other family or group. 29. Motivation of the community in general and provision of information regarding applications. The application marks the start of participation in the project: it will be necessary to present the information in an easily understandable form in the cities, especially in the highdensity slum areas and in the shopping centers and sports areas, explaining the essence of the project (what it is, requirements for participation, location, starting date, cost and form of payment). It is also essential to explain the prerequisites for submitting an application (that the head of the family must be the one to apply and that registration is free) and the bases for allocating priorities (mentioning that there is priority for group applications)

I would say that Dakar would need about six or eight information and registration centers or offices, duly identified, each with a staff of one or two, located in places that are the most easily accessible to the low-income groups. Two teams of two persons each should go from office to office to give more detailed information.

30. Motivation of the participants and provision of information.

Once the participants have been selected and the subproject plots allocated,

the responsibility for providing information and motivation will be borne by the respective "field work unit", to which the "central unit" will send all the technical and social background material available to it. This work, which will include the organization of groups and the identification of natural leaders, will have to begin before the settlers move to the plots. The following will be the chief criteria for organizing the subgroups:

Participation in the self-help housing or urban development works. The various tasks must be specified and the participants divided into geographic groups in the new settlement (water fountains). The leaders or persons who have taken part in construction work will be identified, there will be elected from among them the representatives of each subgroup, to be responsible for the works along with an instructor (skilled worker representing the agency), and the teams will be organized for each task. Once the settlers have moved to the plots the work will start without delay. Settlers who do not follow the timetable and work schedule will be penalized. The central unit must help by supplying materials and tools. A program for moving the settlers in and getting each group started on its respective task will be drawn up with an eye to the optimum utilization of resources. The central unit will do the same for the subprojects.

- Control of land-use and of the permanence of settled families.

 A settlers' supervisory committee will be set up, to ensure that the families take possession of the right lots at the right time and that they remain there and do not sub-let.

 Anyone violating these provisions will be penalized.
- Sanitation aspects of the settlement. Another committee will be responsible for sanitation, vaccinations, garbage disposal and general cleanliness, approaching the authorities with a view to obtaining the respective services. The health and municipal authorities will be the principal ones to be approached. Should these fail to provide the necessary services the committee must propose a solution to the community.
- Collection of payments (dividendos) and management of property allocated. In my opinion, even if the land can be handed over free of charge (as, I am told, is the custom in Africa), the urban development works carried out there must be paid for. In addition, the areas set aside for shops and handicrafts or industry must be leased to the users. All these charges should be collected by a team of settlers duly empowered to do so. The central unit will issue individual receipts which will be delivered by the "field work unit" to the committee. The committee will be responsible for checking on (resolución de) payments and

for notifying the authorities in cases of non payment, so that the necessary penalties can be imposed. Collection will start as soon as the settlers are transferred to the plots. It is estimated that the works can be paid off over 10 or 15 years, at a minimum rate of interest, and payments should in no case exceed 15% of the family income. At least 20% of the payments for works (dividendos) and rental payments will be held by the committee to finance other development works. Rewards will be offered to the groups with the best records of payment. Any surpluses collected will be sent to the central unit through the field work unit.

- Election of leaders. Once the committees have all been installed and the works are in progress (after three to six months) a representative of each geographic group and of the subproject as a whole will be elected. It is suggested that this election be direct, by secret ballot, and that all settlers who are on time with their payments shall have the right to vote. The management committee (directiva) of each settlement will be composed of the representative of the subproject, who will be chairman, and representatives from each group. This committee will advise the head of the field work unit. Each head of a geographic group will, at suggested intervals of two years, appoint the persons to be in charge of each team of skilled workers.
- Decisions on priorities to be accorded to the various development works.

 The management of each subproject, advised by the chief of the field work unit, will decide on the works to be carried out and will submit them

to each group or to the subproject, as the case may be, for ratification by a general meeting. If the cost of these projects exceeds the funds available for the subproject (20% of income), they must be ratified by the agency and incorporated into its plan of operations.

- Acquisition of land. The land selected for its suitable characteristics and incorporated into the master plan will be contributed by the Government and/or purchased under a price agreement or through expropriation from private individuals. Both the takeover agreement (politica de adquisición) and the related activities will be executed at the central unit. Decisions on the land to be taken over must take account of the ratio of land cost to the estimated cost of urbanization and installation of services. The takeover agreement (location, price and form of payment) must be consistent with the policy of the other public housing institutions and the location of the land must be approved by the Directorate of Townplanning.
- 32. Decision on the initial works that are to be constructed under contract or through self-help programs. I feel that the self-help works are sufficient incentive to give the community a desire to become organized and to participate in the project. Nevertheless, a project that drags on for too long will finally discourage the settlers. Furthermore, I should say that in almost all cases where such projects have failed the reason was poor administration, not only in terms of technical advice side but also in the failure to deliver materials on time and to provide accurate information. I feel that with such a program, which is chiefly designed to develop housing sites and to provide community facilities, an attempt should be made at least in

some of the projects to use self-help in the construction of water and sewerage systems, water fountains and community toilet facilities, since this will motivate the formation of the geographic groups and prepare them psychologically to take care of these installations. In any case, even if the self-help system is not used for those purposes, it should at least be used for certain community facilities such as schools.

33. Preparation of bid proceedings and awards to contractors. The system should be the same as that adopted by the other public institutions (OCHIM), with general and specific administrative and technical bases, selecting registered contractors on the basis of experience and solvency. It is suggested that the existing register be used. OCHIM's system of separate contracts for urban development and construction will be useful, with the adjustment of certain items such as the "official budget", which should be prepared in secret, unless a system of competitive bidding is used (the price is stated and the contractors propose number and quality of the works).

Calls for bids, opening of bids and awards should be based on the same standards as those used by other public institutions in the same field as regards time-limits, procedures and prerequisites, the most essential of these being technical competence and closeness of the price to that given in the official budget. Bids must be approved by the Board of the agency, and, if possible, an attempt should be made to avoid their being sent for approval to the Control Committee (Ministers of Public Works and Finance) and to the Prime Minister, since this procedure, which is used by OCHIM, holds up the award by over three months.

- 34. Purchase of materials and tools, transportation and delivery. All these steps require sufficient programming and constant checks on the progress of each subproject, since although the volume and type of the items purchased may be small they must be available on the site immediately they are needed. In the case of large orders, the system of public bidding should be used, for which purpose a suppliers' register will be opened. For small orders, a few simple price quotations from those suppliers will suffice. A rapid system to handle purchases must be set up within the central unit, and in turn the work unit must be completely free to do the purchasing if the central unit does not buy and deliver the required items at the required time. Storage and stockpiling are to be avoided.
- 35. Inspection and acceptance of contractors' works. These steps are the responsibility of the "field work unit" and must follow the same strict standards as would be used by public agencies for similar projects.
- 36. Organization and training of the work teams for the self-help construction system. Once a decision has been taken on the works that are to be done using this system, the chronological program of execution will be drawn up on the basis of output (anticipated), resources (large manpower resources, little technical assistance and few tools) and the time-limits required. It is proposed to organize systems for rotating the technical assistance services and the tools. For this purpose each subproject will be divided into groups, and within each group teams will be organized according to types of task or to geographic subgroups (either alternative is acceptable). A system under which the same kind of works are started at different times will make it possible to rotate

the least plentiful resources from group to group throughout the whole subproject.

In charge of each group and representing the institution there will be one skilled worker and one or two settlers' representatives, who will together train and supervise the teams and help execute the works with the rest of the settlers.

37. Coordination with other services. As already mentioned, this will be at the level of the Board of the agency and at that of each subproject, with the field work unit working with the settlers themselves.

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

OUTGOING WIRE

TO: SON EXCELLENCE

OUSMANE SECK SECRETAIRE DIETAT AU PLAN

DAKAR

DATE:

AUGUST 12, 1971

CLASS OF

Shegal - urban Dev.

SERVICE:

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COUNTRY:

SENEGAL

TEXT: Cable No.:

REFERENCE PROJET PARCELLES ASSAINIES STOP CONCLUSIONS RECENTE MISSION

MESSIEURS MOSS ET YENNY PEU POSITIVES STOP REFERENCE MA LETTRE 14 AVRIL 1971

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SUIT AVEC CONCLUSIONS DETAILLEES MISSION ET SUGGESTIONS POUR CONTINUATION

PREPARATION PROJET STOP HAUTE CONSIDERATION

CHAUFOURNIER

Checked for Dispatch:

NOT TO BE TRANSMITTED AUTHORIZED BY: NAME Roger Chaufournier Messrs. Moss/Yenny/Strombon DEPT. Western Africa CC: Mr. Kochman SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE) REFERENCE: RMeda/MJPai jmans:tb ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

AUGUST 12, 1971

TO: SON EXCELLENCE

SECRETATES DISTAT AU PLAN.

EFFERENCE PROJET PARCELLES ASSAINTES STOP CONCLUSIONS RECENTE MISSION : MESSIEURS MOSS ET YENNY PEU POSITIVES STOP METERENCE MA LETTRE 11 AVRIL 1971 A MONSIEUR ADAMA DIALLO TEXTE DE BASE DEFINISSANT NATURE PROJET BANQUE ET MINUES PREPARATOIRES A EFFECTUER POUR PERMETER SVALUATION PROJET STOR MAIGRE RECOMMENDATIONS CONCERNANT PREPARATION FOURNIES PAR MISSION RANGUE MARS A RESPONSABLES SEMBLALLE ET ASSUBANCES REPETEES OFFENDES A CET BEARD CONSTATONS QUE ESENTIEL N'A PAS ETE MAIT ET QUE POLITIQUE HABITAT DU

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PREPARATION PROJET STOP HAUTE CONSIDERATION

CHAUFOURNIER

NOT TO BE TRANSMITTED

Roger Chaufournier

Western Africa

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVED TMeda/MJF at jmans:tb

(IMPORTANT: See Secretaries Guide for preparing form)

Messrs. Moss/Yemry/Strombon

1781 MA TS 11 21 AM 1971

CENTRAL FILES RECEIVED

AUG 1 0 1971

ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS

15 HILL STREET
EDINBURGH EH2 3JU
PHONE 031-225-8301
TELEGRAMS: RUMJUM EDINBURGH
TELEX: CHAMCON EDIN
72465 RUMJUM

AT LONDON:
PHONE 01-486 4222
TELEGRAMS: RUMJUM LONDON

3rd August, 1971.

D.A. Strombom, Esq., Urbanization Projects Division, World Bank, 1818 H Street, WASHINGTON, U.S.A.

Dear Mr. Strombom,

I find our discussion on your Senegal problems very interesting and as promised I am enclosing a copy of our Grenada report. You will see from this report how we have tackled the cost problems involved in the project.

Thank you very much for giving so much time to Alastair Law and myself.

Yours sincerely,

Denys C. Hill,

Secretary,

ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS.

	Tourism Projects Department
Date	Received:AUG 0 9 1971
Repl	ied by:
Date	Action Taken:

ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS

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Denys C. Hill, Secretary, ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS.

Tourism Projects Department

Date Received:

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PERINDA

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ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS

15 HILL STREET
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Secretary,

ROBERT MATTHEW, JOHNSON-MARSHALL & PARTNERS.

Original to: See for Date: 8-6-7/ Communications Section

Sir Robert H. Matthew, CBE, MA, LLD, PPRIBA, ARSA, MTPI Sir Stirrat Johnson-Marshall, CBE, BATCH, FRIBA, FSIA Maurice Lee, FRIBA, FSIA, LILA Peter Newnham, MC, FRIBA Tom Spaven, FRIBA Kenneth Buffery, FRIBA Andrew Derbyshire, MA, FRIBA, FSIA Kenneth E. Graham, ARIBA Hugh Morris, FRIBA John Richards, ARIBA Johan van Schaik, FRIBA Christopher Carter, ARIBA Vernon Lee, BATCH, FRIBA Alan Wightman, ARIBA Michael Bayer, MA, MSC(Eng), MICE

Associates: Dennis Ashmead, ARIBA Richard Gardner, BSC, FICE, FISTRUCTE Alastair Law, FRICS

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SECRÉTARIAT D'ÉTAT AUPRÈS DU PREMIER MINISTRE CHARGÉ DU PLAN Dakar, le 30 MMT ISM

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Dakar, le 30 MMT ISM

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J'ai l'honneur de vous confirmer que je participerai du 27 septembre au 1er octobre prochain à l'Assemblée Annuelle des Gouverneurs de la Banque Mondiale.

Comme nous en avions convenu lors de mon dernier passage à Washington, il me serait agréable d'avoir avec vous et vos services, une séance de travail devant me permettre de passer en revue les projets en cours entre la Banque et le Sénégal et de vous soumettre en outre quelques-unes de mes préoccupations actuelles.

- I)- PROJET EN COURS DONT NOUS SOUHAITONS LE FINANCE-MENT SUR L'ANNÉE FINANCIÈRE 1971-72. -
 - 1°)- Les parcelles assainies
 - 2°) L'eau et l'Electricité

Je m'efforcerai de vous donner les derniers développements de ces deux questions ainsi que les décisions prises par le Gouvernement sur les questions soulevées par la Banque à la suite des missions qui se sont succédées à DAKAR et dont vous m'avez fait part, par de récentes correspondances.

- 3°)- La Régie des Chemins de Fer
- 4°)- Les Télécommunications

Ces projets ne posent pas des problèmes majeurs en ce moment; je m'efforcerai de vous faire le point de chacun d'eux, de vous fournir des compléments d'informations et de recueil lir de votre part la décision de la Banque sur la date de leur évaluation.

-1 - n. O Blin- meto

II)- PROJETS DONT NOUS SOUHAITERIONS LE FINANCEMENT AVANT LA FIN DU 3è PLAN. -

- 1°)- Le projet Education. Je vous ai donné au mois de juin dernier la position définitive du Gouvernement sur les différentes questions que vous m'ave posées en mai. Je vous communiquerai en mains propres les textes portant réformes de l'enseignement primaire, de l'enseignement moyen et de l'enseignement supérieur. Je vous communiquerai également les orientations de réforme de l'enseignement technique.
 - 2°)- Entretien routier
- 3°)- Un projet élevage le plus important possible pour lequel il y aurait lieu d'envoyer le plus rapidement possible une mission d'identification.
 - +4°)- Riziculture dans le Delta
 - 5°)- L'institution d'un crédit maritime au Sénégal

Il a déjà été décidé par le Gouvernement du Sénégal la création d'un département "Crédit Maritime" à la BNDS. Cette décision comme vous le devinez, est motivée par le développement de plus en plus important du secteur de la pêche. Le Sénégal pense que la Banque Mondiale devrait nous aider notablement pour le développement de ce crédit maritime par la mise à la disposition de la BNDS des ressources nécessaires. Je vous communiquerai à ce sujet un "prêt-dossier".

6°)- L'aéroport de Dakar-Yoff

III)- QUESTIONS SUR LESQUELLES JE SOUHAITERAIS AVOIR VOTRE AIDE ET VOS CONSEILS.-

- 1°)- Création au Sénégal d'une Société Financière Internationale pour le Développement Industriel (SCFIDI). Ci-joint copie de la lettre que j'ai adressée à ce sujet à Monsieur MACNAMAZA.
- 2°)- Prêt à long terme à consentir par la Société Financière Internationale (S. F. I.) au complexe sucrier de Richard-Toll.
- 3°)- Participation de la Banque Mondiale aux caisses de garantie et de participation gérées par la SONDPI et la SONAGA pour le développement de la petite industrie et du commerce au Sénégal.
- 4°)- Possibilité d'une poursuite de l'opération équipement du monde rural.
- 5°)- Possibilité d'une participation de la Banque Mondiale au financement de la "Subvention Engrais" au Sénégal.
- 6°)- Participation de la S. F. I. au financement du programme maraîcher de la B. U. D.

Voilà les questions que j'aimerais aborder avec vous, lors de mon séjour à Mashington et qui sont liés à l'exécution de notre 3è Plan de développement économique et social. En ce qui concerne les parcelles assainies, il est possible que je sois accompagné de Monsieur Daby DIAGNE, Directeur de l'Urbanisme qui pourra alors discuter avec les techniciens sur les aspects techniques de ce projet.

Outre les projets que j'ai signalés plus haut, nous pourrons peut-être jeter les bases de la liste des projets que nous pourrions envisager pour l'année financière 1973-74, c'est-à-dire la première année de notre 4è Plan. -

Secretaring d'Ctat In au State SECK

Form No. 27 (6-69)INTERNATIONAL DEVELOPMENT

ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:

DAKAR

MR. JACQUES YENNY HOTEL N'GOR Frankelais

DATE: 1 July 21, 1971

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CLASS OF

SERVICE: T.T

COUNTRY:

SENEGAL

TEXT: Cable No.:

ONE INQUIRE IF GUARDA AVAILABLE IMMEDIATELY AFTER DAKAR REPORT FOR ADDITIONAL FOUR WEEK REVIEW HOUSING AND URBAN DEVELOPMENT IN TANZANIA PLUS FOUR WEEKS REPORT PREPARATION WASHINGTON STOP CABLE REPLY STOP REGARDS

> STR.OMBOM INTBAFRAD

NOT	TO	BE	TRA	NSM	ITTED

AUTHORIZED BY:

Mr. D. Strombom

DEPT.

NAME

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE

DStrombom/dd

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

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Checked for Dispatch:

INTERNATIONAL DEVELOPMENT

OUTGOING WIRE

AME. JACQUES YENNY HOUSE H COUR

TI

DATE I JULY 21, 1971

ONE INQUIRE IF GUARDA AVAILABLE IMMEDIATELY AFTER DAKAR REPORT FOR TANZAMIA PLUS FOUR WHEKS REPORT PREPARATION WASHINGTON STOP CABLE

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FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE:

JULY 21, 1971

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TO:

INTBAFRAD

FROM:

DAKAR

ROUTING

ACTION COPY:

MR. STROMBOM

INFORMATION

MR . SADOVE

COPY:

DECODED BY:

TEXT:

ONE FOR STROMBOM

MISSION ARRIVED DAKAR. NEDECO HANDED MISSION REVISED COST ESTIMATES
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FAMILY NOTIFICATION BEING MADE FOR MR. MOSS
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OF CAME JULY 21, 197

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Senegal - Urban Dev.

INTERNATIONAL DEVELOPMENT

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

OFFICE MEMORANDUM

TO:

Files

DATE: July 16, 1971

FROM:

L. Moss

SUBJECT:

SENEGAL - Site and Services Project, U.N. Centre for Housing,

Building and Planning

Reconnaissance Mission to Western Africa

- On July 14, 1971, I spoke by telephone with Mr. Van Esche of the U.N. Centre for Housing, Building and Planning who has just returned to New York from a U.N. mission to Western African countries to discuss with several Governments the need for and means of improving living conditions in slums and squatter settlements. Mr. Yenny and I had discussed with Mr. Van Esche the Bank's proposed site and services project, and the U.N. mission in April prior to its commencement. 1/
- Mr. Van Esche informed me that the mission was well received in Senegal and that the Government was quite interested in the offer of U.N. assistance in developing solutions to Senegal's problem of uncontrolled settlement. The newly appointed Secretary of State for Planning, Ousmane Sec, seemed convinced that site and services in conjunction with the improvement of community facilities in existing squatter settlements (water, sewerage, education, health, etc.) was a rational and desirable approach to solving the problem of accommodating the lower income urban population. Moreover, the Director of Urbanism and Housing, Mousse Daby Diagne, since the Urban Division's mission in March 1971, has begun formulating a program to improve community facilities in Pikine Irregular, a squatter settlement on the periphery of Dakar. However, Mr. Van Esche stated that the general policy of removing squatters from the city remains, and that a Presidential directive exists calling for removal. The U.N. mission reiterated the suggestion of the last Urban Division mission; that is, for the site and services program to be a success it should be paralleled to the extent possible by a community improvement program in existing squatter settlements.
- Mr. Van Esche stated that in accord with the Senegalese Third Development Plan and the felt needs of the Government, the U.N. mission proposed that the U.N. provide technical assistance in: 1) developing a comprehensive policy and administrative mechanisms for addressing national urban development, within which particular consideration would be given to slums and squatter settlements; and 2) mounting an immediate program of short run action to improve conditions for urban and rural low income people.

See memorandum to Files on Senegal Site and Services: 1) L. Moss and J. Yenny, April 12, 1971; 2) L. Moss, February 24, 1971.

OFFICE MEMORANDUM

July 16, 1971 DATE

M

L. Moss FROM:

SUBJECT:

SEMEGAL - Site and Services Project, U.N. Centre for Housing,

Recommaissance Mission to Western Africa

On July 14, 1971, I spoke by telephone with Mr. Van Esche of the U.N. Centre for Housing, Building and Planning who has just returned to New York from a U.N. mission to Western African countries to discuss gaiving mivorqual to seem and for the need for the several Governments the need to the several Governments the need to the several Governments the several Governments the several Government to the sev conditions in slums and squatter settlements. Mr. Yenny and I had discussed with Mr. Van Esche the Bank's proposed site and services project, and the U.N. mission in April prior to its commencement.

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[&]quot;See memorandum to Files on Senegal Site and Services: 1) I. Moss and J. Yenny, April 12, 1971; anr 17 19725 PH1811 21, 1971.

- expert in administration and management to assist the Government in establishing a unit that would be able to develop policy and implementation programs. The U.N. mission suggested that this unit be located either in the Ministry of Planning (MP), or the Ministry of Public Works, Transportation and Urbanization (MPW). Mr. Van Esche believes that the MP is very much in control of planning for development, while the MPW is only a body that executes plans. Therefore, urbanization policy and programs will be formulated in the MP and the suggested unit should be located in this ministry. Assistance on the immediate action program would take the form of three technical assistants:
 - (a) An expert in problems of "social development" working in the suggested unit and in the field on problems of rural migrants' adaptation to urban life;
 - (b) an expert in the development of small scale industries, artisan cooperatives organization and small scale savings organizations; particularly as integral parts of projects such as site and services development; and
 - (c) a building expert to aid Government in reducing costs of building materials through developing local materials industries, rationalizing production and marketing of materials and promoting use of local building materials.
- 5. Mr. Van Esche stated that these proposals were made to the Government in a memorandum and given to the Secretary of State for Planning, the Director of Urbanism and Housing, and the Minister of Co-operation. He said that the U.N. mission discussed with these Government officials the Bank proposed site and services project and informed them that the mission whole-heartedly supported it and felt that the proposed U.N. technical assistance would be of considerable assistance to the project. These proposals of the U.N. mission appear consistent with our views and it is recommended that we encourage their realization at the earliest possible date.
- 6. Mr. Van Esche also mentioned that he had met with Mr. Diallo, Director of SICAP, a semi-public agency that provides middle income housing and that the Director was quite supportive of the site and services program.
- 7. I suggested to Mr. Van Esche that we should meet to further discuss the proposed U.N. technical assistance and the proposed Bank site and services project upon the return of the Bank mission in August 1971. He replied that he looked forward to this meeting.

LMoss/dd

Files

cc: Messrs. Sadove, Strombom, Yenny

V Senegal- Urhan Dev. a Senegal- Terms of Ref

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

DATE: July 16, 1971

TO:

Messrs. L. Moss, J. Yenny and Guarda (consultant)

FROM:

D. Strombom

SUBJECT: SENEGAL: Site and Services Project Preparation Mission

Terms of Reference

- On or about July 17, 1971, Messrs. Moss and Yenny will proceed to Senegal for a period of about two weeks. Mr. Guarda will join the mission in Dakar on or about July 26.
- The purpose of your mission will be to obtain additional data and review with Government officials the status of preparation of the site and services project. In particular, you will discuss the information required and the actions which the Bank has identified as being necessary before appraisal of this project. You will establish with the Government a detailed schedule for remaining project preparation activities and a corresponding date proposed for the project appraisal mission.
- On your way to Senegal, Messrs. Moss and Yenny will stop for one day in Amsterdam to review with consultants NEDECO their latest design, cost estimates, and economic studies for site and services in Dakar.
- Upon your return, you will prepare a combined Back-to-Office and Full Report.

JYenny/nom

Cleared with and cc: Mr. Kirmani

cc: Messrs. Chadenet, Baum, Lee, Bohr, Sadove, Dunkerley, Iverson, Venkateswaran, Paijmans, Meda

INTERNATIONAL BANK FOR RECOMSTRUCTION AND DEVICE PREME

INTERNATIONAL SEVELOPMENT ASSOCIATION

OFFICE MEMORAN UIT

DOTE: daly 15, 1971

Messrs, L. Nusc. J. Yenny and Guards (consultants)

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D. Strombom

SUBJECT: SEJECAL: Site and Services Project Preparation Missing Terms of Reference

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4. Upon your return, you wilk propose a combined Back-to-Office and Full Report.

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Form No. 27 (6-69)

> INTERNATIONAL DEVELOPMENT **ASSOCIATION**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:

MR. VELDERMAN

DATE:

JULY 14, 1971

Senegal when Der.

CONSULTING ENGINEERS DWARS, HEEDERIK EN VERHEY AMERS FOORT,

CLASS OF

LT SERVICE:

COUNTRY:

NETHERLANDS

TEXT:

Cable No.:

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SUNDAY JULY 18 HOTEL KRASNAPOLSKY STOP REGARDS

D. STROMBOM INTBAFRAD

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(IMPORTANT: See Secretaries Guide for preparing form)

JULY 14, 1971

OUTGOING WIRE

MR. VELDERMAN

CONSULTING ENGINEERS IWARS, HEEDERIK EN VERHEY

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Mr. D. Strombom

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Telex from Amersfoort July 14, 1971

Mr. Strombom

FOR MR. STROMBOM

CHIEF URBAN PROJECTS DIVISION.

RE YOUR CABLE JULY 10 MR. MOSS AND YENNY WELCOME OUR OFFICE MONDAY JULY 19. PHONE NUMBER 03490-38234.

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14 July 1971

Dear Mr. Moss,

REFERENCE

Further to our telephone conversation today. I hope that the information I was able to give you will be of use. I am sending you this note through Bob Merrill and am including a copy of our recommendations to the Government of Sénégal. Copies of this memo went to Daby Diagne, Director of Urbanism in the Ministry of Public Works, to Mr. Ousmane Seck, Secretary of State for the Plan responsible to the Prime Minister, and to Mr. Emile Badiane, Minister of Co-operation.

Concerning the first item, namely the urban management authority, we think that it would best be placed in the Plan. However, as the idea needs general support we did not consider it wise at this stage to suggest its precise location. It is fairly clear nevertheless that either the Plan or the Ministry of Public Works would be suitable. This authority would be the base for the sort of programme you are investigating.

Concerning the second item, namely supporting actions in the social, economic and technical fields, related to housing development, we wrote the programme outline as a job description for technical assistance. As you will see this assistance applies both to new developments as well as to existing areas in need of improvement.

If you want to get a closer feel of the socio-economic aspects low-income settlements, I suggest that you get in touch with the ILO people with regard to training, and with Mr. Vallet of WHO.

Mr. Vallet will give you valuable information on the environmental hazards connected with Pikine. He told us that there is a WHO publication which is a socio-economic report on Cap Vert. You might ask him if we (you and I) might receive a couple of copies.

I also suggest that you speak to Mr. Ibrahima Sow, Director of Animation Urbaine. Regretfully the Dept. of Animation Urbaine is moving out of the Ministry of the Plan into the Ministry of Social Affairs and Youth.

Mr. L. Moss World Bank

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- 2 -

Thus, to sum up, the Ministry of the Plan is in our opinion a key to our work, together with the Direction of Urbanism (in the Ministry of Public Works).

I hope that you will have a successful mission to Senegal, and I look forward to hearing from you on your return.

Yours sincerely,

hidovantinhe.

Ludo van Essche
Planning Section
Centre for Housing, Building and Planning

Form No. 27 (6-69)

INTERNATIONAL DEVELOPMENT **ASSOCIATION**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:

MONSIEUR DIAGNE

DATE:

JULY 13, 1971

DIRECTEUR DE L'URBANISME

MINISTERE DES TRAVAUX PUBLICS.

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COUNTRY:

SENEGAL

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> D. STROMBOM CHEF, DIVISION PROJETS URBAINS BANQUE MONDIALE

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Mr. D. Strombom

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FORM No. 26 (4-69)

> INTERNATIONAL DEVELOPMENT ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT CORPORATION

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INCOMING CABLE

DATE AND TIME

OF CABLE: JULY 12, 1971

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LOG NO.: WUI 23 / 12

TO: PAIJMANS MOSS YENNY INTBAFRAD

FROM: DAKAR

ROUTING

ACTION COPY: MR. PAIJMANS

MR. MOSS

INFORMATION MR. YENNY

COPY: MR. CHAUFOURNIER

DECODED BY: MR. SADOVE

TEXT: REFERENCE MEMO DEUX JUILLET YENNY A MEDA SUR INFORMATION PARCELLES ASSAINIES. MONDIEUR DIAGNE ABSENT DAKAR RENSEIGNEMENTS FOURNIS PAR DIRECTEUR ADJOINT ET DUMOND. PRIMO ETUDES TERMINEES EN COURS DE FRAPPE SOUR COUT VRD COMPRIS ELECTRIFICATION ECOLES DISPENSAIRES SAUF CONSTRUCTION MAISON HABITATION. DOSSIER COMPREND AUSSI INFORMATION SUR NORMES RUES DENSITE ESPACES VERTS. IL SERA EXPEDIE ENVIRON 15 JUILLET. PREVISION CE RETARD VOICE RESUME COUT ELECTRIFICATION.

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

TO:

Mr. D. Strombom

DATE: July 9, 1971

FROM:

J. Yenny and L. Moss

SUBJECT: SENEGAL - Site and Services Project - Status of Preparation

TABLE OF CONTENTS

A. Introduction

B. Urbanization in Senegal

C. Urban Administration and Planning

D. Status of Project Preparation

E. Project Justification

A. INTRODUCTION

Background

In September 1970, a reconnaissance mission to Dakar identified a potential urban development project designed to accommodate a part of the low income sector of Senegal's growing urban population. The project consists of the clearing and plotting of land, installation of drainage, sewerage, water and electricity distribution systems, roads, and the provision of collective sanitary facilities, primary schools and local health clinics. This type of settlement scheme is generally referred to as "site and services." In February 1971, the Loan Committee, noting that the proposed project would constitute a new and practical approach to the urban problems now confronting many developing countries, endorsed the principle of Bank Group financing for this type of project. A project preparation mission visited Senegal between March 5 and 18, 1971 to review the Government's preparation of a site and services project, and to discuss the related major issues identified in the January 26, 1971 memorandum to the Loan Committee and in the subsequent Loan Committee meeting of February 4, 1971. The mission also stopped over in London, Paris, Brussels and Amsterdam for discussions with international lending bodies and consultants to obtain information relevant to the project.

Summary

- 2. Senegal, although its total population is small (3.8 million), is faced with urban problems of a considerable and rapidly increasing magnitude. At present, over 1 million people, 30.4% of Senegal's population, are located in urban centers of more than 20,000 persons. Some 58% of the urban population, or 690,000 people, reside in the Dakar Metropolitan Area. The next largest cities, Kaolack and Thies, are comparatively small; respectively 96,000 and 90,000 people (see para. 9).
- Dakar's population is growing rapidly, 6 to 7% annually. However, due to economic difficulties, only 40% of Dakar's labor force is earning regular wages (see para. 11). Because of stagnating economy (GDP per capita has been decreasing at 0.8% per year between 1965 and 1960), Senegal has extremely limited resources for investment in the public sector, and when the Government couples this scarcity with the use of orthodox means for supplying housing and related facilities and services, the output does not begin to approach the need.
- 4. It is estimated that in Dakar, out of a total stock of 65,000 housing units 25,000 are built at standards comparable to those used in industrialized wealthy nations and are fully serviced with public utilities while the other 40,000 units are built at lower standards and are practically without public services and facilities (no sewerage, limited number of water fountains, etc.); (see para. 4). Moreover, the number of new housing units added annually to the stock is of the order of 1,800, while the number of new households (natural growth and migration) reaches some 4,000 annually. The situation is similar in the smaller urban centers.
- In an effort to find lower cost ways of providing housing and related urban facilities and services, the Government undertock a pilot site and services project involving some 4,000 households during the Second Plan period (1965-1969). The project included the clearing and plotting of 120 ha of land, preparation for rain drainage, unpaved roads, and the installation of a collective water distribution system (public fountains). Public hygiene

blocks containing lavatories and waste disposal facilities are presently being built. On the parcels of land allocated to them, and guided by some minimum specifications, settlers are building whatever housing is within their means. Standards of both housing and public investments are expected to be upgraded over time as incomes rise. The pilot project, although still lacking some services such as schools and health clinics, has generally been well accepted by the inhabitants (see para. 29).

- 6. On the basis of this experience, the Government has begun a national program of site and services. During the present planning period (1969-1973) it plans to develop 560 ha of site and services and subsequently it will continue with the program. The Government has requested Bank assistance in financing the implementation of the program.
- 7. Based on an estimate of the annual need for site and services (paras. 49-54), the size of the project for which the Government asked Bank assistance and the fact that this is the Bank's first involvement in this type of project, the mission has recommended Bank assistance for a project consisting of about 400 ha in the Cap Vert Region and 60 ha each in two regional capitals, Thies and Kactack. The main benefits of the project are the mobilization of personal savings in housing and related infrastructure, establishment of control over the physical development of the urban area that will result in future savings for society, and a considerable improvement in the living conditions of a substantial number of the urban low income population (see paras. 53-62).
- 8. Actions to be Taken: The following summarizes the actions that still must be undertaken to complete preparation of the project for appraisal:
 - (a) Preliminary engineering (para. 34);
 - (b) studies of cost for the various components of the project in order to minimize/cost (capital and maintenance) (para. 36);
 - (c) arrangement for project execution, i.e. agency responsible, contractors and contracts, availability of building material (para. 40);
 - (d) arrangements for project maintenance (para41);
 - (e) project management, i.e. agency responsible, target population, land tenure, recovery of user charges and capital expenditures (para. 42-45).
 - (f) arrangements regarding project related issues, i.e. public transport and employment (para. 47).

B. URBANIZATION IN SENEGAL

Demographic Characteristics

Senegal, although its total population is small (3.8 million) compared to many low-income countries, it is faced with urban problems of a considerable and rapidly increasing magnitude. At present, about 30.4% of Senegal's population, some 1,155,000 persons, are located in urban centers of more than 20,000 persons. As is common in many low-income developing countries, Senegal is dominated by a primate city; 690,000 persons, some 58% of all urban inhabitants reside in the Cap Vert Region, the Dakar Metropolitan Area. The second largest city in the country, Kaolack, is only one-seventh the size of Dakar (96,000). The other major Senegalese urban centers are Thies (90,000), St. Louis (63,000), Ziguinchor (42,000), Diourbel (41,000), Tambacounda (22,000), and Louga (22,000). During the past decade. the rate of Senegal's urban population growth has been double that of the nation as a whole, about 4.5 compared to 2.2% annually. However, Dakar alone is growing at 6 to 7% annually. Migrations from rural areas account for about half of the nation's annual urban population increase. Although employment possibilities in the cities are quite uncertain, many rural inhabitants appear to prefer this risk to farming.

Dakar

- 10. Commensurate with its rapid population growth, Dakar has increased its physical area, spreading back along the peninsula from the initial settlement at the tip of the cape.
- A recent administrative reform created the "Grand Dakar" Municipality, which covers the entire Cap Vert Region, an area of about 50,000 ha. In addition to the Dakar Urban Area (10,000 ha inhabited by 600,000 people), Grand Dakar includes the towns of Rufisque-Bargny (70,000) and a number of rural villages. The Dakar Urban Area is economically and socially closely integrated with the built-up area, which covered 3,140 ha in 1965. The Urban Area includes large areas of still vacant land, and the average density is/about 60 persons per ha.
- The Economic Base Before Senegal's independence in 1960, Dakar 12. was the administrative and economic capital of French Vest Africa (AOF) and as such was the manufacturing and service center for a market of over 20 million consumers and a sizable government administration. As a result, Dakar reached an artificially high standard of living, out of proportion with the limited economic potential of the country. With independence, the country's exports of manufactured products were reduced by 25% in one year. Service and construction industries have also suffered with the independence of the other countries of the former AOF and the considerable reduction in the number of French functionaries. Moreover, in 1967/68, the loss of guaranteed prices on the French market for ground nuts, a product which accounts for 75% of the country's exports, has resulted in the fall of export prices by almost 20%. GDP per capita has been decreasing at 0.8% per year between 1965 and 1969. In 1968, excluding the foreign inhabitants, about 25% of Dakar's population was in the labor force, and of this group, only about 40% or 61,000 persons were permanently employed and earning regular wages. About 25% or 40,000 persons were underemployed (artisans and temporary wage earners) and 35% unemployed. The following tables summarize employment by sector, the average wages, and the wage distribution in the Grand Dakar area.

Employment by Sector and Average Wages
Grand Dakar Area 1968

500

		Population	Number Employed	In % of Population	Average Annual Wage Per Employee	
					000 CFAFa/	US\$
Africans Industry Commerce Government Artisans Temporary			20,000 21,400 19,600 27,000 13,000		346 346 459 120 50	1,240 1,240 1,652 432 180
	Subtotal	600,000	101,000	16.8	270	972
Non-Africans	Total	30,000 630,000	10,500	35.0 17.7	1,312	4,732

a/ Exchange rate US\$1.00 = CFAF 277.71

SOURCE: NEDECO - Dakar Water and Sewerage Master Plan, 4eme Rapport Trimestriel Mai-Août 1969.

Table II

Wage Distribution in the Grand Dakar Area 1968

Annual Wage				
			Persons Employed	
9	000 CFAF	US\$	Number	In % of Total
less than	180 180-300	650 650-1080	31,700 33,100	31.4 32.8
	300-480 480-720	1080-1730 1730-2590	22,000	21.8 9.3
above	720	2590	4,800 101,000	100.0

a/ Does not include the non-African population.

SOURCE: NEDECO - Dakar Water and Sewerage Master Plan, 4eme Rapport Trimestriel Mai-Août 1969.

13. The prospects for growth in Daker's economic base in the near future are not bright. The 1970 Bank report, "The Current Economic Situation and Prospects of Senegal," states that "new jobs are not likely to increase by more than 2 to 4% per year and even such an increase would require larger capital investments than in the past, so that per capita income in Dakar might well stagnate or even decrease over the next 5-6 years." Despite this employment condition, migrants continue to come in from the arid farmlands of the north and the more heavily populated farmlands of the ground-nut basin to the southeast, for to these rural inhabitants conditions in Dakar appear comparatively attractive. This is understandable in view of the fact that the Dakar area accounts for about half of Senegal's GNP, (US\$ equivalent 729 million in 1969) and for 75% of its industry. The per capita GNP of the Dakar Metropolitan Area was US\$528 in 1969 or about 5 times higher than the rest of Senegal (US\$106).

The Settlement Problem - The combination of Dakar's population growth (natural and migration) with the use of limited economic resources on orthodox means of supplying housing and related services has brought about a considerable deficit in housing and related facilities and services.2 Dakar's stock of housing is estimated to include some 25,000 units built at standards comparable to those used in industrialized wealthy nations. Most of these 25,000 units are in good condition (structurally and from the standpoint of public services), and are estimated to house some 200,000 people or about one-third of Dakar's population. Using the average household size of 10 persons for the rest of the population suggests that there are some 40,000 housing units built at lower standards ranging from structures of self-made sand-cement bricks with corrugated iron or asbestos roofs to poorly constructed shacks made of scrap wood and metal. The level of public services and facilities that serve these units varies, but the general overall level is low (no sewerage, limited number of water fountains, etc.). Moreover, Dakar should add some 4,000 units annually to its housing stock just to accommodate its expected population growth of 36,000 to 42,000 people per year (6-7% annual growth rate). The Study Commission for Senegal's Third Four-Year Plan Program (1969-73) estimated, however, that the housing stock in Dakar would grow by only some 1,800 units per year over the plan period; the programs of public housing agencies, OHLM and SICAP2/, accounting for 1,500 of these units and the small private sector for another 300; thus leaving annually a deficiency of some 2,200 units.

Typical of most low-income developing countries, Senegal has been attempting to provide housing and related facilities and services through the means and at the standards being used in industrialized wealthy nations. As a consequence, capital is committed to types of facilities and construction those standards are too high and management procedures that are too expensive and too slow either to result in the magnitude of output necessary, or to market the facilities and services at prices within the means of the majority of the needy.

^{2/} Public facilities and services related to housing refers to water, sewerage, electricity, local streets and open recreation space.

^{3/} OHLM: A Government agency that builds and manages what is called "low-cost" housing, but is best characterized as moderate-and middle-income housing. Monthly rents range from US 329 to 72. The minimum monthly wage of a worker employed in the modern manufacturing sector is about US 240.

SICAP: This Government agency builds and manages middle-income housing with rents on the average for about 20% more than OHLM housing.

15. The need for improving living and working conditions in the city, while at the same time accommodating its growth, raises the issue of the relation between costs of providing employment, housing and related urban services and the resources that can be made available. From recent public housing programs, the minimum cost per housing unit (including basic infrastructure such as local streets, public utilities, open space, but neither schools nor health facilities) can be estimated at some US\$4,700, or some US:\$470 per capita. In 1967, the capital invested in the Senegalese manufacturing industry (excluding the chemical industry which employs 10% of Senegal's manufacturing labor and in which capital/employee exceeds \$16,000) was of the order of US\$700 per employee4; however, the marginal capital increase between 1966 and 1967 was about US\$10,000 for each of the 255 new jobs created in the industry during the year (except the chemical sector). On the basis of the unit costs per capita of \$470 for housing and \$1,000 for employment generation, the annual cost of providing shelter and jobs for the growth of the city can be estimated at some US\$29 million5/ (see Table III). For comparison, total gross savings work out at less than \$32 million, assuming a combined public and private saving rate of 10%.6/

Table III

Housing Standards

Provision of Jobs & Shelter at Public/ - Annual Costs and Resources

	Da	akar Urban Area
Population 1970 Average Income/Capita (para. 13) Gross Savings Rate Gross Savings Population Growth - Rate/Annum Population Increase Incremental Labor Force Incremental Capital Costs		600,000 \$528 10% \$31.7m 6-7% 40,000
(a) housing and infrastructure excluding schools, health facilities (in \$/capita)	-14	470
(b) employment generation (in \$/employee)		1,000
Total housing and infrastructure cost Total cost for employment creation Total Annual Capital Costs At % of Gross Savings	V.	\$19m \$10m \$29m 95%

¹⁷ Gray cover Senegal Economic Report, Volume V, Industry, June 8, 1970, Table 26.

^{5/} Not included in this cost are items such as education, health, and recreation facilities, and major infrastructure such as primary arteries, sewer and water mains, ports and airports, etc.

^{6/} Op cit. Volume I, the Main Report, Table 10, 1968 Gross National Savings 10.1% of GNP.

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Accepting the above calculations as reasonable approximations of the costs of it is quite clear that even if resources such as those estimated could be mobilized, they would not be sufficient to accommodate the population growth at the standards provided in the public housing projects. The Government program for site and services (see para. 29), which this project will assist in implementing, will begin to provide a solution to the urban settlement problem of Dakar.

Regional Capitals - Kaolack and Thies

- Kaolack and Thies, the two other cities proposed to be included in the Bank site and service project, are the second and third largest cities of the country with populations respectively of 96,000 and 90,000. Their population is growing at some 5% per year. Both are located in the ground nut producing region and in 1965-66 their hinterland produced 60% of the ground nut crop of the country. Kaolack is also the site of the Saloum Piver's port, active in the export of ground nuts and their derivatives (oil, cakes). However, its importance has somewhat decreased since independence due to improved road transport to Dakar and the centralization of ground nut commerce. Thies is the second largest industrial center of the country. The Taiba phosphate mines (1.1 million tons/year) are some 40 km from the city. The city developed at the junction of the Dakar-St. Louis and Dakar-Bemako (Mali) reilway lines, and still is a major rail center.
- 18. Both Thies and Kaolack have a water supply and distribution system; however, most of the population does not obtain piped water through an individual connection but is supplied by municipal public taps. In 1968, water consumption was 36 lcd in Kaolack and 25 lcd in Thies, as compared to 78 lcd in Dakar. The cities do not have sewerage systems. The Government plans to invest US\$1.98 and 1.56 million respectively in Kaolack and Thies for water and sewerage over the Third Plan period 1969-73.
- 19. The OHIM plans to build 200 housing units in Kaolack and 115 in Thiss during the Third Plan period 1969-73. These would serve less than 10% of the housing need during this period. Furthermore, because of the generally lower income of these populations in relation to Dakar's, these programs appear much too expensive. The proposed site and services program is a much more feasible approach to housing in the regional centers.

D. URBAN ADMINISTRATION AND PLANNING

Administration

20. In Senegal, decision making, planning and administration are highly centralized and there appears to be a tendency toward even greater centralization of authority. The country is divided into 7 regions, of which the 7 largest cities of Senegal, including Dakar, are capitals. Although there is an elected municipal council, the regional governors apointed by the central government have the effective authority in municipal affairs.

^{1/} Liter per capita per day.

- 21. The municipalities are in principle responsible for the maintenance of urban infrastructure, such as streets, drainage and sewerage systems, public water fountains, public lighting etc. and garbage collection. However, due to a lack of funds and also to the inefficient use of manpower they are presently incapable of adequately undertaking these services. The municipalities have little resources of their own, and local taxes such as the garbage collection tax, are even collected by the central government leaving the municipalities little control over their revenues. The mission has asked the Government for further information on municipal revenues and expenditures in Senegal.
- Public investment in the urban sector is thus the responsibility of the central government and primarily of two ministries; the Ministry of Public Works, Urbanism and Transport (MPW) through its Directorate of Public Works (DFW), and the Ministry of Industry through its Directorate of Energy and Hydraulics (DEH).
- 23. The Directorate of Public Vorks (DFW) The DFW is generally responsible for preparation and implementation of all highway infrastructure projects in Senegal, and for the execution of topographical work. It relies on its own staff for engineering of minor projects and for supervision of construction. Several senior posts at FWD headquarters in Dakar are staffed by expatriate engineers provided by French technical assistance, but Senegalese replacements are being trained under a gradual and deliberate "africanization" policy. A Senegalese has recently been appointed Director to replace an expatriate incumbent.
- The Directorate of Energy and Hydraulics (DEH) The Ministry of Industry's Directorate of Energy and Hydraulics is generally responsible for the preparation and implementation of new projects in energy, water, drainage and sewerage. It also supervises and controls all technical and financial aspects of the concession and management contracts with the Companie Générale des Eaux du Sénégal (CGES), which operates all water and sewerage systems in Senegal. The director is Senegalese and appears competent. He is assisted

in his task by consultants; the DHV and CGES. The DEH is the cooperating governmental agency for the UNDP/WHO Dakar Water Supply and Sewerage Master Plan now being undertaken by the Dutch consultants NEDECO. The fact that the DEH is not part of the MPW creates some communication problems. For example, the Director of Urbanism was unaware of content of the Dakar Water and Sewerage Master Plan study at the time of the last mission's visit.

Urban Planning

25. Urban planning in Senegal is the responsibility of the Directorate of Urbanism (DU) within the Ministry of Public Vorks, Urbanism and Transport (MPW). The DU is generally responsible for (a) the study and coordination of urban and housing matters in Senegal, (b) the preparation in coordination with other agencies of major urban work programs, (c) the preparation and enforcement of legislation such as zoning laws, building codes, etc., and (d) the control of the public housing corporations. The former French director was replaced in September 1970 by a young and dynamic Senegalese who appears to be competent. The DU has local representatives in the 6 regional capitals.

contains a program of resource allocation for urban development; 21% of the country's planned investment for this period is for urban infrastructure and housing. Although the plan indicates a clear willingness of the Government to spend more in the regional capitals than in the past, Dakar is still favored and, while only 58% of the country's uaban population live in this city, it will receive 76% of this planned investment. There is also a tendency to favor among the regional capitals/a city of 63,000 in the north of the country which was the old Senegalese capital. St. Louis region comparatively one of the less agriculturally productive regions of Senegal and access to the city's port on the Senegal liver is blocked by a sandbar, limiting entry to small vessels. Thus, with very limited agricultural production potential, its inability to compete with ports to the south, and the relocation of the national government in Dakar, St. Louis should perhaps be given

low priority for scarce public development investments. Higher priorities appear more appropriate for Thies, the second largest industrial center of the country; Kaolack, the major market center for the heavily populated ground nut basin and a small industrial center for the processing of ground nuts; and Ziguinchor, the market center of the most

fertile region of Senegal, the Casamance.

27. At the local level, urban development plans have been recently completed for Dakar, Rufisque, Ziguinchor, St. Iouis, and Thies. Plans are being prepared for Kaolack, Diourbel and Tambacounda. These plans for physical growth consist mainly of updating earlier physical plans formulated during the colonial period. They lack the necessary economic base, transportation and social analysis. This is particularly true for the Dakar Master Plan.

28. The Dakar Master Plan was prepared in 1966 by the French architectural consultant, Ecochard, to cover the extension of Dakar until 1980. The plan was approved in 1967 and is used to generally guide development in the region. However, this plan consists only of a physical/ design for the city he endstate land use, with no implementation program to achieve it. Implementation

programs are prepared by the DU and the Ministry of Planning within the framework of Senegal's Four-Year Mational Plans. The transport section of the Ecochard Master Plan is particularly weak. The proposed arterial network (including expressways) is based on a very limited number of traffic counts, rather than on comprehensive transport planning which considers urban development programming including transport costs and pricing and fiscal aspects as well as physical planning. There are no estimates of future traffic, and public transport is completely ignored. The proposed network represents an end-state with no indications regarding the time at which various parts of the network will be needed and/or possibilities of staged construction. The mission discussed these deficiencies to the Government and suggested that forecasts of transport demand and desire lines within the region should be prepared to analyze the feasibility of proposed major highway investments.

Partial/Solution to the Dilemma- Recognizing the shortcomings of physical planning to resolve the problems of urban growth, the relative magnitudes of available public revenues and the demands placed upon them, some members of the Government, notably the Director of Urbanism, began to search for a lower cost solution to the problem of providing housing and urban facilities. Site and service schemes were proposed and during the Second Plan period (1965-69), the Government undertook a pilot project in Pikine, a suburb of Dakar. Approximately 1,000 parcels of land (120 ha) were prepared and subsequently settled by some 4,000 households (1 household of 9-10 persons per parcel). Included in this pilot project was the clearing and plotting of land, preparation for rain drainage, unpaved roads, and the installation of a collective water distribution system (public fountains). The municipality is supposed to begin building the planned hygienic blocks (consisting of lavatories and waste disposal containers). The cost of this undertaking was CFAF 2.5 million per hectare (USS9,000 equivalent / The land was Government-owned and its preparation was carried out by military engineers. The parcels were given free, under occupation permits, to people displaced by urban renewal in central city areas, in particular the Medina , and from the squatter settlements along the "autoroute." Although still lacking the planned sanitation facilities, schools and health clinics, and community recreation facilities, the pilot project has generally been well accepted by the inhabitants, and the Government is receiving requests from individuals wishing to rent or buy similarly developed land parcels. The Government developed a national program to undertake site and services schemes on a larger scale. During the Third Plan Period (1969-73), it plans to provide some 360 ha in the Cap Vert Region and a total of 200 ha in the country's six regional capitals.

The plan for Dakar was based on the following rationale: 200 ha to accommedate population growth and 160 ha to relocate people from low income settlements to be eradicated. It should be noted that the 200 ha planned for population growth would accommodate only two-thirds of the population growth not served by either the private or public housing markets (which are expected to serve less than half of the annual growth, see para. 14); thus leaving more than one-sixth of the population growth or some 700 new households per year out of a total of 4,000 with no planned accommodation. The size of the project suggested by the mission, about 400 ha, approximately equal to the needs for a 4-year period, corresponds to the size of the project the Government asked the Bank to consider and appears reasonable in view of the fact that this is the Bank's initial involvement with this type of project.

^{5/} The Medina was laid out early in the history of the city to accommodate the African population. Because densities have increased beyond the level for which the existing infrastructure was designed, living conditions have deteriorated. Based on SCET-COOP studies made in 1964, the Government had begun implementation of a renewal program. So far, 280 new housing units have been built. However, the program has had considerable public opposition from the people threatened by displacement and the implementation pace has slowed down considerably.

^{7/} As of March 1971, the Government had implemented only 55 ha in Dakar and none in the regional capitals.

- 30. The land will be subdivided for settlement in modular units and provided with roads, water, sewerage, electricity, local education and health facilities. Sites will also be designated for industrial, commercial, recreational and cultural activities. Preliminary cost estimates for preparing land for settlement and the building materials for a minimum shelter for the site and services scheme indicate that the unit cost in such schemes (approx. US \$800) would be about six times lower than for a unit in public housing (OHLM) which averaged US \$4,700 equivalent in recent projects.
 - While the Director of Urbanism and his senior staff realize the value of utilizing the site and services scheme for providing urbanized land for the expansion of the city, at present this understanding is not fully shared by other officials. For example, the Director of Energy and Hydraulics sees it only as a means of relocating low-income families displaced by urban renewal. Related to this issue is the apparently common attitude concerning existing squatter settlements - that they should be eradicated. However, careful consideration should be given to maintaining this existing housing stock. The squatter settlements of the Autoroute area, occupied by some 50-60,000 persons, and Pikine Irregular, occupied by some 30,000 persons, for the most part, have physical layouts and housing of good quality; 7/ i.e. adequate clear rights-of-way exist and most housing appears structurally sound. What is needed is an improvement of public services: water, sewerage, schools, clinics, recreation space. These improvements along with the reduction of densities in the case of the Autoroute area will call for limited relocation. The Director of Urbanism espouses this course of action but others, such as the Director of OHLM, feel that the squatter settlements must be completely replaced with so-called "low-cost" public housing. Bank support of the site and services program is particularly important for the Government officials who have committed themselves to these principles and still need to convince others of their merit, i.e., that site and services is intended to provide net additional urban accommodation, and that existing squatter settlements should be upgraded rather than eradicated.

^{7/} This judgment on the quality of physical layouts and housing is based on a comparison with typical conditions in urban Senegal and with conditions known in other low-income countries.

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D. STATUS OF PROJECT PREPARATION

Description

- 32. The project would consist of preparing land already owned by the Government for settlement in Dakar (the national capital), Kaolack and Thies (respectively the 2nd and 3rd largest cities) to accommodate part of the low-income sector of Senegal's growing urban population. In the project, about 400 had would be developed in Dakar and some 60 ha each in Kaolack and Thies in equal annual installments over a 4-year period. The major elements of the project would be:
 - (a) Clearing, grading (for surface water drainage) and plotting of land;
 - (b) construction of streets;
 - (c) construction of water distribution system including public fountains;
 - (d) construction of collective sanitary facilities consisting of lavatories and waste disposal containers;
 - (e) installation of a power distribution system;
 - (f) development of open space and recreation facilities, including planting;

(g) construction of primary schools and health clinics.

(h) Program unit staff salaries, if necessary (see paras. 1/2-1/4).

33. Satisfactory locations for the project have been determined in

Kaolack and Thies, and in both cities sites are close to main transport routes and employment (industrial zone in Thies, port in Kaolack). However, in the Dakar metropolitan area, the Government has not determined the exact location within the general designated area.

Precise definition of the project location in the Dakar urban area and of a schedule for the progressive development of this area

^{*/} The exact no. of ha to be developed in Dakar has yet to be decided upon by the Government.

over a 4-year period will be needed for project appraisal.

The decision has to be made by the Director of Urbanism

(Ministry of Public Works, Urbanism and Transport), and should be in agreement with the Dakar Master Plan.

Project Engineering

34.

Preliminary engineering for the project in all three cities (Dakar, Kaolack, and Thies) should be prepared prior to appraisal. It should consist of a site plan at at least 1/5000 scale including the streets, water distribution system with public fountains, the sewerage system (if sewerage is to be adopted) with the location of the hygienic blocs, the electrification network, space reserved for schools, health clinics, recreation, and non-residential uses; commerce, small-scale industry, mosques, etc. The plan should include the necessary connections of street, water, sewerage, electricity networks with the existing city networks. It would be desirable to prepare alternative site plans in order to achieve cost minimization. The solution adopted for the various components of the project should be based on the result of cost studies (see para. 36). The preparation of such plans is the responsibility of the Directorate of Urbanism (DU), possibly with the assistance of the Directorate of Public Works and that of Energy and Hydraulics. The DU is aware of this responsibility; however, the date the plans will be available and whether or not technical assistance is necessary needs to be made explicit. Schemes prepared by NEDECO for the water and sewerage component of the UNDP/WHO Water Master Plan for Dakar will be available for reference in July and

completed in August 1971.

35. The detailed engineering for the project, as well as the establishment of bidding documents, would be prepared by the Site and Services Program Unit proposed to be created for the management of the project (see paras. 42-44) after the loan is made.

Cost and Financing

36. Alternative means of providing the components of the project listed above (see para. 32) should be compared in terms of cost (capital and maintenance) to ensure that the least cost solution is adopted for the project. This implies that the level of service desired is defined; however, the level of service to be provided in turn depends upon user charges and capital investment repayment that the future residents will be their incomes able to afford, based on and willingness to pay. (Information on these two points is expected to be available in July from the sociological studies conducted by NEDECO). The possible differences in level of services and associated costs are expected to result mainly from whether or not individual plots will be connected to the water, sewerage, and electricity networks. The NEDECO study should give alternatives in terms of water distribution and sanitation systems. During project preparation, the Urban Projects Division staff will assist the Government in the study of these alternatives and their relation to project cost and ability of people to pay. The detailed cost estimate for the

project should be prepared on the basis of quantities estimated

from the preliminary engineering solution retained after the cost minimizing analysis has been performed.

- 37. Table 1 presents preliminary cost estimates on a "per hectare" basis for most elements of the project. The estimate is based on the following unit prices and quantities: Based on 1971 volume estimated of the DU, earthworks CFAF 300/m³, and streets CFAF 10,000/ml (these costs are based on the Bank's Transportation Projects Department experience for similar work in Senegal); hygienic block CFAF 3.3 million (NEDECO estimate without contingencies with a density as per DU lbloc/4.3 ha); other costs as per DU estimates. The subtotal does not include provision these costs for primary schools, health clinics, and contingencies, as / are not presently available.
- 38. The land on which the project will be implemented is part of the National Domain and vacant with the exception of some cropping. Therefore, compensation to users if necessary will be made by the Government and no difficulties are foreseen.
- 39. Total project cost is tentatively estimated at about US\$10 million equivalent. The foreign component of cost has not yet been calculated; however, a recent letter from the Government indicates that it will range from 18% of the cost of buildings such as schools to some 58% of the cost of earth moving, which is done with imported heavy equipment. These before and estimates will be checked during appraisal. The overall foreign component of cost of the project will certainly be below 50%, and the mission recommends that the Bank should consider financing part of the local cost.

TABLE 1

Costs for a typical ha in Dakar Directorate of Urbanism (DU) NEDECO Preliminary Estimate Estimate Estimate 1971 1969 ----in OOO CFAF---in USS Topographical Work 100 100 100 360 Earthwork? 860 910 1,030 3,710 Streetsb/ 376 454 470 1,690 Water Distribution C/ 173 190 238 200 720 Sanitary Facilities and Fountainsd/ 498 575 2,950 472 820 Open Space and Landscapinge/ 60 145 145 520 Primary Schools Not available Not available Health Clinics Program Unit Staff salaries, if needed Not available Subtotal 2,067 Contingencies Physical Escalation Subtotal Power Distribution Compensation for Land Total

- a/ 1971 DU estimate uses CFAF 250/m³, 1969 estimate used CFAF 200/m³ but had more m³. The 1971 estimate is based on reduced earth movements made possible by site planning more adapted to natural topography. NEDFCO uses CFAF 300/m³.
- b/ DU costs are based on CFAF 8,000/ml which might be somewhat low. CFAF 10,000/ml would be a realistic figure.
- c/ 1969 cost estimate included 10% contingencies.
- d/ The cost of a sanitary bloc is estimated by the DU at CFAF 2 million and by NEDECO at CFAF 4 million (without taxes and contingencies, NEDECO estimate would be 2.6 million). NEDECO estimate of cost per hectare is based on a density of 1 sanitary bloc per 5.8 ha, while the 1971 DU estimate is based on 1 bloc per 4.3 and the 1969 estimate was based on 1 bloc per 3.8 ha.
- e/ 1971 DU estimate does not include any open space-recreation development.

Project Execution

The executing agency for the project has not yet been decided upon (see discussion in paras. 42-44).

40. Because of the relatively small size of the contracts, the spread of implementation over 4 years, and the simple technology required, the project does not appear suitable for international competitive bidding. It is, therefore, recommended that it be carried out locally.

Further discussions should be conducted with the Government as to how they envisage having the project built, i.e. items such as the size of contracts, whether contracts are going to be disaggregated by type of jobs (water distribution, roads, etc.) or by spatial zones. In relation to this, the Director of Urbanism indicated that the capabilities of Senegalese contractors were typically limited to one type of job, i.e. the laying of water systems, earthmoving and street construction, etc. Although this may raise problems of coordination, it is probably the best way if local contractors are involved. The problem of project construction in the regional capitals is likely to be different from that in Dakar. The size of the project in these cities is very small (15 ha per year) and contractors might not be available locally. If contractors have to be brought from Dakar, an alternative may be to have the regional branch of the Department of Public Works doing the work.

Further information also needs to be obtained on the availability and costs of building materials, and the means proposed for their marketing to the population that will build on the sites.

Project Maintenance

Because of deficiencies of the Municipality in carrying out its function of maintenance of public services (see para.21), the public housing corporations, OHLM and SICAP, have their own maintenance services for their projects. As the extension of the services of these limited agencies from their projects to a program that will eventually encompass a large portion of the urban area is not advised, the mission indicated to the Government the need to ensure some other means of satisfactorily maintaining the project. One means is to upgrade the capabilities of the Municipality.

For Dakar, project maintenance cost should be estimated, and a specific maintenance program should be established with the Municipality, including a commitment to allocate a specific number of men and equipment to maintain the project. This will probably mean increasing the resources of the Dakar Municipality (information on municipal budgets was requested, but as yet has not been received). The Municipality may also need equipment such as sewerage pumping trucks for maintaining the hygienic blocks, holding if the sewage/ solution is retained. At present, the Dakar Municipality has 3 such trucks for the whole city (1 truck can service 25 hygienic blocks working 16 hours a day). At proposed densities of 1 block per 4.3 ha, the project in Dakar would have some 100 blocks, requiring some 4 trucks to maintain the project area only.*

Project Management

^{42.} The Government is presently considering two alternative means of managing the project, the first is the use of the existing public housing corporation OHLM, the second is to create a new special agency for the purpose of managing the national site and services program.

^{143.} The advantage of the OHLM solution is that use would be made of existing managerial capabilities, which appear to be competent. However, use of the OHLM would require that the management change its present

^{*} These operating costs must be considered when selecting the sewerage system to be used.

approach to accommodating the settlement of low-income people. OHIM would have to formulate and implement programs of lower standards than those to which the ones they are accustomed to. One of the major problems of this solution, as illustrated by examples in other countries where it has been attempted, is that the public housing corporation is tempted to use the developed sites for its own housing program. Thus, schemes which started as sites and services have ended up as public housing developments and the cost of occupation moves up cut of the range of the original target population. On the other hand, the establishment of yet another special agency (two already exist - SICAP and OHLM) will further complicate the decision-making structure and perhaps precipitate greater inter-agency conflict over resources and power. Moreover, given the very scarce skilled manpower resources of Senegal, it may be quite difficult to adequately staff a new agency. The Government is studying the benefits of these two solutions and will advise the Bank when it has formulated a concrete proposal regarding this matter.

- the mission, however, recommends that the Directorate of Urbanism be given the responsibility for managing the proposed site and services project. To undertake this task, a program unit should be established in the Directorate that would be responsible for the national site and services (Parcelles Assainies) program, of which the proposed Bank assisted project would be an integral part. The staff of the program unit would include an accountant/and a community development expert, all/ to be financially supported from the loan during the execution of the proposed Bank project; 4 years. The community development expert would need experience in managing low-income housing developments and also skill in the organization of new self-help communities. He will probably have to be a foreign technical assistant. If so, the Government should appoint counterparts to the program unit for training.
- A major issue in the management of the project is the collection of mortgage repayments, rents and charges for public services. Most public housing residents are salaried and rent is deducted from their salaries in 80% of the cases. The site and services program would be of a totally different magnitude and open not only to people on salaries but to craftsmen, occasional laborers, etc. The mission suggested that the Government investigate the possibility of using community groups to manage the project at the local level, while the Government would manage the entire operation. The sociological surveys now underway should indicate the feasibility of using a traditional community organization such as the "pinth" or the modern political unit, the "chefs de quartier," for such community level operations.

- 46. The following conditions still need to be decided upon prior to appraisal:
 - (a) Method of selecting people that will receive the parcel;
 - (b) Land tenure or occupancy system. The land to be used for the project is in the National Domain, i.e. public state property (1964 law). A property code ("code domanial") was promulgated in 1968 by the Directorate of Public Property in the Ministry of Finance, indicating the ways in which the State can transfer land from the National Domain to expected in July private persons. Studies by BCEOM consultants to assist the Government in this have been delayed indefinitely;
 - (c) Management costs for the project should be estimated, which will depend upon the form of management adopted;
 - (d) Maintenance and water costs should be estimated;
 - (e) All costs should be expressed on a lot per month basis, i.e. capital, management, maintenance and water. For capital recovery monthly payments should be calculated using different rates of interests (0-5-8%) over variable periods (10-15-20 years);
 - (f) These monthly costs should be compared with incomes of target population through use of the NEDECO and BCEOM socio-economic surveys. Rent levels should be proposed indicating the subsidy involved (Directorate of Urbanism).
 - (g) Means of collecting rents. It seems generally recognized that this function should be undertaken at the local community level. Two types of community groups have been identified to date that may serve this purpose; the traditional council of elders, "pinthe" or the modern office of the ward chief "chef de quartier".

The socio-economic survey (part of BCEOM study) could possibly help in making a decision on this. Otherwise, the Bank should consider hiring the sociologist who undertook this study or someone with comparable skills and knowledge as consultant to work on this specific issue.

Project Related Issues

47. Not an integral part of the project but of primary importance are the problems of a) transport between the project areas and other parts of the city, mainly the industrial zone and the center, and b) the location of new employment in the project areas.

Both these issues should be further discussed with the Government. Regarding transport, the Government was on the point in March 1971 of establishing a new bus company with private participation to replace the existing public company

One of the purposes in creating a new company was to improve service to outlying areas of the city.

The question of employment creation and location in relation with the project needs to be discussed with the Ministries of Planning and Industry.

48. Justification of the site and services project must demonstrate that (a) its size and implementation pace are in line with the annual need for urban accommodation, and (b) the project design represents the least-cost solution in meeting this need at a level of service which is both adequate and within the means of the population it is intended to serve.

The Need for Site and Services

- 49. Dakar The population of the Cap Vert Region was estimated in 1970 at some 690,000. The population of Rufisque-Bargny, a suburban town, was estimated at some 80,000 and the rural population of the region at some 10,000; leaving roughly 600,000 in the 5 arrondissements composing the Dakar Urban Area (including Pikine). The population growth rate is estimated at 6 to 7% p.a. (the n tural growth rate being 3.7%). This means that the Dakar population is growing by some 36,000 to 42,000 persons per year.
- 50. The Study Commission for the Third Four-Year Plan Program has estimated that the number of housing units in Dakar was growing at some 1,800 units p.a. (the OHLM and SICAP programs accounting for some 1,500 units). The Commission estimates that these would accommodate 18,000 people leaving an unsatisfied need of some 18-24,000 people or some 1,800 to 2,400 units (to accommodate population growth only). To these figures should be added:
 - (a) The lowest income class of potential CHIM customers which would be forced to shift to site and services when the OHIM rents are no longer subsidized and therefore reflect total cost (as suggested by the mission);
 - (b) the demand for relocation that will be needed to improve living conditions in districts such as the Medina and the squatter settlements that are dispersed throughout the urbanized area.
- 51. The demand shift from OHLM housing to the parcels can be estimated at some 5,000 people annually on the basis of the projected annual increase in salaried population and its distribution by income groups. 2/ This shift would not necessarily imply an immediate reduction of OHLM programs, since the office has on file some 8,000 unsatisfied requests, of which about 3,000 are solvable (monthly salaries above CFAF 30,000) even with non-subsidized rents. The remaining 5,000 unsatisfied requests would probably also shift to site and services. However, these people already have accommodation at present and to add them to the demand may involve double counting with the demand resulting from density reduction.

^{9/} According to NEDECO, in Dakar salaried population will increase at 3% per year until 1975, or 3,000 persons per year on the base of the present total of about 100,000 salaried people. Presently, about one-third of the monthly salaries are over CMAF 30,000 (US\$108 equivalent). This is the minimum salary that would enable people to pay non-subsidized OHLM rents (see Table I,Annex 3).Assuming the same salary distribution for the new salaried population would mean that about 1,000 new salaried persons could be in the market for OHLM or SICAP type housing every year. These salaried people could support some 10,000 people (extended family groups generally number about 10 people) of the 15,000 which would normally be accommodated in the 1,500 public housing units built every year, thus leaving another 5,000 to shift to site and services in addition to those who presently are not considered to be served by either OHLM, SICAP, or the small private market.

- 52. The population densities in central squatter settlements are very high and public services are quite limited (few fountains, practically no sewerage). The net densities are of the order of 800-1,000/ha and the total population in these settlements can roughly be estimated at some 60-70,000. To reduce the net density of these settlements by 40% to some 600/ha would mean relocating some 25,000 to 30,000 people. If done over 10 years, such a program would call for accommodation of another 3,000 people per year in site and services.
- 53. In summary, the total estimated annual need for site and services can be estimated as follows:

Type of Need	People Per Year	
Not being addressed by any program or private market at present	18,000 to 24,000	
Shift from OHLM due to rent increases because of non-subsidization	5,000 . 1	
Relocation from squatter settlements	3,000	
TOTAL	26,000 to 32,000	

To satisfy this need at gross densities of 300 persons*/ha would require development of 90 to 110 ha per year (for 4 years).

^{*/ 300} persons/ha is the population density proposed by the Government in its site and services plans. Preliminary discussions on this with the Government and NEDECO consultants indicate this is a desirable density in terms of the habitual land settlement pattern of the Senegalese and the level of water and sanitation services being considered for the project. This issue will be further investigated during the next mission.

Regional Capitals - Thies with a population of 90,000 is growing at an estimated rate of 5% per year; some 4,500 people per year. The OHLM housing program for the 4-Year Plan Period is 115 units, or some 30/year which would accommodate some 300 people per year. To accommodate the remaining 4,200 persons on the Parcelles Assainies would require developing some 14 ha/per year. Kaolack's inhabitants number 96,000. Population growth is not known, but assuming 5% per year means an annual increase of 4,800 people. The OHLM program for the 4-Year Plan Period is 200 units or 50 per year, which would take care of some 500 people. To accommodate the remaining 4,300 persons with Parcelles Assainies would require the development of some 14/ha per year.

Least-Cost Solution

- Selecting the least-cost solution involves comparing design alternatives for the project in terms of capital and operating costs using an appropriate discount rate. The mission has asked the Directorate of Urbanism to prepare cost estimates (capital and operating) for alternative designs of the project. The consultants NEDECO are comparing costs for different water supply and samitation systems. It already appears that actual alternatives only exist for the samitation systems, specifically between scritary blocs on sewage/tanks and samitary blocs on sewerage. Preliminary cost estimates by NEDECO indicate that the sewerage system would only cost 10-15% more than septic tanks; its maintenance cost would be lower, and it could also be connected to individual parcels at very little extra cost.
- 56. The studies in progress by Government and consultants should provide enough information for a satisfactory least-cost solution analysis.

Internal Financial Peturn

57. It is not possible at this point to calculate financial returns on the project. These returns will depend upon the project cost as well as upon the target population's ability to pay. The studies now in progress should enable the Government to (a) select a technical solution for the project and (b) set rent and charge levels, as well as a mechanism for their collection.

Economic and Social Benefits

- 58. By providing basic urban infrastructure for settlement and encouraging self-help housing, the Government will mobilize personal savings in housing. This not only represents tangible private savings, but allows the Government to forego investment in housing, while at the same time development of labor intensive building materials industries is stimulated.
- Considerable savings will also accrue to society by Government obtaining control over the physical development of the urban area now. At present, development is occurring without urban infrastructure on an ad hoc basis scattered randomly within the metropolitan area. The costs of installing infrastructure through existing slum settlements at a future date will be considerably higher than at the present time. There will be additional expense in clearing land for drainage, water and sewerage facilities and road works. This cost will result from the removal of existing constructions and compensation for property and relocation. The haphazard patterns of development are likely to cause a less efficient layout of infrastructure also adding to the cost of improving an area at a future date. Moreover, in the future, when the Government wishes to add community facilities, such as schools, fire stations and open space for recreation, due to the increased value of land and investments in property, expenditures for space will be considerably higher. Thus, society will not be able to recapture the advantages it has now for providing or reserving land for community facilities.
- 60. If the development on the periphery of the central city is allowed to continue on an ad hoc basis, the random pattern of settlement (often referred to as "leap-frogging") will lead to consider bly higher costs in providing public facilities. This results from the linking of facilities across unused or under-utilized land between randomly located population concentrations. Then development is orderly and contiguous, costs of infrastructure are less. This same rationale, of course, applies to the provision of services, such as transportation.
- 61. The site and services scheme obviously brings with it improvements in the quality of life of the settlers better facilities, services, and better health. The latter, if not the other two factors as well, should have a positive effect on the productivity of the labor force. The level of service provided is also better related to the consumers' desired or possible allocation of income than more costly housing schemes.
- 62. The program will also aid in realizing considerable social benefits. Stress due to confronting a new physical environment and social changes brought about in the move from a more traditional rural environment to a less traditional urban one has been recognized by behavioral scientists

as a major problem for the individual involved. By providing perceptible links with familiar social and physical environments, and reducing the problem of finding adequate shelter in the city, this stress will be reduced. Some consideration of this condition by the designers of Parcelles Assainies is apparent in the inclusion of the traditional community assembly facilities as integral parts of the planned settlements, and in the provision of space for 9-10 persons per parcel, which allows extended femilies to locate together.

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Senegal - Whan Der.

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INTERNATIONAL FINANCE
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INTERNATIONAL DEVELOPMENT
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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
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OUTGOING WIRE

TO:

MR. VELDERMAN

DATE:

Senegal - Whan Dor.

JULY 9, 1971

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TEXT: Cable No.:

ON THEIR WAY TO DAKAR, MOSS AND YENNY WOULD LIKE VISIT YOUR OFFICE
MONDAY JULY 19 TO DISCUSS LATEST DESIGN, COST ESTIMATES AND ECONOMIC
STUDIES FOR PARCELLES ASSAINIES DAKAR STOP PLEASE CABLE WHETHER
POSSIBLE TO RECEIVE THEM ON THIS DATE

D. STROMBOM Chief, URBAN PROJECTS DIVISION

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

D. Strombom

DEPT.

Special Projects Department

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ROBERT MERRILL WE WOULD LIKE TO INQUIRE IF YOU ARE AVAILABLE TO

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D. STROMBOM CHIEF URBAN PROJECTS DIVISION INTBAFRAD

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PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL SUITE 509 . 1211 CONNECTICUT AVENUE. N. W. . WASHINGTON, D. C. 20036 . (202) 296-0004

July 2, 1971

Mr. Laurence Moss Room A-238 International Bank for Reconstruction & Development 1818 H Street, N.W. Washington, D.C. 20433

JUL 6 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

1611

Urbanization -&- Regional Projects Division Answered by: - leck successary

Dear Laury:

It was good talking with you about your continuing work in the sites and services area. I am particularly excited over the World Bank involvement in this important area. It cannot help but make a major impact in the attitudes of the developing countries. I have long felt that a major problem in the undertaking of successful sites and services programs was simply negative thinking by the governments involved. If the World Bank opens a lending line for these projects it will show, better than a million words in consultants' reports, that these ideas are worth while.

I would very much like to have the opportunity of contributing to your efforts in any way you think appropriate. If you are looking for consulting assistance to take on a case study or assist in any other area of your work, I hope you will discuss it with me.

Best regards,

Alfred P. Van Huyck

President

FORM No. 75

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

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Re: Sites + Services Senegal

From A235

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1818 H Street, N.W. Washington, D.C. 20433

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Best regards,

Alfred P. Van Huyck

President

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AN INTERNATIONAL COLLABORATIVE FORMED TO PROVIDE GOVERNMENTS AND PRIVATE CLIENTS IN AFRICA, ASIA, LATIN AMERICA AND THE NEAR EAST WITH INTEGRATED RESEARCH, PLANNING AND MANAGEMENT SERVICES FOR URBAN AND RURAL DEVELOPMENT. PLANNING AND DEVELOPMENT TOLLS STRATIVE WITERNATIONAL SUITE BOR - 1211 CONNECTICUL AVERAGE WE - CONNECTICUL AVERAGE WE AVERAGE WE AVERAGE AVERAGE AVERAGE WE AVERAGE A

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Senegal when Der. Dakar, le 1 juillet, 1971 Mon cher Yenny, Oui, déjà trois mois. Les renseignements demandés au niveau de la direction de l'urbanism (normes d'équipement, coût de construction et de functionnement...) ont été rassemblé mais le délai de frappe et toujours extrêmement long au Sénégal. Vous devriez, je pense, les recevoir au cours du mois de Juillet. Le Directeur n'a pu s'absenter trois mois pour suivre le stage "Projets" organisé par la Banque. Mais il ne peut qu'il visite les U.S.A., invité par le "Département d'Etat" au cours du mois de Septembre. Vous pourriez alors le voir et lui faire préciser ses idées, ses intentions et les décisions qu'il compte prendre. Les architectes du BCEOM sont en ce moment à Dakar et font du bon travail. L'enquete de Mlle. Sow est au dépouillement à Paris. Monsieur Bagh qui a mené l'étude sociologique pour l'OMS à Dakar est revenu à Dakar pour installer une unité de recherche au niveau de la Faculté des lettres. Cette unité devrait fonctionner en 1971 et pourrait suivre et contribuer à la bonne marche du projet. Monsieur Bagh doit vous faire parvenir un exemplaire de l'étude sociologique réalisée pour l'OMS. Quant à moi, je vais en vacances en Août et Septembre. Je pense revenir au Sénégal sans doute aux services techniques de l'OHLM. Je pense à ce geste pouvoir suivre et contribuer à la réalisation du projet. J'espère vous voir en Automne à Dakar. Amitié à vous et à Moss. Jean Claude Dumont Immeuble Brière de l'Isle Appartement no. 5 Rue Brière de l'Isle Dakar, Sénégal JYenny/nom

Mon che Yenry.

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huant à mois je pars en vocance en Aont et testanter pe pense révenir au fempel sans dontes aux servis terluique on l'OHLM. Tespense à ce pete pouson suive et contribue à le realisation du projet.

J'esper vous vou en Antonine è Dakan Anitie à vous et à Moss.

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Jean Claude DUMON -

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BACKGROUND PAPER: DAKAR, SENEGAL June 30, 1971

Page 1

Dakar - The City and its Problems

The Settlement Pattern

Commensurate with its rapid population growth, Dakar has increased its physical area, spreading back along the peninsula from the initial settlement at the tip of the cape. A recent administrative reform created the "Grand Dakar" Municipality which covers the entire Cap Vert Region, an area of about 50,000 ha., and includes the Dakar Urban Area (10,000 ha inhabited by 600,000 people), the towns of Rufisque-Bargny (70,000 people), and a number of rural villages. The Dakar Urban Area is economically and socially closely integrated with the built-up area, which covered 3,140 ha in 1965. The Urban Area includes large areas of still vacant land and while the average density is about 60 persons per ha, as is indicated in Table I, the gross residential densities of the main settlement areas are higher and vary considerably.

Table I

Estimate of Gross Residential Densities
in the Dakar Urban Area

Area	Gross Residential Density (persons/ha)	Number of Inhabitants
Plateau (business center and middle- and upper-income residential area)	90	20-30,000
Medina (low- and middle-income residential area)	360	80,000
Liberte I-IV (SICAP) (middle- and upper-income residential area)	140	65-75,000
Autoroute Irregular (central city squatter settlement)	800-1,000	50-60,000
Pikine Irregular (peripheral squatter settlement)	300-400	25-35,000
Pikine Regular (peripheral middle- and low-income area)	300	60-70,000

Dakar's Economic Base

Before Senegal's independence in 1960, Dakar was the administrative and economic capital of French West Africa (AOF) and as such was the manufacturing and service center for a market of over 20 million consumers and a sizeable government administration. As a result, Dakar reached an artificially high standard of living, out of proportion with the limited economic potential of the country. With independence, the country's exports of manufactured products were reduced by 25% in one year. Service and construction industries have also suffered with the independence of the other countries of the former AOF and the considerable reduction in the number of French functionaries. Moreover, in 1967/68, the loss of guaranteed prices on the French market for ground nuts, a product which accounts for 75% of the country's exports, resulted in the fall of export prices by almost 20%. GDP per capita has been decreasing at 0.8% per year between 1965 and 1969. In 1968, about 25% of Dakar's African population was in the labor force and of this group only about 40%, or 61,000 persons, were permanently employed and earning regular wages. About 25% or 40,000 persons were underemployed (artisans and temporary wage earners) and 35% unemployed. The following tables summarize employment by sector, the average wages, and the wage distribution in the Dakar Metropolitan Area.

Table II

Employment by Sector and Average Wages
Grand Dakar 1968

	Population	Number Employed	In % of Population	Average A Wage F Employ OOO CFAFA	er ee
Africans					
Industry		20,000		346	1,240
Commerce		21,400		346	1,240
Government				1459	1,652
Artisans				120	432
Temporary		13,000		50	180
Sub-total	600,000	101,000	16.8	270	972
Non-Africans	30,000	10,500	35.0	1,312	4,732
Total	630,000	111,500	17.7	396	1,425
Industry Commerce Government Artisans Temporary Sub-total Non-Africans	30,000	21,400 19,600 27,000 13,000 101,000 10,500	35.0	346 1459 120 50 270 1,312	1,2 1,6 1

a/ exchange rate: CFAF 277 = US\$ 1.

Source: NEDECO - Dakar Water and Sewerage Master Plan, 4eme Rapport Trimestriel Mai-Aout 1969.

Table III

Wage Distribution of the African Population
Grand Dakar 1968

	Annual	Wage	Persons	Employed
	000 CFAF	US\$	Number	In % of Total
less than	180 180-300 300-480 480-720 720	650 650-1080 1080-1730 1730-2590 2590	31,700 33,100 22,000 9,400 4,800	31.4 32.8 21.8 9.3 4.7
72.50	,		101,000	100.0

3. The prospects for growth in Dakar's economic base in the near future are not bright. The 1970 Bank report, "The Current Economic Situation and Prospects of Senegal," states that "new jobs are not likely to increase by more than 2 to 1% per year and even such an increase would require larger capital investments than in the past, so that per capita income in Dakar might well stagnate or even decrease over the next 5-6 years." Despite this employment condition, migrants continue to come in from the arid farmlands of the north and the more heavily populated farmlands of the ground-nut basin to the southeast, for to these rural inhabitants conditions in Dakar appear comparatively attractive. This is understandable in view of the fact that the Dakar area accounts for about half of Senegal's GNP, (US\$ equivalent 729 million in 1969) and for 75% of its industry. The per capita GNP of Grand Dakar was US\$ 528 in 1969 or about 5 times higher than the rest of Senegal (US\$ 106).

Major Public Investment Sectors

- 4. Transportation The total number of motor vehicles in Dakar is estimated at some 30,000, of which two-thirds are passenger cars (about one car per 30 inhabitants). Traffic congestion is not yet a problem within the city or along routes connecting the built-up area with its metropolitan hinterland. In fact, the freeway running north from the edge of the central city is largely underutilized. This is partly due to the lack of access, since it has been designed as a link between Dakar and the rest of the country rather than as an urban facility.
- Public transport in Dakar is provided by a public company, Regie des Transports du Senegal (RTS), operating standard size buses, and by privately owned minibuses ("car rapides") and taxis. The RTS and the minibuses share about equally the 60 million passengers transported every year in the city. The RTS has some 240 buses while it is estimated that some 900 minibuses operate in Dakar, only 300 of which are

Page 4

authorized. Although the minibuses have assigned routes, they operate largely according to the demand, plying the most profitable routes and leaving the less travelled ones to the RTS. Given this situation the RTS covers only its operating cost and, therefore, finds it difficult to renew its stock, some of which is old and in quite poor condition. Both RTS and the minibuses collect zone fares ranging for the RTS from US¢ 7 equivalent for travel in one zone to US¢ 18 for trips between the city's central business district and suburban Pikine. The minibuses fares are slightly lower, ranging from US¢ 5 to US¢ 14, but the minibuses are not allowed in the central business district. This regulation compels the mostly low income inhabitants of the urban peripheral area to take the public bus, or pay two fares to get to the urban core if they use the more convenient minibuses for part of their trip. Moreover, it is reputed that the existing transit service to these low-income settlements is insufficient.

- 6. The Government is in the process of creating a jointly owned public and private bus company to replace the RTS and intends to control more strictly the minibuses when the new company begins operation. A study by French consultants indicates that if the company had a monopoly of public transport, fares could be reduced as much as 30% from their present level and the company could still operate at a profit. This seems to be demonstrated by the semi-private bus company of Abidjan, which is profitably transporting some 80 million passengers per year at fares ranging from US¢ 7 to US¢ 11. The impact of the new service on the accessibility of low income residents to jobs and services should be further investigated.
- Water and Sewerage The recently completed first phase of the Lake de Guiers Project, which pipes water some 260 km to Dakar, along with existing ground water should satisfy the city's demand until the late 1970s. 17 However, this satisfaction is contingent upon improvement of the distribution system. At present most of the population does not obtain water through individual house connection, but rather through public stand-pipes and wells. In many areas of the city, characteristically in the peripheral settlements, wells are scarce and public stand-pipes are not installed in sufficient numbers, and in some zones they do not exist. Inhabitants of these areas either walk long distances to reach the nearest public tap or must purchase water from peddlers at approximately 8 times the cost per unit paid by people who have individual house connections who pay US¢ 22 per m3. Approximately 13% of the inhabitants of Dakar live in houses with private connections. The high cost of a house connection is probably the main reason why so many houses are not serviced. The

This project was constructed with West German bi-lateral and FED assistance and suppliers credits at a cost of about US\$ 33 million equivalent. Its ultimate capacity is 137,500 m³/day, but in the completed first stage the treatment and pumping capacity is 66,000 m³/day. Dakar's present ground water supply is 72,000 m³/day.

Page 5

connection fee is about US\$ 80, an amount which exceeds the monthly income of 40% of the employed population of Dakar. The water is distributed by a private firm, Compagnie Generale des Eaux du Senegal, (CGES) and the high fee is in part due to the concessionaire's use of technical standards that are unduly high and to physical designs that are more expensive than they need be.

- 8. The Directorate of Energy and Hydraulics (DHE) in the Ministry of Industry is awaiting the final recommendation from the UNDP/WHO Dakar Water Supply and Sewerage Master Plan study to start negotiations with the concessionaire on the possibility of lowering technical standards and the minimum costs of connection. Among other possibilities considered is a system of collective connections serving up to four households which would result in substantial savings.
- 9. Per capita consumption of water for all uses is equivalent to 106 liters/capita/day (lcd) of which domestic consumption accounts for 44.5 lcd, or 42%. Houses with private connections consume some 78 lcd. Areas serviced with public stand-pipes consume 15 lcd, the minimum standard for consumption considered sufficient when serviced by this type of water system. The 15 lcd is an average figure for consumption; many probably consume less because of lack of access.2/
- 10. The central business district and upper income residential areas are the only areas completely covered by the sewerage system. Only 2/3 of the houses with private water connections in Dakar are connected to the sewerage system, and in the sprawling peripheral settlements there is virtually no service. Because the drainage system is not designed to handle yearly floods and is used for both garbage and waste water, about 100 ha in the central city are periodically flooded by contaminated waters, causing a serious health hazard. Furthermore, traffic is severely disrupted during these periods.
- 11. Power and Telecommunications While electricity consumption increased markedly in Senegal during the 1960s, the amount of this increase attributable to domestic consumption has been rather modest and in the aggregate, very low. The average annual per capita domestic consumption for the total population of the Dakar area is about 78 kwh, versus 18 kwh for the country as a whole. Practically all areas of the city are served by electricity which is distributed, as in the case of water, by a private French concessionaire firm. Again, the cost of

^{2/} More precise information will be contained in a study by NEDECO on the socio-economic aspects of water consumption in the Cap Vert Region which is expected to become available in July 1971.

Page 6

individual connection is high in comparison with incomes (US\$ 72 equivalent), and must be paid in full before installation.

To describe more fully the electricity distribution system in Dakar, further information should be obtained regarding the number of household connections, the housing standards that may be required before electricity can be installed, and the rates charged.

12. In 1970, Dakar had 21,740 telephones, about 85% of which are concentrated in the central business district and in upper income residential areas.

13. Housing -

Further information on housing is expected from the UNDP/WHO Dakar Water and Sewerage Master Plan study prepared by Dutch consultants NEDECO, due to be completed in July 1971.7

Dakar's stock of housing is estimated to include some 25,000 units built of permanent material at "western" standards, of which 11,000 are public housing units built by the two corporations: OHLM3/ (Office des Habitations a Loyers Moderes, and SICAP3/ (Societe Immobiliere du Cap Vert). Most of these 25,000 units are in good condition (structurally and from the standpoint of public services) and they house some 200,000 people, or about one-third of Dakar's population. Using the average household size of 10 persons for the rest of the population suggests there are some 40,000 housing units built of non-permanent material, i.e. self-made sand-cement bricks, scrap wood and metal, with corrugated iron or asbestos roofs. The units in this large group are far from being of uniform quality; they range from quite sound and well maintained structures to shacks affording only minimum shelter. The level of public services and facilities that serve these units varies but the general overall level is low (no sewerage, limited number of water fountains, etc.). Living conditions are particularly bad in the squatter settlements of the central city and its periphery (Autoroute, Grand Dakar). About 2,500 to 3,000 households would need to be relocated from this area in order to

OHIM: A Government agency that builds and manages what is called "low-cost" housing, but is best characterized as moderate-and middle-income housing. Monthly rents range from US\$ 29 to 72. The minimum monthly wage of a worker employed in the modern manufacturing sector is about US\$ 40. (See Annex 1.)

SICAP: This Government agency builds and manages middle-income housing with rents on the average for about 20% more than OHIM housing.

reduce the existing high densities of 800-1,000 persons per ha to about 600 persons per ha, a density that can be adequately serviced by the type of water, sewerage and health facilities the Government can afford. The remaining units need not be demolished, but should be improved in situ (see text, para. 31).

14. Dekar should add some 4,000 new units annually to its housing stock just to accommodate its expected population growth of 36,000 to 42,000 people per year (6-7% annual growth rate). The Study Commission for Senegal's Third Four-Year Plan Program (1969-73) estimated that the housing stock in Dakar would grow by only some 1,800 units per year over the plan period. The programs of public housing agencies (OHLM and SICAP) would account for 1,500 of these units (Table IV) and the small private sector for another 300, thus leaving annually a deficiency of some 2,200 units.

Proposed Investment in Public Housing
in Dakar
Third Plan 1969-1973

Area		Units	CFAF Million	US\$ Million
	Ouagou Niayes Medina IX (to start in 1972-73; partial expend. only)	2,400	2,450	8.8
	Pikine	280	310	1.1
1	Medina renewal	870	1,920	6.9
	Sub-Total	3,750	4,780	17.2
SICAP				
	Mermoz	1,000		2.2
1	Liberte IV	1,190	2,510	9.0
	Sub-Total	2,190	2,510	9.0
	Total	5,940	7,290	26.2

15. First Priority - Water, Sewerage and Housing - Dakar city's core and the residential areas of the economically better-off (25,000 housing units) are reasonably well equipped as a result of major infrastructure investments which were made during the colonial period and subsequently improved upon since independence with domestic resources and foreign assistance (primarily French). While some of these services and facilities, such as the availability of public streets to all, benefit the rest of the urban community (40,000 households), it is estimated that about 28,000 households, or some 280,000 people need considerable improvement in housing related facilities and services (i.e. water, sewerage, local streets, and open recreation space) and that some 10,000 households need improvements in housing itself.

Table V

Estimated Number of Squatters and Other Households with Very Low Level of Water, Sewerage and Housing

	Total Number	Number of Households	with Very Low Level of
Area	of Households	Water/Sewerage	Housing
Medina	8,000	2,000	3,000
Pikine	13,000	9,000	3,000
Autoroute	6,500	6,500	2,000
Grand Dakar	7,500	7,500	2,000
Region Villages	5,000	2,500	500
	40,000	27,500	10,500

The need for improving living and working conditions in the city while at the same time accommodating its growth raises the issue of the relation between costs of providing employment, housing and related urban services and the resources that can be made available. From recent public housing programs, the minimum cost per housing unit (including basic infrastructure such as local streets, public utilities, open space, but neither schools nor health facilities) can be estimated at some US\$ 4,700. In 1967, the capital invested in the Senegalese manufacturing industry (excluding the chemical industry which employs 10% of Senegal's manufacturing labor and in which capital/employee exceeds \$16,000) was of the order of US\$ 700 per employee; 4 however, the marginal capital increase between 1966 and 1967 was about US\$ 10,000 for each of the 255 new jobs created in the industry during the year (except the chemical sector). On the basis of the unit costs above, the annual cost of accommodating the growth of the city can be estimated at some US\$ 30 million (see Table VI). For comparison, total gross savings work out at less than \$32 million, assuming a combined public and private saving rate of 10%.5/

Gray cover Senegal Economic Report, Volume V, Industry, June 8, 1970.
Table 26.

^{5/} op.cit. Volume I, The Main Report, Table 10. 1968 Gross National Savings 10.1% of GNP.

Data on Municipal Revenues were not readily available. The mission asked the Government to prepare this information. 7

Table VI

Accommodation of Urban Growth - Annual Costs and Resources

	Dakar Urban Area
Population 1970 Average Income/Capita (para. 3) Gross Savings Rate Gross Savings Population Growth - Rate/Annum Population Increase Incremental Labor Force Incremental Capital Costs	600,000 \$528 10% \$ 31.7 m 6-7% 40,000
(a) housing and infrastructure excluding schools, health facilities (in \$/capita)	500
(b) employment generation (in \$/employee)	1,000
Total housing and infrastructure cost Total cost for employment creation	\$ 20 m \$ 10 m
Total Annual Capital Costs	\$ 30 m
At % of Gross Savings	95%

17. Accepting the above calculations as reasonable approximations of growth costs, even if resources such as those estimated could be mobilized they would not be sufficient to accommodate the population growth at the standards provided in the public housing projects. Moreover,

Typical of most low-income developing countries, Senegal has been attempting to provide housing and related facilities and services through the means and at the standards being used in industrialized wealthy nations. As a consequence, capital is committed to types of facilities and construction whose standards are too high and management procedures that are too expensive and too slow either to result in the magnitude of output necessary or to market the facilities and services at prices within the means of the majority of the needy.

not taken into consideration are the improvements needed in the existing city. In comparison with the estimated US\$ 30 million annual costs for accommodating Dakar's urban growth, the total planned public investment of Senegal during the 1969-73 four-year plan period is US\$ 450 million equivalent or some \$110 million per year, of which US\$ 95.5 million or some \$25 million per annum is earmarked for housing and urban development in the entire country.

LMoss/JYenny

OFFICE DES HABITATIONS A LOYERS MODERES (OHLM)

- to build housing for low-income salaried people, both in Dakar and in the rest of the country. Simultaneously, a tax of 4% on salaries (paid in equal shares by the employee and the employer) was instituted for expenditure on improving the national housing condition. In the last three years, revenues from this tax have amounted to some CFAF 1.3 billion a year (US\$ 4.7 million equivalent) and about half of this is allocated to the OHIM, both to invest in housing and to cover its operating expenditures. The tax is collected nationally and the exact allocation of the other half of the tax is not known. A committee has recently been appointed by the Prime Minister to study possible modifications in the allocation of the tax, with the principal idea that part of it could be used for the national site and services program.
- The OHLM has a staff of some 130 people, of which 80 are in the main office in Dakar and 50 almost equally distributed among the 6 regional capitals. In Dakar, it has a technical studies division of some 15 people headed by an expatriate architect. The work of this staff has been augmented by the services of the French consultants SCET-COOP for architectural and technical work. So far, consultants' work has been limited to urban renewal operations, but the terms of the contract were being reviewed in March 1971 and the consultants' activity could be expanded to other types of projects. The Director of Urbanism is also attempting to identify consulting firms that can develop lower cost solutions to the housing problem. The mission in its conversations with Government officials stressed the importance of developing housing design more in line with what people can afford.
- Since the beginning of its activities in 1960, the OHLM has built 5,400 units of which 3,200 are in Dakar. Until 1970, the OHLM programs were financed primarily on its own resources, i.e. its share of the housing tax. Recently, however, following the decision expressed in the Third Plan (1969-73) to give higher priority to housing, the OHLM has increased its housing production by means of long term financing from the French Caisse Centrale de Cooperation Economique (CCCE). Since it has guaranteed annual revenues from the housing tax, the OHLM is in a very good financial position. At the end of fiscal 1970, long term debts amounted to less than 3% of the agency's equity. Also, OHLM sells and rents only to people paying the housing tax (salaried people), and in most cases, the rent is deducted directly from the paychecks. Thus, there is very little delinquency. The annual allocation system has not been conducive to austerity and strict cost accounting to the part of OHLM. Also, the rents or monthly payments are set somewhat arbitrarily by the Board of Directors (Conseil d'Administration), and involve a substantial amount of subsidy.

It can be seen in the following table that the subsidy to renters is about 44% on the basis of total project cost amortization in 15 years at 5% or 20 years at 8%, while that for buyers is about 30% for the same periods and rates of amortization. The OHIM suggests monthly payments for the people buying their unit correspond roughly to the amortization of the cost of the unit itself over a 15-year period at 5%, but do not include the cost of land, infrastructure, utilities, maintenance and management. The monthly rents would only amortize unit cost over longer periods or at low interest rates. Young French technical assistants in the agency are working on the improvement of its accounting system and it can be expected that the cost of future operations will be more precisely recorded than has been the case. However, the decision to actually pass on these costs through monthly payments and rents to the users is a political one. The mission has indicated the importance of having rents reflect costs (capital and recurrent) if the Government is ever to solve its housing and settlement problems.

Table I Cost, Rent and Subsidy of a Typical 3-Room OHLM Housing
Unit in Dakar
(Ouagou Niayes Operation)

	Unit for Rent CFAF	Unit for Sale CFAF
Cost of unit	988,000	964,000
Cost of land, infrastructure, utilities, landscaping (30.3% of cost of unit prorated over operation)	299,000	292,000
Maintenance, Management provision for delinquencies (22% of unit cost) TOTAL	217,000	212,000
OHLM suggested rent or monthly payment over 15 years 2/	7,200	8,600
Rent/monthly payments that would make the operation self financingb/ for total cost:		
15 years at 5% 20 years at 5% 20 years at 8%	12,900 10,100 12,800	12,600 9,800 12,500
for unit cost only:		
15 years at 5% 20 years at 5% 20 years at 8%	8,500 6,600 8,400	8,300 6,400 8,200

to be approved by Board of Directors

b/ calculated by the mission

Senegal- glu negs.

CC-Senegal- Lam 584/140 Admin.

CC-Senegal- Daker water Supply

CC-Senegal- Urban Der
CC-Senegal- Cr 96 Admin

CC-Senegal- Cr 352 Admin

CC Senegal- Cr 353 Admin

CC Senegal Tesms and Ref.

CC GAMBIA - Upper Combina-Dev.

CC IFC - Senegal - Fruit + Veg. CC IFC - Senegal - Inv 114

Tr. Meda

Roger Chaufournier /

Sénégal - Torms of Reference

1. On or about July 8, you will arrive in Dakar for a mission of approximately ten days to discuss with Government officials outstanding operational matters:

- supporting evidence for withdrawals of proceeds of credit;
- (ii) Government endorsement and changes of the List of Goods for the Groundmut-millet Project;
- (iii) institutional arrangements for the Power and Water Supply Projects;
- (iv) status of feasibility studies for Water Supply and Urban Development Projects and regarding the latter obtain the Government's reply to our recent letters and cables;
 - (v) rate structure with regard to the Railway Froject.
- 2. You will also pay attention to project opportunities for FY7h and thereafter particularly in the agricultural sector (vegetable and rice development).
- 3. During your stay in Dakar, you will also make contact with the / Senegambia Secretariat to assess the status of the Gambia River Bridge Project and the Government's intentions in that respect. Only if time permits, you will briefly visit CERS headquarters to inquire about the status of the Senegal River Velley Studies, in particular regarding Saint Louis dam, and inquire about the progress made in the fields of studies and project preparation for industrial development.
- L. During your mission, you will maintain contact with the APD mission working on the implementation of Chearance rice, Terres Houses Projects and with the IFC mission working on Vegetable Project, SIES and the tanker repair facilities for which the Bank might be requested to finance the infrastructure.
- 5. On or about July 15, you will briefly visit Bathurst in order to obtain from the Government their reaction on the proposals made by the Bank: with regards to the Upper Gambie Bevelopment Project.
- 6. Upon your return to headquarters, on or about July 20, you will prepare a back-to-office report.

UDFile Senegal

NEDECO

NETHERLANDS ENGINEERING CONSULTANTS
BUREAU D'ETUDES NEERLANDAIS POUR TRAVAUX D'INGENIEURS A L'ETRANGER

THE HAGUE - LA HAYE
THE NETHERLANDS

International Land Development Consultants
N.V. "ILACO"
ARNHEM

Engineering Consultants
DWARS, HEEDERIK AND VERHEY N.V.
AMERSFOORT

Date Rec'd.

Date Ack'd.

Assigned to

y/Ref.:

X

Buitenland Vdm/JM-177 AMERSFOORT

International Bank for Reconstruction and Development
1818 H Street N.W.
WASHINGTON D.C.
U.S.A.

Attention Mr. Thyss

Subject.: Dakar Amersfoort, June 28, 1971

doss. 3.40.02.

Plan Directeur Vol. II Etudes Sociologiques.

Dear Sir,

We have pleasure in sending you herewith one copy of the DRAFT REPORT entitled Volume II Etudes Sociologiques (Texte + Figures, Tableaux, Annexes) covering the sociological study for the Pre-investment Survey of the water supply, sewerage and drainage for Dakar, Senegal.

Yours faithfully, NETHERLANDS ENGINEERING CONSULTANTS "N E D E C O"

A.B. Velderman, C.E.

101ele

NEDECC NETHERLANDS ENGINEERING CONSULTANTS BUREAU D'ETUDES NEERLANDAIS POUR TRAVAUX D'INGENIEURS A L'ETRANGER THE HAGUE - LA HAYE THE NETHERLANDS Engineering Consultants International Land Development Consultants DWARS, HEEDERIK AND VERHEY N.V. N.V. "ILACO" AMERSFOORT ARNHEM International Bank for Reconstruction and Development 1818 H Street N.W. Date Ack'd. WASHINGTON D.C. U.S.A. as bengiasa Attention Mr. Thyss June 28, 1971 Subject .: y/Ref.: Dakar Budtenland doss, 3.40.02. Vdm/JM-177 Plan Directour

Vol. II Etudes Socielogiques.

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Yours faithfully, NETHERLANDS ENGINEERING CONSULTANTS "N E D E C O"

A.B. Velderman, C.E.

90.6 NA 1-7AF IL.

OFFICE MEMORANDUM

TO: Files

DATE: June 28, 1971 . Daker water

FROM:

R. Adams and R. Méda MR

SUBJECT:

Discussions with Mr. Ousmane Seck, Secretary of State for Planning for Senegal

cc IFC - Senegal - Fruit + Vea

a Shagil - xim 584/14

ac Senegal. Rockway (2)

Of Sanesal . Willan

CI Shingal - Cr 253 phone

1. On June 18, Minister Seck visited the Bank on occasion of the signing of three IDA credits for Senegal. He also discussed various economic and operational matters with the Staff of Division E of the Western Africa Department.

The economic discussion centered around the revision of the Plan and the desirability not to cut extensively into the agricultural portion of the Plan, and in particular to increase allocations for agriculture research. The Minister agreed with our point of view and stated that this question is also being discussed within the Senegalese Government. In view of the end of the Plan period (June 1973), we found it unrealistic to draw too long a list of projects in the on-going Plan. The Minister commented that the governmental body (la Commission Supérieure du Plan) was quite aware of the impossibility to meet all the listed objectives. However, the list of projects has not been curtailed for fear that possible investors might consider unlisted projects as of no interest to the economy. Consequently the list of projects should be looked at as an indicative one. The Minister was provided with a set of tables analyzing the adjusted Plan and commenting on the too drastic reductions in planned investment in the rural sector. We also stressed the importance of launching in time preparatory work for the next 4-Year Plan in view of which the next economic mission should be scheduled for February/March 1973.

3. Operational Matters

i) Groundnut-millet project - The Minister brought his reply to our letter of May 25, 1971 on this project. The reply states that the Government agrees in principle with the proposed new list of goods and comments on various points raised. We are now in a good position to have an official exchange of letters modifying the list of goods. In a letter dated June 11, Minister Seck had commented on the proposed action of the Société fiduciaire suisse in BNDS. There is no basic disagreement with our views and he reiterated that the activity of the Fiduciaire should be restricted to an initial reorganization period and only related to accounts which cannot otherwise be adjusted. We gave the Minister an informal note prepared by the Agricultural Projects Department in which our views were spelled out and promised that we would reply to his June 11 letter. The Minister enquired about the possibility of IDA financing agricultural assistance for an additional campaign. Mr. Paijmans stated that this would be very difficult under the present project since it would fundamentally change its scope. We would however try, if the results of the forthcoming groundnut campaign are satisfactory, to consider a second agriculture credit in FY1973.

- ii) Education The Minister brought a reply dated June 11 to our letter of May 26, 1971. This reply was sent for comment to the Educational Projects Department. At first sight, substantial additional information could possibly constitute a basis for consideration of a general education project. Minister Seck emphasized that considerable progress had been made in the elaboration of the educational reform.
- iii) Power project Minister Seck reported that negotiations with EEOA were very well advanced and have reached a point where a semi-public enterprise has been suggested in which the Government might have majority (51%) of snares. He added that this controversial proposal has been sent to the Prime Minister for final decision. He was of the opinion that the Prime Minister would likely settle this shareholding issue by a "fifty-fifty solution". We agreed that the Bank be informed of the official decision as soon as possible so that a follow-up appraisal mission be sent out to finalize the institutional aspect of the already appraised project.
- iv) Water Supply project In contrast with the Power project, negotiations with CGES had not shown any progress. The feasibility studies by NEDECO are slightly delayed. The Minister gave us the last two progress reports by NEDECO which were briefly examined by Mr. Thys who concluded, that, as far as he could see, several new elements required for project appraisal had become available.
- v) Second Railway project Mr. Seck promised to let us have as soon as possible a reply to our April 20, 1971 letter and stated that in his view this matter would not raise any new problem. He commented that in accordance with our letter the Government has already taken a set of measures (including the approval of our proposed draft amendment to credit 96-SE). Some measures were delayed due to the lapse of time for administrative processing (interministerial committees). In the meantime the announced letter has arrived.
- vi) Vegetable project The Minister briefly described the Bud Antle project which led the Government to seek FED financial assistance. He took note of the fact that the Bank would be interested in considering a contribution to this project if requested to do so. The Minister was not aware of IFC's interest in this project but confirmed that FED was actively looking into the possibility of financing some infrastructure which would be the Government contribution to the project. Mr. Seck felt that our apprehensions regarding the situation of small vegetable growers following implementation of this project were fully justified and reported that the Government had decided to seek all necessary assurances in this respect. He also mentioned the guidelines of a possible agreement with Bud Antle. Such agreement could include provisions for extension service facilities to small gardeners. For the time being, it is understood that the project output would be exclusively sold on foreign markets (Europe) while small producers would still supply domestic markets with improved vegetable crops. Commenting on the current situation the Minister added that the vegetable marketing system was unsatisfactory.

- vii) Tanker Repair project/Dakar Free port Minister Seck explained that both projects were still at a very preliminary state. He reported that Mr. Diop, Director of EEOA, headed a study group for the tanker repair project, and he promised that we would be kept informed about the progress of the studies.
- viii) Urban Development project In reply to a question, Mr. Seck felt that OHLM would be the agency best suited to implement this project. He took note of the possible need for a further preparation mission in late July because of the fact the Mr. Diagne, the Directeur de l'Urbanisme, will not visit Washington as planned. He would see to it that Mr. Diagne will be available at the time of the mission.
- ix) Terres Neuves project/Casamance Rice project Mr. Seck had various questions regarding these projects and welcomed the idea of a visit by Mr. Grosjean from July 13 July 25. He would see to it that all interested persons would be available at that time.
 - x) The Minister agreed to a visit by Mr. Méda in early July.

RAdams/RMéda:seb

Form No. 27 (6-69)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

NTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO:

MONSIEUR DIAGNE

DIRECTEUR URBANISME

MINISTERE TRAVAUX PUBLICS,

URBANISME, TRANSPORTS

(IMPORTANT: See Secretaries Guide for preparing form)

DAKAR

DATE:

JUNE 24, 1971

CLASS OF

SERVICE: LT

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COUNTRY:

SENEGAL

TEXT: Cable No.:

REF PROJET PARCELLES ASSAINIES SOUHAITONS RECEVOIR DANS MEILLEURS
DELAIS RESULTATS ETUDES DIRECTION URBANISME PROMISES MISSION MOSS
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PREPARATION PROJET

D. STROMBOM
CHEF, DIVISION PROJETS URBAINS
BANQUE MONDIALE

Checked for Dispatch: .

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AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:
NAME D. Strombom	cc: Mr. Paijmans
DEPT. Special Projects	JUN 33 12 27 PH 1971
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REFERENCE JYenny:nom	For Use By Communications Section
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orm 140, 27 (6-69) INTERNATIONAL DEVELOR INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

JUNE 2L, 1971

OUTGOING WIRE

TO: MONSIEUR DIAGNE DIRECTEUR URBANI

MINISTERE TRAVAUX PUBLICS, URBANISME, TRANSPORTS

DAKAR

COUNTRY: SEMEGAL

HEVEL:

REF PROJET PARCELLES ASSAINTES SOUHAITONS RECEVOIR DANS MEILLEURS DELAIS RESULTAIS ETUDES DIRECTION URBANISME PROMISES MISSION MOSS TENNY DECETTES NOS LETTRES IN AVRIL ET 26 MAI STOP HER COUT ELECTRI-

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PREPARATION PROJET

D. STRONBOM CHEF, DIVISION PROJETS URBAINS BANDUM MONDIALE

NOT TO BE TRANSMITTED

AUTHORIZED BY

name D. Strombom

Special Projects JAN SA 8 02 BN 1811

IGNATURE OF INDIVIDUAL AUTHORIZED TO AFPROVE

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(IMPORTANT: See Secretaries Gulde for preparing form)

ce: Mr. Paijmans

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Checked for Disparcin

Senegal- Urban Dev. le 22 juin, 1971 M. P. Fougeyrollas Directeur Institut Fondamental d'Afrique Noire Dakar, Sénégal Monsieur le Directeur: Mon collègue, M. Moss, et moi regrettons de n'avoir pu nous entretenir plus longuement avec vous lors de notre passage à Dakar en mars dernier. Comme vous vous le rappelerez, l'objet de notre mission était de discuter avec le gouvernement sénégalais d'un projet de "Parcelles Assainies" pour Dakar et certaines capitales

régionales. En rapport avec la préparation de ce projet, Mile. Sow de votre Institut devait entreprendre des enquêtes sociologiques dans divers bidonvilles de Dakar pour le compte du Bureau d'Etudes BCEOM.

Nous avons appris par M. Lerouge du BCEOM, que ces enquêtes étaient terminés et que Mile. Sow devait se rendre aux Etats-Unis de Juillet à Septembre. Je vous serais reconnaissant si vous pouviez nous faire savoir où nous pourrions contacter Mlle. Sow durant son séjour aux Etats-Unis. Nous aimerions, nous mettre en relation avec elle pour arranger, si possible, une visite à Washington afin de discuter des résultats de son travail. Je vous serais reconnaissant si vous pouviez également nous envoyer une copie du questionnaire utilisé par Mile. Sow pour ses enquêtes.

En vous remerciant par avance de votre assistance, et en attendant de vous revoir lors d'une prochaine mission à Dakar, je vous prie d'agréer, Monsieur le Directeur, l'expression de ma consideration distinguée.

> Jacques Yenny Division des Projets Urbains

JYenny:nom cc: Messrs. Strombom, Moss

JUN 3 5 3th BHISTOMMARY TRANSLATION: To ask for Miss Sow's address during her stay in the CEMEU.S. and a copy of the questionaire used by Miss Sow for sociological surveys in Dakar's low income settlements.

Senegal- Whan Dev.

le 22 juin, 1971

M. P. Foygeyrollas Directeur Institut Fondamental d'Afrique Moire Dakar, Sénégal

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Jacques Tenny Division des Projets Urbains

Jienny:nom cc: Messrs. Strombom, Moss

JAN 53 5 34 LANSLATION: To ask for CENLEY Engls address during her stay in the BECFIAEDER a copy of the questionaire used by low income settlements.

Senegal 492

essieurs YENNY et MOSS Banque Mondiale 1818/H Street - N - W -

(USA)

JUN 1 4 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE
Urbanization -&- Regional Projects Division
Answered by: Yenny

Messieurs,

3

Avec les compliments de la Direction de l'Urbanisme, j'ai l'honneur de vous transmettre les renseignements relatifs à la décomposition des coûts d'aménagement pour les zones d'extension urbaines.

Les autres documents demandés vous parviendront sous peu.

Je profite de l'occasion pour vous exprimer mon profond regret de ne pouvoir, cette année suivre le stage de l'Institut pour des raisons de service.

Je m'en explique dans une lettre au près de Mr. PENJAMENS.

Veuillez agréer, Messieurs, l'expression de ma haute considération./.-

M. D. DIAGNE .-

REPONSES A L'INTENTION DE MESSIEURS YENNY ET MOSS

I°)- Les coûts du projet MED de janvier 1971 ont été établis d'après les prix relevés dans les derniers marchés administratifs. Ce sont des prix toutes taxes comprises -

2°) - Décomposition approximative des côûts-

Travaux	3 3	Pourcentage (Pourcentage taxe (.)	: Pource:	exe
Terrassement	1	58 %	28 %	:	n of.
				1 1	5 %
Voirie		44 %	30 %	: 2	0 70
Adduction d'eau		31 %	29 %	: 4	0 %
Assainissement)	\$				
Topographie	\$	18 %	I8 %	; 6	4 %
Plantations	1	0 %	12 %	: 8	3 %
Constructions	1			:	
économiques (écoles)	2	18 %	24 %	1 5	8 %
Réseau électrique	1	45 %	24 %	1 2	8 %
and an an and an	1	72 /	1	,	,

^() matériel, fournitures, carburant, T.C.A., patente ...

^{3°)-} D'après les estimations fournies en mars 1971 par la Direction de la Statistique, la population de la commune du Grand Dakar, c'est-à-dire de la Région du Cap-Vert serait de 650.000 habitations

4") - Coft d'Electrification -

desservie. A plus de 35 m des voies publiques le réseau et les branchements sont à la charge de lotisseur. A moins de 35 m des voies publiques 80 % du réseau est à la charge du lotisseur, 20 : la charge de la Compagnie Concessionnaire -

- Coût du mêtre linéaire du réseau (toutes taxes comprices : 3.300 P
- Cout d'un branchement commun à deux parcelles : 5.200 l' par parcelle -

5°) - Prix des Edicules -

L'Edicule du type "Mairie de Dakar" (16 DC + 4 doucher a été estimé dans le dossier FLD à 2.100.000 + FO % de source à va loir) d'après les renseignements fournis par la Direction de l'Hydraulique, l'édicule similaire précentsé par l'o. ... a été estimé à 2.800.000 F CFA + IOC.000 P pour d'éventuels paisards.

Outre le plus grand confort et la scilleure finition d' l'édicule O.H.S. (plus grande surface, portes en fer...) la différence du coût provient du fait que la construction des édicule "Mairie de Dakar" est confiée à des "tâcherons", c'est-à-dire a des artisans - maçons non soumis sux déclaration et paiement des charges (patente, TGA, retenues salariales, impôts...). Cos artisans travaillent à 30 % on dessous du prix des entreprises, prix qui a servi à l'estimation O.H.S. -

June 4, 1971

Mr. J. B. D'Souza
Managing Director
City and Industrial Development Corporation of
Maharashtra Ltd.
"Nirmal" 10th Floor
Nariman Point
Bombay 1
India

Dear Mr. D'Souza:

In response to your letter of May 26 I suggest that you write to the Director of Urbanism in the Ministry of Public Works, Urbanism and Transport:

M. Diagne
Directeur de l'Urbanisme
Ministère des Travaux Publics, de
l'Urbanisme et des Transports
Dakar, Sénégal

to inform him of your arrival and your field of interest. You could mention my name but Mr. Diagne has not met me and it may be better to mention Mr. Yenny's name, as Mr. Diagne knows him.

Mr. Diagne may not be in Dakar during your visit as it is possible that he will attend an Economic Development Institute course which starts on June 21. In this case, I presume Mr. Diagne would arrange for your letter to be forwarded to his deputy. It may be useful to send a copy of your letter to Mr. Diagne's secretary, Mrs. Bayande.

With best regards,

Yours sincerely,

JUN 7 11 56 AM 1971

B. Chadenet

RECEIVED CENTRAL FILES

B. Chadenet Deputy Director, Projects

BChadenet:jfh c.c. Messrs. Sadove/Strombom

June 4, 1971

Mr. J. B. D'Sousa
Managing Director
City and Industrial Development Corporation of
Maharashtra Ltd.
"Nirmal" loth Floor
Neriman Point
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M. Diagne Directeur de l'Urbanisme Ministère des Travaux Publics, de l'Urbanisme et des Transports Dakar, Sénégal

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With best regards,

Yours sincerely,

Jun 7 11 56 AM 1971

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B. Chadenet
B. Chadenet
Deputy Director, Projects

BChadenet:jfh c.c. Messrs. Badove/Strombom FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

Senegalo Whan Der

INCOMING CABLE

DATE AND TIME OF CABLE:

LOG NO.:

JULY 25, 1971 0651

ITT TELEX/25

TO: INTBAFRAD

FROM: DAKAR

ROUTING

ACTION COPY: MR. STROMBOM

INFORMATION MR. SADOVE

COPY:

DECODED BY:

TEXT:

THREE FOR STROMBOM

PROJECT SITE FOR DAKAR IDENTIFIED GOVERNMENT ASSEMBLING AVAILABLE MAPS OF AREA TO START SITE PLANNING. DISCUSSIONS HELD WITH DIRECTORATE URBANISM ON STANDARDS FOR INFRASTRUCTURE AND SOCIAL FACILITIES SUPPLY OF LATTER WILL BE LIMITED BY LACK OF STAFF TO OPERATE THEM CAPABILITIES OF EDUCATION AND HEALTH MINISTRIES BEING INVESTIGATED. ELECTRIFICATION COST WILL DEPEND WHETHER AREA CLASSIFIED AS SERVICED OR NOT IF SERVICED COST BORN ENTIRELY BY CONCESSIONAIRE WHICH WILL REQUIRE GOVERNMENT CONCESSIONAIRE AGREEMENT CHANCES OF AGREEMENT NOT KNOWN YET. FURTHER WORK BEING DONE ON COST ESTIMATE BY DU. MISSION IS DEVELOPING SUGGESTION FOR PROJECT MANGEMENT TO DISCUSS WITH DIRECTOR URBANISM MONDAY.

YENNY

bm

INCOMING CABLE

NE JULE 25, 1977

NOS NO. : THE THILLIEN

THE DESIGNATION

FROM: DANA

REXT:

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DECOMES BY:

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Senegal - urhan Den.
22 juin 1971

JUN 23 1974

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Urbanization -&- Regional Projects Division

International Telex W western Union International, Inc.

Answered by: - he ensurer weeded

RE PARCELLES ASSAINIES DAKAR

AAA - RAPPELONS ACHEVEMENT NOTRE ETUDE PREVU POUR FIN DECEMBRE 71 STOP AVONS GRANDES DIFFICULTES A OBTENIR CERTAINES DONNEES NOTAMMENT ELEMENTS ETUDE ASSAINISSEMENT NEDECO QUI NOUS INTERESSENT AU PREMIER CHEF EN RAISON D UNE PART RESULTATS ENQUETE GENERALE PRELIMINAIRE EFFECTUEE A DAKAR NOTAMMENT SUR REVENUS FAMILLES EN RAISON D AUTRE PART MODALITES GENERALES D ASSINISSEMENT PRECONISEES EN CONCLUSION CETTE ETUDE STOP INGENIEUR BCEOM SINTES ACTUELLEMENT A DAKAR CHERCHE A OBTENIR CES ELEMENTS

BBB - ENQUETE PAR SONDAGE VIENT D ETRE TERMINEE SUR LE TERRAIN RESTE A L ANALYSER ET L EXPLOITER MAIS NOTRE SOCIOLOGUE VA AUX USA DE JUILLET A SEPTEMBRE STOP RESULTATS PARTIELS SEULEMENT COURANT SEPTEMBRE STOP RESULTATS DEFINITIFS FIN NOVEMBRE

CCC - CONCLUSIONS DEFINITIVES SUR ETUDES ECONOMIQUES DISPONIBLES SEULEMENT EN FIN D ETUDES CAR NE POUVONS TRAVAILLER QUE PAR APPROXIMATIONS SUCCESSIVES

DDD - LEROUGE PENSE DEBATTRE PROBLEMES JURIDIQUES ET ADMINISTRATIFS A DAKAR COURANT SEPTEMBRE

MEILLEUR SOUVENIR

LEROUGE

JUN 23 1971

Answered by : - Ken and starting Urbanigation -&- Engional Projects Division SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Date:

STOP AVONS GRANDES DIFFICULTES A OBTENIR CERTAINES DONNEES AAA - RAPPELONS ACHEVEMENT NOTRE ETUDE PREVU POUR FIN DECEMBRE 71

DE JUILLET A SEPTEMBRE STOP RESULTATS PARTIELS SEULEMENT COURANT

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: UNDEVPRO

DATE: 27 MAI 1971

Sinegal - Urban Dev.

DAKAR

REMERCIEMENTS

CLASS OF

SERVICE: LT

COUNTRY: SENEGAL

Cable No .:

TEXT: POUR APPOLONIO SERIONS RECONNAISSANTS QUE VOTRE BUREAU PUISSE ENTREPRENDRE

D'URGENCE RECHERCHES NUMERO COLIS COMMA COMPAGNIE COMMA ET VOL SUR ENVOI DEUX CAISSES DOCUMENTS STOP EXPEDITION AERIENNE FAITE ENVIRON TREIZE MAI A BANQUE MONDIALE WASHINGTON PAR VOTRE BUREAU SUR DEMANDE NOTRE MISSION ECONOMIQUE MM BACHMANN HOLIN LEONI STOP CAISSES NON ENCORE RECUES WASHINGTON CE JOUR STOP RECONNAISSANTS VOTRE REPONSE TELEGRAPHIQUE STOP

> PAIJMANS INTBAFRAD

Checked for Dispatch:

SUMMARY TRANSLATION - Not for Transmittal

(IMPORTANT: See Secretaries Guide for preparing form)

FOR APPOLONIO. ASKING HIM TO CONDUCT SEARCH FOR PARCELS XXXXX SENT
BY HIS OFFICE ON REQUEST OF BACHMANN HOLIN LEONI MISSION AND CABLE
FINDINGS

AUTHORIZED BY:

NAME

Martijn J Paijmans

DEPT. Western Africa

SIGNATURE

REFERENCE:

H. F. SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

ORIGINAL (File Copy)

OUTGOING WIRE

DAKAR

27 MAI 1971

SENECAL.

WASHINGTON OF JOUR STOP RECONNAISS ANTS VOTRE REPONSE TELEGRAPHIQUE STOP ECONOMIQUE MN BACHMANN HOLIN LEONI STOP CALSSES NON ENCORE RECUES A BANQUE MONDIALE WASHINGTON PAR VOTHS BUREAU SUR DEMANDE NOTES MISSION DEUK CAISSES DOCUMENTS STOP EXPEDITION AERIENNE FAITE ENVIRON TREIZE MAI DIVEGENCE RECHERCHES MUMERO COLIS COMPA COMPAGNIE COMMA ET VOL SUR EMVOI POUR APPOLOYIO SERIONS RECONNAISSANTS QUE VOTHE BUREAU PUISSE ENTREPRENDRE

PALJMANS

TRANSLATION - Not for Transmittal

BY HIS OFFICE ON REQUEST OF BACHMANN HOLIN LEGAL MISSION AND CABLE FOR APPOLONIO. ASKING HIM TO CONDUCT SEARCH FOR PARCELS MAKEN SENT

FINDINGS

REMERCIEMENTS

H.F. Molin

13 08 RHV21 12 42 PH 1971

(IMPORTANT) See Secretaries Guide for preparing form) ORIGINAL (File Copy)

Senegal - urban Den.

GTAGA

CITY AND INDUSTRIAL DEVELOPMENT CORPORATION OF MAHARASHTRA LIMITED

J.B. D'Souza Managing Director

a fat to

REGD. OFFICE:
"NIRMAL" 10th FLOOR
NARIMAN POINT, BOMBAY-1

PHONES: 294615, 294649, 294836, 292243

Ref. No: TA- 3885

May 26, 1971

Dear Mr. Chadenet,

Thank you very much for your letter of May 12, 1971 and the note describing the Dakar Housing Project. My Technical Adviser and I expect to be in Dakar about the 16 July, arriving late on the previous evening and leaving early on the following morning. I wonder if you could tell me whom we should write to in Dakar to make arrangements for showing us around.

Yours sincerely,

Mr. B. Chadenet,
International Bank for
Reconstruction and Development,
1818 H Street, N.W.,
Washington D.C. 20433
U.S.A

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CITY AND INDUSTRIAL DEVELOPMENT CORPORATION OF MAHARASHTRA EIMITED

J.B. D'Souga Managing Director

PHONES: 204615, 294640, 294830, 202243

"NIRMAL" TOIN FLOOR

Ref.No: TA. 3885

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Mr. B. Chadenet, International Bank for

Reconstruction and Tevelopment, 1819 I Street, N.W., Lachington Dygn, 20455

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Senegal-verban Dev.

May 26, 1971

Monsieur Diagne
Directeur de l'Urbanisme
Ministère des Travaux Publics,
de l'Urbanisme et des Transports
Dakar, Sénégal

Monsieur le Directeur:

J'ai été très heureux d'apprendre que votre candidature était retenue pour le cours de projets de l'Institut de Développement Economique devant débuter le 21 juin prochain et me réjouis de vous voir bientôt à Washington.

Nous aurons l'occasion au cours de votre séjour de discuter du projet de Parcelles Assainies et à cet effet je voudrais vous demander de bien vouloir amener les éléments des études que vous aurez pu préparer depuis la visite de MM. Moss et Yenny à Dakar. Je me refère en particulier aux études sur:

- (a) la nature et le type d'aide à apporter aux occupants des Parcelles Assainies pour la construction de leur logement, devant servir à établir un programme d'assistance technique;
- (b) les normes de construction qui seront appliquées sur les "Parcelles Assainies" (règlement d'urbanisme) et pour les divers équipements sociaux, en particulier les écoles primaires et les dispensaires;
- (c) les coûts de construction et d'entretien des voiries, édicules publics, écoles primaires, dispensaires, espaces verts et aires de jeux, et leur décomposition en devises étrangères et coûts locaux (dont taxes).

Nous aimerions discuter avec vous également:

(a) de la position prise par le Gouvernement sur les divers points concernant la politique d'urbanisation mentionnés dans notre lettre du lh avril à M. Adama Diallo (ref. p. 2 et 3 a), b), c)); et

MAY 2/ 10 39 AH 1971

CENT: AL FILES

Suegal wilan Dev.

May 26, 1971

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(b) des décisions que vous avez pu prendre quant aux dispositions finales à retenir pour différents aspects du projet tels que:

-2-

- (i) la construction, l'entretien et la gestion du projet y compris le système de recouvrement des loyers et des charges récurrentes;
- (ii) les modes de cession, ou d'occupation, des parcelles et les formes légales de la propriété des terrains.

M. Holin de notre Département Géographique, qui vous a rencontré récemment à Dakar, m'a dit que vous n'aviez pas pu obtenir du BCEOM qu'ils complètent certaines parties de leur étude pour fin juillet 1971. Vous serait-il possible de nous communiquer les dates auxquelles les consultants pourraient fournir les éléments qui nous intéressent plus particulièrement c'est à dire:

- (a) les études de localisation des zones à réserver aux Parcelles Assainies;
- (b) les études et enquêtes socio-économiques concernant la population à laquelle le projet est destiné;
- (c) les études sur les modes de cession possible des parcelles et les dispositions à prendre pour le recouvrement des loyers.

En particulier, nous aimerions savoir où en sont les enquêtes sociologiques que Mlle. Sow de l'IFAN devait commencer en avril dernier.

En attendant de vous voir à Washington, je vous prie d'agréer, Monsieur le Directeur, l'assurance de mes sentiments distingués.

> J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional

JYenny:nom Cleared with and cc: Mr. Paijmans cc: Messrs. Meda, Moss

SUMMARY TRANSLATION: Asking Mr. Diagne to bring to Washington when he comes to EDI course (June 21) the elements of studies and information related to site & services project that he might have prepared since last mission.

SE urban Dev.

May 12, 1971

Mr. J. B. D'Souza Managing Director CIDCO Nirmal, 10th Floor Nariman Point Bombay 1 India

Dear Mr. D'Souza:

In response to your letter of April 26 I hope the attached note will give you sufficient information about the housing project on which we are working in Dakar.

I hope the visit you are planning to make there in the summer will be interesting; please let me know if there is anything more we can do.

With warm regards,

Yours sincerely.

B. Chadenet

B. Chadenet

Attachment

BChadenet:jfh

c.c. Messrs. Sadove/Strombom

Senegal whom son

J. B. D'Souza

MANAGING DIRECTOR

"CIDCO" · NIRMAL · 10TH FLOOR · NARIMAN POINT · BOMBAY 1 □ PHONE: 298375

(India)

No. Pol 2930.

April 26, 1971.

Dear Mr. Chadenet,

Thank you for your kind letter of the 8th April.

While you were here, you mentioned to me a Housing Project which the World Bank was assisting in Senegal. If I remember correctly, it envisaged the grant of building plots to settlers on which they could put up their own houses. The building plots would be served with all the amenities, such as water supply, drainage, lighting, etc.

Do you think we could get some details of this project in the near future, as we plan to visit the project sometime in summer, when we will be making a trip abroad to see various other developments?

With warm regards,

Sincerely yours,

Mr. B. Chadenet, Deputy Director, Projects, International Bank for

Construction and Development,

1818 H Street, N.W., Washington, D.C.20433, U.S.A.

MANAGING DIRECTOR J. B. D'Souza

"CIDCO" - NIRMAL - 10TH PLOOR - NARIMAN POINT - BOMBAY 1 0 PHONE: 298375

No. Pol + 430.

April 26, 1971.

Sincerely yours,

Dear Mr. Chadenet,

of the 8th April. Thenk you for your kind letter

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With warm pregards,

COMMUNICATIONS SECTION

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Deputy Director, Projects,

MECEIAEDH Street,

N.W., Washingtony D.C.20433,

le 15 avril 1971

Monsieur le Directeur,

Je vous fais parvenir ci-joint, pour information, copie d'une lettre adressée à Son Excellence Monsieur le Secrétaire d'Etat au Plan concernant le projet des "Parcelles Assainies".

Veuillez agréer, Monsieur le Directeur, l'assurance de ma haute considération.

Martijn J. Paijmans Département Afrique de l'Ouest

Monsieur Moussé Daby Diagne Directeur de l'Urbanisme Ministère des Travaux Publics, de l'Urbanisme et des Transports Dakar, Sénégal

MJPaijmans/dj

Summary Translation: Please find enclosed copy of a letter sent to H.E. Adama Diallo concerning the urban development project.

le 15 avril 1971

Monsieur le Directeur,

Je vous fais parvenir ci-joint, pour information, copie d'une lettre adressée à Son Excellence Monsieur le Secrétaire d'Etat au Plan concernant le projet des "Parcelles Assainies".

Veuillez agréer, Monsieur le Directeur, l'assurance de ma haute considération.

Martijn J. Paijmans Département Afrique de l'Ouest

Monsieur Moussé Daby Diagne Directeur de l'Urbanisme Ministère des Travaux Publics, de l'Urbanisme et des Transports Dakar, Sénégal

MJPaijmans/dj

Summary Translation: Please find enclosed copy of a letter sent to H.E. Adama Diallo concerning the urban development project.

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPE

INTERNATIONAL FINANCE

INTERNATIONAL DEVELOPMENT

CORPORATION	ASSOCIATION
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RIJKSUNIV. ASITEIT TE LEIDEN

INSTITUUT VOOR CULTURELE ANTROPOLOGIE & SOCIOLOGIE DER NIET-WESTERSE VOLKEN

INSTITUTE OF CULTURAL ANTHROPOLOGY & THE SOCIOLOGY OF NON-WESTERN PEOPLES

Dr L.A.G. Moss International Bank for Reconstruction and Development 1818 H Street, N.W. Washington, D.C. 20433 U.S.A.

Stationsplein 10, Leiden. THE NETHERLANDS tel. 01710-48333, ext. 4080 71.-.384 B/SK

Leiden, April 16, 1971

Dear Dr Moss,

./.

Thank you for your kind letter of April 5 and for your assistance in furthering our research-plans in Dakar.

In the meantime we have sent our research-proposal to four officials in Sénégal. Copies of the proposal and our letter to Monsieur Fougeyrollas are enclosed for your reference.

You will notice that we hope to focus our research on an evaluation of one new "quartier assaini" in the context of the urbanisation process in Cap Vert. We will also give due attention to the financial capabilities of the inhabitants.

The final report of our 1968/69 survey-findings is being translated in french. Your reactions on these findings will be most welcome. We would also appreciate receiving your comments and suggestions on our research proposal.

We consider it extremely important for our research to be an interdisciplinary action which fits into existing development plans.

May we therefore hear from you whether your mission to Sénégal has been successful and what the chances are of Cap Vert urban development being supported by the World Bank?

We will keep you informed about further developments in connection with our research-plans. With best regards,

Yours sincerely,

Drs R.R. Bergh.

C.C. Ir A.B. Velderman (D.H.V. Amersfoort)
Prof. Dr J.D. Speckmann (I.C.A.)
Mr F.L. Mulder. (Bureau Buitenland)

APR 22 1971

SPECIAL PROJECTS DEALER AND CONTESPONDENCE
Urbanization -&- Regional Prijerts Division
Answered by: No arguet heded '
pate: 4-23-7/

Monsieur le Directeur de l'Institut Fondamental d'Afrique Noire Université de Lakar B.P. 206 Dakar République du Sénégal.

le 6 avril 1971.

Monsieur le Directeur,

Par cette lettre nous attirons votre attention sur une proposition pour un projet de recherches sociologiques dans la Légion du Cap Vert. Vous ./. trouverez une copie de cette proposition en annexe.

Depuis 1965 l'ICA (Institut d'Anthropologie et de Sociologie de Développement) a mené à bien plusieurs recherches d'ordre socio-économique en Afrique. La dernière fut entreprise à Ockar dans le cadge du Projet Sénégal 22 effectué pour le compte de l'OMS (Organisation Mondiale de la Santé).

C'est surtout l'enquête minutieuse faite à Dakar qui a donné des résultats importants, et qui a permit une meilleure compréhension de la structure socie-économique des divers types de quartier. Toutefois, ces recherches, s'orientant en particulier vers l'approvisionnement en ecu, n'ent pas élucidé un certain nombré de questions relatives au processus d'urbanisation et de la planification des extensions urbaines.

Il est apparu que les pouvoirs publics sénégalais concentrent en ce moment l'énergie scientifique et administrative sur les problèmes que pose l'accroissement accéléré de la population urbaine du Cap Vert. C'est à ces efforts nationaux que notre université pourrait contribuer sous forme d'une continuation de nos recherches dans la Région du Cap Vert, s'arientant notamment vers la planification des extensions urbaines en relation avec le problème des "irréguliers" (bidonvilles). Dans cet ordre d'idées un premier contact a été établi avec le Lirecteum et la co-directeur du Projet Sénégal 22. Il en ressort que la poursuite des recherches entreprises par l'ICA est jugée désirable autant que réalisable dans la cadre des projets de développement prévus pour le cap Vert (voir notamment la lattre du firecteur de l'Energie et de l'Eydraulique du 12 janvier 1971).

Aux Pays-l'as nous avons soumis la proposition du projet à la MFFIC (Mëtherlands University Foundation for International Co-operation). Ce projet pourra etre mis en exécution et financé conformément au Monsieur le directeur de l'Institut Fondamental d Afrique Noire Université de akor 0.2. 206 Dokor République du Lénégal.

Leiden, le 6 cvril 1971.

Programme de Coopération Universitaire qui constitue une partie de la contribution néerlandaise à l'assistance technique pour le développement. Aujourd'hui nos projets se sont concrétisés. C'est pourquoi ils ent été exposés dans la proposition du projet ci-jointe que nous aimerions mattre au point de concert avec les autorités de lakar directement au indirectement intéressés au planning des extensions urbaines à Cap Vert. La présente proposition a été adressée également:

- au Gouvernaur du Cop Vert
- cu lirecteur de l'Urbanisme
- au Directour de l'Energie et de l'Hydroulique.

Il est dans nos intentions que Monsieur R.R. Bergh se rende à Dakar vers lo fin d'avril ou le commoncement de mai afin de discuter personnellement avec vous de la proposition du projet. Toutefois, avant qu'il entregranne ce voyage, nous aimerions beaucoup savoir qualles sont les récetions que provoque notre proposition et à quelle date la visite de ... Bergh serait le plus opportun.

Nous espárens que notre université pourre réaliser une collaboration fructueuss et apporter une contribution efficéee à l'étude de la problématique urbaine du Cap Vert.

Veuillez agréer, consieur le Lirecteur, l'expression de notre parfaite considération,

Le Burecu pour la Coopération International de l'université de Leiden

le directeur,

Mr. F.L. Mulder

Institut d'Anthropologie et de Frof.fr. J.D. Speckmann, lociologie de l'éveloppement

PROPOSITION PROVISOIRE POUR UNE RECHERCHE SOCIO-ECONOMIQUE SUR LE PLANNING DES EXTENSIONS URBAINES

UA

CAP VERT, SENEGAL

UNIVERSITE DE LEIDEN

INSTITUT D'ANTHROPOLOGIE ET DE SOCIOLOGIE DE DEVELOPPEMENT

10 STATIONSPLEIN

LEIDEN, PAYS-BAS

1. Introduction.

Depuis 1965 l'ICA (Institut d'Anthropologie et de Sociologie de Développement, Université de Leiden), et en particulier la section de méthodes et techniques de recherche en sciences sociales, a été intéressée aux projets d'assistance technique dans le domaine de l'approvisionnement en eau en Afrique. Au cours des années 1965/1966 l'ICA s'est livré à des recherches au sujet de l'insuffisance de l'approvisionnement en eau et des implications d'ordre socio-économiques qui en découlent dans 2000 villages de la République du Niger. C'est en 1968/69 que l'ICA a entrepris des recherches relatives à l'approvisionnement en eau et à la consommation d'eau dans la ville de Dakar dans le cadre du Projet Sénégal 22. Ce projet, exécuté par le NEDECO (Netherlands Engineering Consultants) pour le compte de l'OMS (Organisation Mondiale de la Santé), se rapportait à l'élaboration d'un "Plan Directeur concernant la construction d'un système d'approvisionnement en eau et d'égouts d'eaux usées et d'eaux pluviales pour Dakar et ses environs". Les enquêtes sociologiques dans 10 types de quartier de Dakar ont produit un grand nombre de résultats intéressants, qui ont permis de préciser le niveau de la consommation d'eau dans les divers types de quartier. D'autre part il a été possible de se former une opinion sur la structure socio-économique des différents types de quartier, et sur plusieurs aspects de la planification urbaine. Les expériences acquises au cours des recherches susnommées nous ont amenés à poursuivre l'étude de la problématique de l'approvisionnement en eau et du planning des extensions urbaines. A cet effet l'ICA a proposé un projet pour une recherche socio-économique du planning des extensions urbaines au Cap Vert, y compris les équipements de base. Ce projet fut présenté à la NUFFIC (Netherlands University Foundation for International Co-operation) qui l'a approuvé. Il pourra être mis en exécution dans le cadre du Programme de Coopération Universitaire pour le Développement

2. Urgence du développement urbain et choix de la Région du Cap Vert pour y effectuer des recherches.

Alors que la population mondiale totale s'accroît annuellement d'environ 1,7%, la population urbaine totale s'accroît annuellement d'environ 2,9%. Dans les pays du Tiers-Monde nous constatons que l'accroissement de la population urbaine totale s'élève en moyenne nême à 3,4%; dans quelques villes, telle que Dakar, elle s'accroît même de 6% par an et davantage. D'après les estimations de 1962 il est permis de supposer que la population urbaine des pays du Tiers-Monde atteindra en 1980 un milliard, et 2 milliard ou davantage en 1'an 2000.

Cet accroissement énorme de la population des agglomérations urbaines nous confrontera avec plusieurs problèmes outre les problèmes relevant de la planologie. Ceux-ci seront d'autant plus graves en raison de la position économique souvent difficile des pays du Tiers-Monde. Dans cet ordre d'idées les besoins toujours croissants de conditions de base garantissant une atmosphère salubre pour la vie humaine, parmi lesquelles nous signalons l'approvisionnement en eau et l'évacuation d'eaux usées et d'autre matières, joueront un rôle prépondérant.

Bien qu'on se rende compte des dangers que comporte la situation, la solution de ces problèmes est, le plus souvent, insuffisament prévue dans les projets de développement nationaux ou régionaux. Depuis peu de temps seulement on a entrepris, pour quelques agglomérations urbaines, l'élaboration d'un planning à long terme, plus particulièrement en vue de l'adaptation des èquipements de base à l'accroissement de la population urbaine.

L'accroissement rapide de la population du Cap Vert et les développements récents du "Plan Directeur" (Projet Sénégal 22) actuellement en voie de préparation pour Dakar et ses environs (Cap Vert) montrent clairement l'étendue du problème et mettent en lumière les efforts employés pour arriver à un planning réaliste à long terme. C'est d'ailleurs en vertu des considé-

rations suivantes que la Région du Cap Vert a été choisie pour la recherche proposée:

- 1. L'accroissement rapide de la population de Dakar plus de 600.000 habitants en 1968 et un accroissement d'environ 6% par an a pour effet l'extension disproportionnée de types de quartier ayant une population se trouvant au niveau socio-économique le plus bas. Elle est localisée principalement à Dagoudane Pikine, ville satellite au nord-est de Dakar. On peut prévoir une augmentation de ce groupe d'habitants indigents de 158.000 en 1968 jusqu'à 340.000 en 1975; ils seront 538.000 en 1980 et plus de 2.000.000 en 1'an 2000.
- 2. La planification de ces types de quartier, y compris les équipements de base, est des plus urgentes, surtout en vue des conséquences socio-hygièniques pour la collectivité urbaine dans son ensemble.
- 3. Le gouvernement sénégalais accorde une grande priorité à l'aménagement des régions urbaines du Cap Vert et au problème de l'approvisionnement en eau. C'est à sa demande que le "Plan Directeur" (Projet Sénégal 22) prévoit des propositions relatives au planning des types de quartier en question, et notamment en ce qui concerne les èquipements sanitaires.
- 4. Les institutions scientifiques du Sénégal s'occupent ègalement de la problématique urbaine au Cap Vert.

 Cuelques publications récentes en font foi. Il convient de signaler ici l'étude "Dakar en Devenir" publiée par le "Groupe d'Etudes Dakaroises", sous la direction de: N. Sankalé, L.V. Thomas, et F. Fougeyrollas.
- 5. Grâce aux recherches essentiellement descriptives effectuées par l'ICA en 1968/69 on a acquis une meilleur connaissance de base de la région, ainsi qu'un modèle général d'analyse scientifique, permettant de procéder désormais à des recherches d'explication et d'évaluation.

La concentration des recherches relatives aux problèmes du Cap Vert ouvre donc la possibilité d'effectuer une recherche sociologique appliquée dans le cadre d'un plan de développement existant et dûmes mis au point, bénéficiant d'une haute priorité.

3. Objectif provisoire des recherches.

Généralement parlant le projet a pour objet de contribuer, en collaboration avec des institutions scientifiques et administrativos sénégalaises, et notamment celles qui sont responsables de la planification urbaine, aux efforts nationaux dans le donaine du planning d'extensions urbaines au Cap Vert.

- a. Une étude d'évaluation dans un seul quartier planifié et déjà réalisé à Dagoudane Pikine.

 - une évaluation des critères appliqués, notamment en ce qui concerne l'étendue et la localisation du quartier, les dimensions des parcelles, et les dispositions pour les équipements de base;
 - la politique quant à l'allocation des parcelles, surtout en rapport avec la disposition des habitants à investir des fonds destinés à la réalisation d'installations privées;
 - la structure socio-économique du quartier, surtout en rapport avec la disposition et la capacité de la population à faire des investissement et à contribuer aux frais des équipements de base:
 - l'efficacité des équipements publiques, y compris un système de payement éventuel pour l'eau des bornes-fontaines;
 - La fréquence des modifications survenues dans le quartier telles que la construction d'habitations en dur, les modifications survenues dans la consommation d'eau en relation avec le mode d'approvisionnement en eau et la situation hygiénique du quartier.

- b. Une étude sur quelques aspects du processus d'urbanisation. L'objectif énoncé sous (a) ne se rapporte qu'à un seul quartier. Il est évident qu'une pareille étude exige des connaissances approfondies du processus d'urbanisation dans le Cap Vert tout entier. Les résultats obtenus par l'évaluation de la situation dans un seul quartier planifié ne seront intéressants qu'à condition d'être analysés dans le cadre du développement urbain du Cap Vert en sa totalité. Voici quelques aspects qui doivent être envisagés:
 - le processus d'établissement dans l'agglomération de Dakar, eu égard surtout au groupe indigent de la population;
 - la politique gouvernementale en ce qui concerne l'urbanisme et le logement, eu égard aux besoins locaux;
 - la position juridique des habitants en fonction du lieu de résidence et les implications qui en résultent;
 - la fonction des divers types de quartier dans le processus d'urbanisation.

Etant donné la nécessité de disposer de données périodiques déterminées il convient que tout les efforts tendent, dès le début, à l'institutionalisation de cette tâche d'investigation dans la planification à long terme. Cela implique que le projet de recherches proposé ci-dessus veut être le commencement d'un processus continu d'évaluation se rapportant à l'urbanisation et au planning urbain.

4. Collaboration avec le Sénégal.

Il est évident que nos objectifs pourront être réalisés le mieux par une collaboration interdisciplinaire aussi bien au Sénégal qu'aux Pays-Bas.

Pour le Sénégal on s'attache à réaliser une collaboration avec les services du gouvernement sénégalais et les institutions scientifiques universitaires s'occupant directement ou indirectement de cet ensemble de problèmes. Dès le début il a été notre intensión d'entreprendre des recherches conjointement avec des institutions locales.

D'ailleurs, le principal objectif d'une orientation sur place est d'en arriver, avec ces institutions, à un mode de collaboration institutionalisé permettant la préparation et l'exécution des recherches.

Eventuellement cette collaboration pourrait être réalisée par la mise en place, au Sénégal, d'une "Commission de Coopération pour le Projet" où siègeront les principales institutions participantes. Cette Commission qui seraitco-responsable de l'exécution du projet, pourrait se charger aussi des prostations de contrepartie.

Conformément aux structures établies au Sénégal une "Commission de Coopération pour le Projet" analogue pourrait être constituée aux Pays-Bas.

A cet effet l'ICA mettra tout en oeuvre pour travailler en collaboration avec l'Ecole des Hautes Etudes Techniques de Delft. La collaboration existant déja entre les universités de Leiden et de Delft facilitera sans doute la réalisation d'une telle structure d'organisation.

En partant de la construction que nous venons d'exposer la direction du projet serait la compétance des deux Commissions de Collaboration pour le Projet.

L'exécution des recherches sera confiée aux experts néerlandais suivants: un sociologue/anthropologue (spécialisé en cette matière) et un ingénieur (spécialisé en matière de technique hygiénique); d'autre part des assistants pourraient prendre part aux recherches. C'est ce groupe qui assurera la réalisation des recherches au Cap Vert en collaboration étroite avec les institutions de contrepartie.

5. Durée.

Eu égard l'expérience que l'ICA a acquise lors des recherches analogues effectuées au Niger et au Sénégal il faut s'attendre à une période de 2 ou 3 ans, y compris la préparation et la conclusion du projet.

6. Implications financières.

Celles-ci seraient en majeure partie à la charge des Pays-Bas (NUFFIC). La contribution du Sénégal pourrait consister en des bureaux et des logements, en quelques homologues affectés au projet, et éventuellement en d'autres facilités.

7. Responsabilité du Projet aux Pays-Bas.

La responsabilité de la phase préparatoire incombe à Monsieur le Prof. J.D. Speckmann, professeur de sociologie empirique, et à Monsieur R.R. Bergh, chercheur scientifique de l'ICA.

La phase préparatoire terminée, la responsabilité pourra être déléguée aux deux Commissions de Coopération pour le Projet.

8. Correspondance.

Prière d'adresser toute correspondance à Monsieur R.R. Bergh, par adresse ICA - Institut d'Anthropologie et de Sociologie de Développement, 10 Stationsplein, Leiden, Pays-Bas.

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FORM NO. 75 INTERNATIONAL BANK FOR

INTERNATIONAL FINANCE

INTERNATIONAL DEVELOPMENT ASSOCIATION

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REMARKS

Sorry if it sounds a little stilted it's a fairly literal translation.

His Excellency Adamo Diallo Secretary of State Dakar, Senegal

Dear Mr. Diallo:

I want to thank you for the aid given by the members of your Department and of various ministries to Messrs. Moss and Yenny at the time of their recent mission to Dakar. The purpose of the mission was to define the contents of the "Parcelles Assainies" project for Dakar and certain regional capitals, and you will find below the principal conclusions and recommendations formulated by the mission.

Concerning the preparation of the project, the mission has observed that the Urban Division of the Ministry of Public Works, Urbanization, and Transport has considerably progressed. The studies, in process or before long getting underway, of the Urban Division or of foreign consultants (NEDECO, BCEOM) must sufficiently furnish elements to permit the evaluation of the project by the Bank. The studies to which we refer are the following:

(a) Urban Division Studies:

- studies of the nature and type of aid to bring to the occupants of the Parcelles Assainies for the construction of their housing, before establishing a program of technical assistance;
- (ii) studies of the standards of construction which will be applied to the Parcelles Assainies (urban settlement) and for the various social extensions, in particular the primary schools and clinics;
- (iii) studies of costs of construction and maintenance of roads, sanitary blocs, primary schools, clinics, parks and recreation areas.

(b) Consultant Studies:

- study of "schemas" type of distribution of water and drainage including the costs of construction and maintenance as well as the recommendations for the tariffing and collection of charges (NEDECO, BCEOM);
- (ii) studies of the localization of areas to reserve to the Parcelles Assainies and calendar of the realization (NEDECO, BCEOM);

(iv) studies on the ways of possible transfer of the parcelles and the arrangements to make for the collection of the rents (BCEOM).

The Director of Urbanization has assured the mission the studies undertaken by the Division would be submitted to the Bank at the end of May 1971. The studies of NEDECO, realized in the framework of the Master Plan of Water and Drainage for Dakar prepared for 1'OMS, would be terminated at the end of July 1971, and the mission has asked that a copy be sent without delay. The BCEOM study which must begin at once would be terminated at the end of December 1971. The mission does not believe it is necessary to wait for the BCEOM study to be completely terminated to send an evaluation mission; however, it has asked the Director of Urbanization to see with the BCEOM consultants if it is possible for them to complete the elements of the study mentioned above in (iii) and (iv) for the end of July 1971. The Director of Urbanization has promised to keep the Bank up-to-date in this matter and to send to them the elements of this study simultaneously with their remittance by the Consultant.

Concerning the urban policy of the Government, the mission has drawn the attention of the Minister of Public Works and of the Director of Urbanization to three points which are essential for assuring the success of the Parcelles Assainies project:

- (a) The distribution of the resources established for various types of living (SICAP, OHLM, Parcelles Assainies) must be reviewed in order to satisfy a greater number of total requests for housing in the form of either housing or parcelles at costs in relation to the revenue of the beneficiaries.
- (b) The Office of Moderate Rent Housing, which will be responsible for the Parcelles Assainies program, must modify its methods of administration to permit a better control of its costs of realization. Among other modifications: the accounts must be of the commercial type rather than budgetary, rents must reflect more exactly the total costs of construction (including land and VRD), and l'OHLM must make an effort to develop housing of a more economical type.
- (c) The policy of the Government towards the existing shanty-towns must be a policy of improvement rather than of eradication; improvement notably on traffic, services, reduction of the density if necessary.

The Director of Urbanization is aware of these problems and promised to inform the Bank of the arrangements made by the Government on these different points during the coming months.

It is evident that once all the terminated studies and the arrangements are made on the 3 points above, the Government must make a decision

concerning the final arrangements for different aspects of the project such as:

- (a) the technical solutions for the construction and maintenance of roads, conveying of water and drainage, and social extensions;
- (b) the ways of transfer, or of occupancy, of the parcelles and the legal forms of ownership of the land;
- (c) the arrangements for the collection of rents and recurrent charges.

For that purpose, we propose to you, if you desire, to complete the project with the Urban Division during the coming months, and we think that it is possible to foresee an evaluation mission in October 1971.

The mission is equally committed to a detailed examination of the regional program of Parcelles Assainies and has recommended that the Bank consider including the two regional capitals of Thiès and Kaolack in the project.

We are sending a copy of this letter to Messrs. Cissokho, Minister of Public Works, Urbanization and Transport, and Diagne, Director of Urbanization.

Sincerely yours,

Roger Chaufournier Director West Africa Department

FORM No. 75 INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPM

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From

R. Héda

le 14 avril 1971

Son Excellence
Adama Diallo
Secrétaire d'Etat au Plan
Dakar, Sénégal

Monsieur le Ministre,

Je tiens à vous remercier de l'aide accordée par les membres de votre Cabinet et de divers Ministères à Messieurs Moss et Yenny lors de leur récente mission à Dakar. Le but de la mission était de définir le contenu du projet dit "Parcelles Assainies" pour Dakar et certaines capitales régionales, et je vous prie de trouver ci-dessous les principales conclusions et recommandations formulées par la mission.

En ce qui concerne la préparation du projet, la mission a constaté que la Direction de l'Urbanisme du Ministère des Travaux Publics, de l'Urbanisme et des Transports avait considérablement progressé. Les études, en cours ou devant démarrer prochainement, de la Direction de l'Urbanisme ou de consultants étrangers (NEDECO, BCECM) devraient fournir suffisamment d'éléments pour permettre l'évaluation du projet par la Banque. Les études auxquelles nous nous référons sont les suivantes:

- (a) Etudes de la Direction de l'Urbanisme:
 - (i) études sur la nature et le type d'aide à apporter aux occupants des Parcelles Assainies pour la construction de leur logement, devant servir à établir un programme d'assistance technique;
 - (ii) études des normes de construction qui seront appliquées sur les "Parcelles Assainies" (rêglement d'urbanisme) et pour les divers prolongements sociaux, en particulier les écoles primaires et les dispensaires;
 - (iii) études des coûts de construction et d'entretien des voiries, édicules publics, écoles primaires, dispensaires, espaces verts et aires de jeux.

(b) Etudes des consultants:

- (i) Etude de schemas type de distribution d'eau et d'assainissement incluant les coûts de construction et d'entretien ainsi que des recommandations pour la tarification et le recouvrement des charges (NEDECO, BCECM);
- (ii) Etudes de localisation des zones à réserver aux Parcelles Assainies et calendrier des réalisations (NEDECO, BCECM);
- (iii) Etudes et enquêtes socio-économiques concernant la population à laquelle le projet est destiné (NEDECO, BCECM);
- (iv) Etudes sur les modes de cession possible des parcelles et les dispositions à prendre pour le recouvrement des loyers (BCECM).

Le Directeur de l'Urbanisme a assuré la mission que les études entreprises par la Direction seraient soumises à la Banque fin mai 1971. Les études de MEDECO, réalisées dans le cadre du Plan Directeur d'Eau et d'Assainissement de Dakar préparé pour l'OMS, devraient être terminées fin juillet 1971, et la mission a demandé qu'une copie lui en soit envoyée sans délai. L'étude BCEOM qui doit commencer incessamment serait terminée fin décembre 1971. La mission ne pense pas avoir besoin d'attendre que l'étude BCEOM soit complètement terminée pour envoyer une mission d'évaluation; cependant, elle a demandé au Directeur de l'Urbanisme de voir avec les consultants BCEOM s'il leur était possible de compléter les éléments de l'étude mentionnés ci-dessus en (iii) et (iv) pour fin juillet 1971. Le Directeur de l'Urbanisme a promis de tenir la Banque au courant de cette affaire et de lui faire parvenir les éléments de cette étude au fur et à mesure de leur remise par le Consultant.

En ce qui concerne la politique d'urbanisation du Gouvernement, la mission a attiré l'attention du Ministre des Travaux Publics et du Directeur de l'Urbanisme sur trois points qui sont essentiels pour assurer le succès du projet de "Parcelles Assainies":

- (a) La répartition des ressources consacrées à divers types d'habitat (SICAP, OHIM, Parcelles Assainies) devrait être revue afin de satisfaire une plus large partie de la demande globale de logement sous forme soit de logemente, soit de parcelles, à des coûts en relation avec le revenu des bénéficiaires.
- (b) L'Office des Habitations à Loyers Modérés qui sera responsable du programme de Parcelles Assainies devrait modifier ses méthodes de gestion pour permettre un meilleur contrôle de ses coûts de réalisation. Entre autres modifications: la comptabilité devrait être du type commercial plutôt

que budgétaire, les loyers devraient refléter plus exactement les coûts totaux de construction (y compris terrains et VRD), et l'CHIM devrait s'efforcer de développer des logements d'un type plus économique.

(c) La politique du Gouvernement envers les bidonvilles existants devrait être une politique d'amélioration plutôt que d'éradication; amélioration pouvant notamment porter sur les circulations, les services, la réduction de la densité si nécessaire.

Le Directeur de l'Urbanisme est conscient de ces problèmes et a promis d'informer la Banque des dispositions prises par le Gouvernement sur ces différents points au cours des prochains mois..

Il est évident qu'une fois toutes les études terminées et des dispositions prises sur les trois points ci-dessus le Couvernement devrait prendre une décision concernant les dispositions finales à retenir pour différents aspects du projet tels que:

- (a) les solutions techniques pour la construction et l'entretion des voiries, de l'adduction d'eau et de l'assainissement, et des prolongements sociaux;
- (b) les modes de cession, ou d'occupation, des parcelles et les formes légales de la propriété des terrains;
- (c) les dispositions pour le recouvrement des loyers et des charges récurrentes.

A cet effet, nous nous tenons à votre disposition si vous le désirez, pour mettre au point ce projet avec la Direction de l'Urbanisme au cours des prochains mois, et nous pensons qu'il est possible de prévoir une mission d'évaluation en octobre 1971.

La mission s'est également livrée à un examen détaillé du programme régional de Parcelles Assainies et a recommandé que la Banque considère d'inclure dans le projet deux capitales régionales, Thiès et Kaolack.

Nous envoyons copie de cette lettre à Messieurs Cissokho, Ministre des Travaux Publics, de l'Urbanisme et des Transports et Diagne, Directeur de l'Urbanisme.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma haute considération.

Roger Chaufournier Directeur Département Afrique de l'Ouest

Yenny/Meda/dj cleared with and cc: Messrs. Kirmani/Elkouby cc: Messrs. Moss/Yenny

H.E. Cissokho Mr. Diagne Summary Translation:

Confirming the Feb./March
preparation mission on an urban
development project in Senegal a
requesting that elements of BCLC
feasibility study be sent to us

le lh avril 1971

Son Excellence Adama Diallo Secrétaire d'Etat au Plan Dakar, Sénégal

Monsieur le Ministre,

Je tiens à vous remercier de l'aide accordée par les membres de votre Cabinet et de divers Ministères à Messieurs Moss et Yenny lors de leur récente mission à Dakar. Le but de la mission était de définir le contenu du projet dit "Parcelles Assainies" pour Dakar et certaines capitales régionales, et je vous prie de trouver ci-dessous les principales conclusions et recommandations formulées par la mission.

En ce qui concerne la préparation du projet, la mission a constaté que la Direction de l'Urbanisme du Ministère des Travaux Publics, de l'Urbanisme et des Transports avait considérablement progressé. Les études, en cours ou devant démarrer prochainement, de la Direction de l'Urbanisme ou de consultants étrangers (NEDECO, BCEGI) devraient fournir suffisamment d'éléments pour permettre l'évaluation du projet par la Bunque. Les études auxquelles nous nous référens sont les suivantes:

- (a) Etudes de la Direction de l'Urbanisme:
 - (i) études sur la nature et le type d'aide à apporter aux occupants des Parcelles Assainies pour la construction de leur logement, devant servir à établir un programme d'assistance technique;
 - (ii) études des normes de construction qui seront appliquées sur les "Parcelles Assainies" (règlement d'urbanisme) et pour les divers prolongements sociaux, en particulier les écoles primaires et les dispensaires;
 - (iii) études des coûts de construction et d'entretien des voiries, édicules publics, écoles primaires, dispensaires, espaces verts et aires de jeux.

(b) Etudes des consultants:

- (1) Etude de schemas type de distribution d'eau et d'assainissement incluant les coûts de construction et d'entretien ainsi que des recommandations pour la tarification et le recouvrement des charges (MEDECO, BCRCM);
- (ii) Etudes de localisation des zones à réserver aux Parcelles Assainies et calendrier des réalisations (NEDECO, ECEOM);
- (iii) Etudes et enquêtes socio-économiques concernant la population à laquelle le projet est destiné (NEDECO, ECECM);
- (iv) Etudes sur les modes de cession possible des parcelles et les dispositions à prendre pour le recouvrement des loyers (BCECM).

Le Directeur de l'Urbanisme a assuré la mission que les études entreprises par la Direction seraient soumises à la Banque fin mai 1971. Les études de NEDECO, réalisées dans le cadre du Flan Directeur d'Eau et d'Assainissement de Dakar préparé pour l'ONS, devraient être terminées fin juillet 1971, et la mission a demandé qu'une copie lui en soit envoyée sans délai. L'étude BCEOM qui doit commencer incessamment serait terminée fin décembre 1971. La mission ne pense pas avoir besoin d'attendre que l'étude BCEOM soit complètement terminée pour envoyer une mission d'évaluation; cependant, elle a demandé au Directeur de l'Urbanisme de voir avec les consultants BCEOM s'il leur était possible de compléter les éléments de l'étude mentionnés ci-dessus en (iii) et (iv) pour fin juillet 1971. Le Directeur de l'Urbanisme a promis de tenir la Banque au courant de cette affaire et de lui faire parvenir les éléments de cette étude au fur et à mesure de leur remise par le Consultant.

En ce qui concerne la politique d'urbanisation du Gouvernement, la mission a attiré l'attention du Ministre des Travaux Publics et du Directeur de l'Urbanisme sur trois points qui sont essentiels pour assurer le succès du projet de "Parcelles Assainies":

- (a) La répartition des ressources consacrées à divers types d'habitat (SICAP, OHIM, Parcelles Assainles) devrait être revue afin de satisfaire une plus large partie de la demande globale de logement sous forme soit de logements, soit de parcelles, à des coûts en relation avec le revenu des bénéficiaires.
- (b) L'Office des Habitations à Loyers Modérés qui sera responsable du programme de Parcelles Assainles devrait modifier ses méthodes de gestion pour permettre un meilleur contrôle de ses coûts de réalisation. Entre autres modifications: la comptabilité devrait être du type commercial plutôt

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Le Directeur de l'Urbanisme est conscient de ces problèmes et a promis d'informer la Banque des dispositions prises par le Gouvernement sur ces différents points au cours des prochains mois.

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- (a) les solutions techniques pour la construction et l'entretien des voiries, de l'adduction d'eau et de l'assainissement, et des prolongements sociaux;
- (b) les modes de cession, ou d'occupation, des parcelles et les formes légales de la propriété des terrains;
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A cet effet, nous nous tenons à votre disposition si vous le désires, pour mettre au point ce projet avec la Direction de l'Urbanisme au cours des prochains mois, et nous pensons qu'il est possible de prévoir une mission d'évaluation en octobre 1971.

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Mous envoyons copie de cette lettre à Messieurs Cissolcho, Ministre des Travaux Publics, de l'Urbanisme et des Transports et Diagne, Directeur de l'Urbanisme.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma haute considération.

> Roger Chaufournier Directeur Département Afrique de l'Ouest

Yenny/Meda/dj HR cleared with and cc: Messrs. Kirmani/Elkouby cc: Messrs. Moss/Yenny H.E. Cissokho Hr. Diagne

Confirming the Feb./March preparation mission on an urban development project in Senegal and requesting that elements of BCECM feasibility study be sent to us as soon as they are available.

SE- Urban Dev.

le 14 avril 1971

Cher Monsieur,

De passage pour une mission au Sénégal, Messieurs Moss et Yenny se sont entretenus avec vous de l'intérêt que porte le Groupe de la Banque aux problèmes de l'urbanisme dans ce pays et plus particulièrement au project de "Parcelles Assainies" partie intégrante du 3e Plan Quadriennal Sénégalais (1969-1973). Nous n'ignorons pas la contribution financière apportée par le FAC pour la réalisation des études indispensables à l'accomplissement d'une partie de ce programme au niveau de Dakar. Nous vous saurions gré de bien vouloir nous faire parvenir une copie du rapport BCECM dès qu'il sera disponible.

En vous remerciant encore une fois de votre collaboration, je vous prie d'agréer, Cher Monsieur, l'assurance de mes sentiments distingués.

Martijn J. Paijmans Département Afrique de l'Ouest

Monsieur Jean Audibert Direction des Relations et du Financement 20, rue Monsieur Paris, 7e

RMeda/dj MR

Summary Translation:

Letter to Mr. Audibert (FAC) (i) informing of the Bank Group special interest in the FAC financed feasibility study on Urban Development (Parcelles Assainies project) in Dakar and (ii) asking for the final report, as soon as they are available.

INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Centa

Central Files

DATE:

April 12, 1971

FROM:

L. Moss and J. Yenny

SUBJECT:

SENEGAL - Urban Site and Services Project

Meeting with Mr. Van Esche (UNCHBP) and Mrs. A. Jones (FCH)

- 1. On April 8, 1971, we met with Mr. Van Esche of the U.N. Center for Housing, Building and Planning (UNCHBP) and Mrs. Jones from the Foundation for Cooperative Housing (FCH) to discuss the proposed UN/FCH mission to Western Africa, in relation with our site and services project in Senegal. In 1968, the U.N. Economic and Social Council (ECOSOC) resolution 1224 focused on the problems of urbanization facing the developing countries and, in particular, the settlement of low income groups which cannot afford dwellings normally provided by the public and commercial sectors. It called for the assistance of the U.N. agencies in this field and for pilot programs. Given the generality and broadness of the resolution and the dispersion of responsibilities among various U.N. agencies, for the past three years while initiating its own program, the UNCHBP has been developing a coordinated inter-agency program to implement the resolution.
- 2. The purpose of the UN/FCH mission to Western Africa is to discuss with government the U.N.'s present approach to urbanization problems and also to offer the assistance in this field of U.N. agencies such as UNICEF, WHO, ILO. These agencies would offer primarily technical assistance, but also some equipment. Mr. Van Esche promised to send the exact Terms of Reference of their mission, which will spend 2 weeks in the following countries: Senegal, Upper Volta, Togo, Congo (K), Ghana, and stopover shortly in Abidjan (to meet with ADB), in Gambia, and possibly other places.
- 3. The mission plans to contact Governments at the ministerial level rather than at the technical or working level, the idea being that the technical staff is generally already convinced of what needs to be done and that the problem is to convince decision-makers.
- 4. We briefed Mr. Van Esche about our mission in Dakar and mentioned the main issues that we had raised with the Government in relation with the site and services project. He seemed to concur with our conception of the problem, and offered to support our approach in his discussions with the Senegalese Government. He also suggested that we keep the UNCHBP informed of our progress on the site and services project and suggested that the UNCHBP could provide some technical assistance within the framework of our projects. He also asked when we develop Bank criteria for evaluating site and services projects that we send them on to UNCHBP.

JYenny/nom

cc: Messrs. Elkouby, Strombom

100- Se - urban Dev.

April 6, 1971

Mr. Brian Falk
Covell, Matthews and Partners
Architects & Planning Consultants
7-11 Lexington Street
London Wl, England

Dear Mr. Falk:

This is to acknowledge your letter of March 25 regarding urban studies under consideration for Ivory Coast and Senegal.

Regarding Ivory Coast, it is, at this stage, the responsibility of the Government of Ivory Coast to organize the necessary studies and select consultants for the preparation of projects that may be of interest to the Bank. The Bank has not made any recommendations regarding consultants to the Government regarding these studies.

Regarding Senegal, a recent Bank mission found that studies presently underway will be sufficient for the preparation of the project considered by the Bank. However, your interest for urban studies has been noted and will be kept in mind in case additional studies are needed.

Yours sincerely,

Joseph Elkouby
Chief, Urbanization and Regional Projects Division
Special Projects Department

JYenny/nom

cc: Messrs. Finne, Schott, Paijmans, Yenny, Moss

4-12-71

COMMONWEALTH HOUSING CORPORATION LIMITED

33 HILL STREET LONDON WIA 3AR

DIRECTORS: G. W. TOTMAN OBE FCA (CHAIRMAN) N. L. HEARNE MA J. BURGESS CBE FBS (MANAGING) GENERAL MANAGER F G WEAVER FCIS FBS

TELEPHONE OL 629 8484 CABLES VELOP LONDON WI TELEX NUMBER 21431

SENECAR SIET Service Project 31st March, 1971

Laurence A. G. Moss, Esq, Urbanisation & Regional Projects Division, Special Projects Department. International Bank for Reconstruction and Development. 1818 H Street NW, Washington DC 20433, USA

APR 7 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Urbanization -&- Regional Projects Division

Answered by: no reply necessary

At last I have returned from an extensive tour of the West Indies, and learn that Mr Weaver was able to meet you and your colleague Mr Yenny when you were in London.

I enjoyed our discussions in New York, and I hope that you had a pleasant and successful journey to Africa. Please look me up any time you are in London.

It was very encouraging to know that the World Bank were interested in the housing project you mentioned, and if there is any way in which this Corporation could be of assistance to you please let me know. I think you are aware that Commonwealth Housing do act as consultants to Commonwealth Development Corporation and many of the Governments, and I expect you know that CDC do act as consultants to the World Bank on agricultural projects. Jack Burger

J. Burgess

Please note our new address - 9 Deanery Street, London W1 Tel: 01-499-0583

COMMONWEALTH HOUSING CORPORATION LIMITED

33 HILL STREET

LONDON WIA 3AR

TELEPHONE OF 629 8464 CAMLES VELOP LONDON WI TELEK NUMBER 21431

Laurence A. G. Moss, Esq,

International Bank for Reconstruction and Development,

C.W TOTMAN OBE PCA (C) N L HEARNE MA

SUNGESS CAR FRE W

F O WEAVER FOLD FOO

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Urbanization -&- Regional Projects Division

Answered by: __

At last I have returned from an extensive tour of the West Indies,

interested in the housing project you mentioned, and if there is any way and I expect you know that CDC do act as consultants to the World Bank on

SNOUTOINAM

Please note our new address L. SSDeanery Street, London W1

Se- Wilan Der

Mr. J. Elkouby

March 31, 1971

L. Moss

SENEGAL - Retention of a Consultant to Evaluate Site and Service Type Programs

- l. Pursuant to a decision reached in a meeting with the Office of Director, Projects, of January 14, 1971, to retain a consultant to study site and service type programs in order to assess their objectives, success and failure, 1/ during the past two months I have attempted to identify suitable consultants.
- 2. While in London on March 19, 1971, I met with Mr. Patrick W. Crooke, to discuss the proposed study. On the basis of our discussion, I believe Mr. Crooke to be the most qualified person I have identified for the task of undertaking this study for the Bank. He has had considerable experience in the development of policies and programs for low-income urban settlements and in particular is familiar with site and service type developments. Moreover, Mr. Crooke has been involved in this field in 1h countries of Africa, Asia and Latin America as a U.N. consultant.
- 3. Attached is his curriculum vitae and a letter in which he offers a preliminary breakdown of the schedule for the study and a cost estimate. He would be able to begin the study about May 1, 1971.
- 4. Mr. Crooke will be in New York for two weeks from March 28, 1971, and I wish to recommend that we invite him to the Bank for further discussion of this matter.

LMoss/dd Attachment

cc: Messrs. Strombom, Yenny

See memorandum from Mr. R. Sadove to Mr. B. Chadenet, January 19, 1971:
"Senegal - Urban Site and Services Project, Minutes of the Meeting with
the Office of Director, Projects."

COVELL, MATTHEWS & PARTNERS, Architects & Planning Consultants

7-11 Lexington Street, London W1R 4BJ

Tel. 01-734 2291

5 Castle Terrace Edinburgh EH1 2DS Tel. 031-229 3366

13 Rubislaw Terrace Aberdeen AB1 1XE Tel. OAB4 24822 14 St Vincent Place Glasgow C.1 Tel. 041-221 4557

LONDON

25 Mar 71

Our ref

O/S/UN/2

Your ref Subject

IVORY COAST:

Urban

Redevelopment

J. Elkouby, Esq.,

Chief, Urbanization & Regional Projects Division, Special Projects Department, International Bank for Reconstruction

and Development, 1818 H Street, N.

1818 H Street, N.W., WASHINGTON D.C. 20433

U.S.A.

c.c. United Nations Development Programme:

Dear Mr. Elkouby,

1) Ivory Coast - Urban Redevelopment:

I refer to your letter of November 3rd, in which you informed us that our interest in participating in urban studies in Abidjan metropolitan area had been noted. From this I understood that there was some chance of my firm's name being included in any list recommended to the Government of the Ivory Coast.

I would ask if there has been any selection by the Government for consultants for this project.

2) Senegal Urban Development:

I note that bank officials are visiting Senegal to prepare an urban development project, and would much appreciate the consideration of our firm as possible consultants.

Yours sincerely,

Brian Falk

Partners:

bgf/fkb

APR 1 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Urbanization -&- Regional Projects Division

Answered by:____

Date:_

Associates:

Geoffrey Cowling, M.T.P.I. B. Pendergast, A.R.I.B.A.

M. M. Pottinger, A.R.I.B.A., A.R.I.A.S. Alan Scott, A.R.I.B.A., A.R.I.A.S. T. J. G. Blyth, M.S.A.A.T.

John R. G. Wheatley, A.R.I.B.A. Charles T. Donaldson, A.R.I.B.A., A.R.I.A.S., M.S.I.A. Albert Heasman, A.R.I.B.A., A.R.I.A.S., A.I.Arb.

A. E. T. Matthews, A.R.I.B.A, A.M.T.P.I., F.R.I.A.S.

Brian G. Falk, A.R.I.B.A., A.M.T.P.I., A.A.Dipl (Hons) M.C.P.(Harvard)

Ralph G. Covell, F.R.I.B.A., F.R.I.A.S., F.I.Arb.

Secretary and Administrator: Lt.Col. J. C. Snow, R.E.(Retd)

Se- urban Dev. 8

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

TO:

Mr. J. Elkouby

DATE: March 25, 1971

FROM:

L. Moss and J. Yermy

SUBJECT:

SENEGAL - Site and Service Project

Preparation Mission - Back to Office Report

February 24 - March 19, 1971

- 1. According to its Terms of Reference (dated February 17, 1971), the mission visited Senegal between March 5 and 18, 1971, to review with the Government the preparation of a site and service project ("Parcelles Assainies") and to discuss the related major issues identified in the January 26, 1971 Memorandum to the Loan Committee and in the subsequent Loan Committee Meeting of February 4, 1971. The mission also stopped over in London, Paris, Brussels and Amsterdam for discussions with international lending bodies and consultants to obtain information relevant to the project.
- 2. In Senegal the mission found that the Government has started to implement the Parcelles Assainies program of its third national Development Plan (1969-73). However, implementation is proceeding slowly and, to date, the areas that have been developed, some 148 ha, lack major elements of public infrastructure and community facilities.
- 3. The Government is also preparing minimum standards, typical layouts for sites and infrastructure and formulating managerial techniques for the Parcelles Assainies. To this end, several studies are in progress or planned, undertaken by the Government itself and by foreign consultants (BCEOM and NEDECO)1/. The mission assisted the Government in formulating the terms of reference of several of the following studies.
 - (a) Major Investigations Being Conducted by Government:
 - (i) study of the nature and problems of self-help housing in Metropolitan Dakar Area. Based on their findings, a technical assistance program will be established;
 - (ii) development of standards for primary schools and local health clinics;

NEDECO - Netherlands Engineering Consultants

BCEOM - Bureau Central d'Etudes Pour les Equipement d'Outre-Mer

- (iii) development of detailed cost estimates for construction and maintenance of local roads, community hygiene blocks, primary schools, health clinics, and community assembly and recreation facilities.
- (b) Major Investigations Being Conducted by Consultants:2/
 - (i) designs for water and sewerage systems, including detailed costs for construction and maintenance, recommendations for user charges and collection mechanisms (NEDECO, BCEOM);
 - (ii) location and implementation schedule of Parcelles Assainies developments in the Dakar Metropolitan Area (NEDECO, BCEOM);
 - (iii) socio-economic survey of the target population (NEDECO, BCEOM);
 - (iv) recommendations for land tenure regulations and related rent-purchase mechanisms (BCEOM);
 - (v) prototype housing schemes (BCEOM);
 - (vi) program to reduce the squatter settlements (bidonvilles) in Dakar Metropolitan Area for the period of 1972-1980 (BCEOM).
- the studies being undertaken by the Government itself will be completed by the beginning of June 1971. The NEDECO studies will be available by the beginning of August 1971, and the BCEOM study, which is just being initiated, will be available about the beginning of January 1972. However, the mission believes that only two parts (iii and iv) of the BCEOM study are necessary for appraisal. Part (iii) will be completed by the beginning of August 1971, and the mission asked the Director of Urbanism to request of the consultant that, if possible, part (iv) be

The NEDECO studies are part of the Water Master Plan for Dakar being prepared for WHO and the Directorate of Power and Water. The BCEOM work is being sponsored by Fonds d' Aide et de Cooperation (FAC) for the Directorate of Urbanism.

completed at the same time. The mission asked the Government for a report on the implementation of its 1969-1973 planned investment program for the regional capitals and the Government's proposals for regulating construction on Parcelles Assainies. The Director of Urbanism will send these to the Bank for scrutiny by the beginning of June 1971.

- 5. The mission noted three areas that would need improvement if the Government's site and service program is to be successful.
 - (a) The Government would need to shift its present resource allocation from an emphasis on the building of middle-income housing, undertaken by the Office d'Habitation a Loyer Modere (OHLM), to the Parcelles Assainies program;
 - (b) OHLM, the agency being considered for responsibility of the Parcelles Assainies program, would need to adapt techniques of management that would be more conducive to costeffectiveness analysis. This would include changing from a budget to commercial accounting system, formulation of user charges representative of actual costs, and development of lower cost housing designs;
 - (c) The Government's policy toward bidonvilles should not be one of eradication, rather it should endeavor to up-grade these settlements by improving their circulation systems and installing community facilities.

The Director of Urbanism appears fully aware of these problems, and he indicated that improvements can be expected during the next six months.

- Based on the mission's findings, cost estimates for a project consisting of the Parcelles Assainies program for Dakar and two other regional capitals appear consistent with the estimate developed prior to the mission (US\$10 million equivalent). Cost estimates will be refined by the mission after further analysis of existing information and the receipt of the results of the investigations being undertaken by the Government and consultants.
- 7. From the mission's assessment of the nature and extent of the completed socio-economic survey of NEDECO and the forthcoming one of BCEOM, it appears that no additional survey of this type will be necessary. The mission was impressed with the high quality of the NEDECO survey.
- 8. Concerning other international lending bodies that have expressed some interest in this project:
 - (a) Fonds Europeen de Developpement (FED) informed the mission that this type of project does not lie within

Mr. J. Elkouby

- 4 - March 25, 1971

their primary area of interest, and that it would be favorably disposed to Bank involvement in this program;

(b) The BCEOM study includes detailed engineering for 40 ha, which is tentatively scheduled for Caisse Centrale de Cooperation Economique (CCCE) financing. However, CCCE in Paris informed the mission that it had not been contacted by the Government in regard to this project,

9. On the basis of the results of the studies outlined above and recommendations of the mission, the Government should be able to complete its preparation of the project within the next six months. Thus, an appraisal scheduled for October 1971 appears reasonable. A letter should be sent to the Government confirming the mission's findings.

Bank's evaluation and involvement.

and that they would appreciate being informed of the

LMoss/JYenny/dd

Cleared with and cc: Mr. R. Sadove

cc: Messrs. Chadenet, Baum, J. King, Rovani,
Engelmann, Lee, Lithgow, Kirmani, Lind,
Dunkerley, Iverson, Paijmans, Venkateswaran

CONFIDENTIAL

Se-urban Dev.

INTERNATIONAL DEVELOPMENT ASSOCIATION

LOAN COMMITTEE

DECLASSIFIED

AUG 1 0 2017 WBG ARCHIVES LC/M/71-5

March 19, 1971

Minutes of Loan Committee Meeting held at 4:00 p.m. on Thursday, February 4, 1971 in the Board Room.

A. Present:

J. Burke Knapp, Chairman Mr. S.R. Cope Mr. S. Aldewereld Mr. W.C. Baum Mr. M.P. Benjenk Mr. B. Chadenet Mr. R. Chaufournier Mr. D.J. Fontein Mr. K.G. Gabriel

Mr. H.N. Graves Mr. E.K. Hawkins Mr. M.L. Lejeune Mr. L. Nurick Mr. G. Votaw Mr. G.K. Wiese Mr. I.M. Wright Mr. David Pearce, Secretary

In Attendance:

Mr. R. Adams Mr. H.B. Bachmann Mr. D. Bahl Mr. B. Cheek Mr. W. Diamond Mr. J. Elkouby

Mr. T.M. Jones Mr. R. Meda Mr. L.A.G. Moss Mr. R. Sadove Mr. J.G. Yenny

Senegal - Urban Site and Services Project

The Committee considered a memorandum dated January 26, 1971 from the Western Africa Department entitled "Senegal - Request for Bank Assistance in Financing an Urban Site and Services Project" (LC/0/71-10), which recommended that the Bank should consider financing a project designed to accommodate part of Senegal's low-income urban population, specifically the clearing

- DISTRIBUTION -

Committee:

Mr. J. Burke Knapp, Vice President, Chairman Mr. S.R. Cope, Deputy Chairman Mr. S. Aldewereld, Vice President General Counsel Director of the Development Services Department Directors of the Area Departments Deputy Director, Projects Directors of the Projects Departments Director, Development Finance Companies Department Director of the Economics Department Controller

Copies for Information:

President The Economic Adviser to the President Sir Denis Rickett, Vice President Mr. M. Shoaib, Vice President Directors, other Departments Executive Vice President (IFC) Vice President (IFC)



and plotting of land, the installation of drainage, sewerage and water systems and sanitary facilities, and the construction of roads. The total cost of this urban development program, accommodating about 100,000 people on 360 ha. in Dakar and about 60,000 on 200 ha. in eight other cities, would be about \$10 million, of which the Dakar component would represent \$6.5 million.

- 2. The Committee, noting that Senegal's "Parcelles Assainies" program, of which the proposed project would form a part, constituted a new and practical approach to the urban problems now confronting many developing countries, endorsed the principle of Bank Group financing for this type of project.
 - 3. The Committee also noted that:
 - (a) Subject to certain minimum specifications, settlers would be permitted to build on their parcels of land whatever housing was within their means. Experience in a pilot project in Pikine, a suburb of Dakar, and also in similar projects in Korea, Chile, Peru and Turkey indicated that the quality of such housing improved as the owners' incomes increased.
 - (b) Settlers would be given technical assistance in constructing their own housing. The provision of ancillary "community extension services" would be crucial to the success of the scheme.
 - (c) By providing basic urban infrastructure and encouraging self-help housing, the project would create both private and public savings. It would also generate substantial indirect benefits, such as improved health and welfare and increased labor productivity. Its economic justification would be conceptually similar to that of a population project.
 - (d) Bank association with the project would, in addition to helping Senegal minimize the economic and social costs of urbanization, serve as a vehicle for acquiring experience in a new area of operations. If successful, it would also "demonstrate" one solution to a problem shared by many developing countries.
- 4. The Committee approved the Western Africa Department's recommendation that, subjec to appraisal, the Bank should advise the Government of its agreement in principle to consider financing the proposed Parcelles Assainies project.

Secretary's Department March 19, 1971

CONFIDENTIAL

LOAN COMMITTEE

DECLASSIFIED

AUG 1 0 2017 WBG ARCHIVES LC/M/71-5

March 19, 1971

Minutes of Loan Committee Meeting held at 4:00 p.m. on Thursday, February 4, 1971 in the Board Room.

A. Present:

J. Burke Knapp, Chairman
Mr. S.R. Cope
Mr. S. Aldewereld
Mr. W.C. Baum
Mr. M.P. Benjenk
Mr. B. Chadenet
Mr. R. Chaufournier
Mr. D.J. Fontein
Mr. K.G. Gabriel

Mr. H.N. Graves
Mr. E.K. Hawkins
Mr. M.L. Lejeune
Mr. L. Nurick
Mr. G. Votaw
Mr. G.K. Wiese
Mr. I.M. Wright
Mr. David Pearce, Secretary

In Attendance:

Mr. R. Adams
Mr. H.B. Bachmann
Mr. D. Bahl
Mr. B. Cheek
Mr. W. Diamond
Mr. J. Elkouby

Mr. T.M. Jones Mr. R. Meda Mr. L.A.G. Moss Mr. R. Sadove Mr. J.G. Yenny

B. Senegal - Urban Site and Services Project

1. The Committee considered a memorandum dated January 26, 1971 from the Western Africa Department entitled "Senegal - Request for Bank Assistance in Financing an Urban Site and Services Project" (LC/0/71-10), which recommended that the Bank should consider financing a project designed to accommodate part of Senegal's low-income urban population, specifically the clearing

- DISTRIBUTION -

Committee:

Mr. J. Burke Knapp, Vice President, Chairman
Mr. S.R. Cope, Deputy Chairman
Mr. S. Aldewereld, Vice President
General Counsel
Director of the Development Services Department
Directors of the Area Departments
Deputy Director, Projects
Directors of the Projects Departments
Director, Development Finance Companies Department
Director of the Economics Department
Controller

Copies for Information:

President
The Economic Adviser to the President
Sir Denis Rickett, Vice President
Mr. M. Shoaib, Vice President
Directors, other Departments
Executive Vice President (IFC)
Vice President (IFC)

and plotting of land, the installation of drainage, sewerage and water systems and sanitary facilities, and the construction of roads. The total cost of this urban development program, accommodating about 100,000 people on 360 ha. in Dakar and about 60,000 on 200 ha. in eight other cities, would be about \$10 million, of which the Dakar component would represent \$6.5 million.

- 2. The Committee, noting that Senegal's "Parcelles Assainies" program, of which the proposed project would form a part, constituted a new and practical approach to the urban problems now confronting many developing countries, endorsed the principle of Bank Group financing for this type of project.
 - 3. The Committee also noted that:
 - (a) Subject to certain minimum specifications, settlers would be permitted to build on their parcels of land whatever housing was within their means. Experience in a pilot project in Pikine, a suburb of Dakar, and also in similar projects in Korea, Chile, Peru and Turkey indicated that the quality of such housing improved as the owners' incomes increased.
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 - (c) By providing basic urban infrastructure and encouraging self-help housing, the project would create both private and public savings. It would also generate substantial indirect benefits, such as improved health and welfare and increased labor productivity. Its economic justification would be conceptually similar to that of a population project.
 - (d) Bank association with the project would, in addition to helping Senegal minimize the economic and social costs of urbanization, serve as a vehicle for acquiring experience in a new area of operations. If successful, it would also "demonstrate" one solution to a problem shared by many developing countries.
- 4. The Committee approved the Western Africa Department's recommendation that, subjec to appraisal, the Bank should advise the Government of its agreement in principle to consider financing the proposed Parcelles Assainies project.

Secretary's Department March 19, 1971

Se Urban Der.

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Files

DATE: February 24, 1971

FROM:

L. Moss

SUBJECT:

SENEGAL - Site and Services Project

U.N. Center for Housing, Building and Planning

Reconnaissance Mission in Western Africa

On 23 February, 1971 I spoke by telephone with Mr. Eric Carlson, Officer-in-Chief of Research and Development, U.N. Center for Housing, Building and Planning. He informed me that the U.N. Center is sponsoring a reconnaissance mission to a number of Western African countries in order to discuss with the Governments the need for and means of upgrading living conditions in slums and squatter settlements. In particular, they wish to ascertain the willingness of the various countries to undertake new approaches to the problem, such as the use of site and services.

The mission will begin in April or early May, 1971 and be made up of several members of the U.N. Center, and representatives of the U.N. Economic Commission for Africa and the International Cooperative Housing Development Association (ICHDA). Contact will also be made with UNICEF, WHO, FAO and IBRD concerning their interests in the reconnaissance. They are still deciding on what Countries will be visited, however Congo, Nigeria and Senegal will be included. The length of time spent in each country will depend primarily on the reception the mission receives.

LMoss/mrg

cc: Messrs. Elkouby Strombom Yenny



 $[\]frac{1}{2}$ See Memorandum to Files by Mr. Yenny, 23 February, 1971 on ICHDA.

FORM No. 26 (4-69)

> INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE:

FEBRUARY 24, 1971

LOG NO.:

WU 14/25

TO:

PAIJMANS INTBAFRAD

FROM:

DAKAR

ROUTING

ACTION COPY: MR. PAIJMANS

INFORMATION COPY:

MR. CHAUFOURNIER

DECODED BY:

TEXT:

NO 021 REFERENCE VOTRE TELECRAMME 23 FEVRIER RELATIF PARCELLES ASSAINIES DONNONS ACCORD VENUE DAKAR MISSION MOSS ET YENNY 5 MARS PROCHIAN. HAUTE CONSIDERATION.

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TEB 25 10 03 AM 1971

FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

INCOMING CABLE

DATE AND TIME

OF CABLE:

FEBRUARY 24, 1971

LOG NO.:

WU 14/25

TO:

PAIJMANS INTBAFRAD

FROM:

DAKAR

ROUTING

Se-urban Dev

ACTION COPY: MR. PAIJMANS

INFORMATION MR. CHAUFOURNIER

COPY:

DECODED BY:

TEXT:

NO O21 REFERENCE VOTRE TELEGRAMME 23 FEVRIER RELATIF PARCELLES ASSAINIES DONNONS ACCORD VENUE DAKAR MISSION MOSS ET YENNY 5 MARS PROCHIAN. HAUTE CONSIDERATION.

ADAMA DIAILO

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ACTION COPY: MR. PLIJMANS

INFORMATION SER, CHAUPOURSESS.

FEBRUARY 24, 1971

PROCETAM. HAVEE CONSTDERSTION.

COMMUNICATIONS FEB 25 10 03 AM 1971 Form No. 27 (6-69)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

Se. Urban Der

OUTGOING WIRE

TO:

M. GERARD

SMUH

11 RUE CHARDIN

PARIS

DATE:

FEBRUARY 23, 1971

CLASS OF

SERVICE: LT

Wai

COUNTRY:

FRANCE

TEXT: Cable No.:

RE NOTRE CONVERSATION TELEPHONIQUE CONCERNANT PROJET DAKAR STOP CONFIRME

MM. MOSS ET YENNY SERONS PARIS 1 ET 2 MARS STOP VEUILLEZ CONTACTER STEUBER

BANQUE MONDIALE PARIS POUR FIXER RENDEZVOUS REMERCIEMENTS

J. ELKOUBY

Checked for Dispatch: ___

NOT TO BE TRANSMITTED			
AUTHORIZED	BY:	CLEARANCES AND COPY DISTRIBUTION:	
NAME	Mr. J. Elkouby		
DEPT.	Special Projects - Urban Division	(15) HE TO SHIP TO SHI	
IGNATURE	(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)		
EFERENCE	JYenny/nom	For Use By Communications Section	
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(IMPORTANT: See Secretaries Guide for preparing form)

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M. GERARD

RE NOTRE CONVERSATION TELEPHONIQUE CONCERNANT PROJET DAKAR STOP CONFIGUR MM. MOSS ET YEVNY SERONS PARIS 1 ET 2 MARS STOP VEULLIEZ CONTACTER STEUBER

J. ELKOUBY

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1261 Hd TO 1 E7 831

Se - Urban Dev.

OFFICE MEMORANDUM

TO: Files

DATE:

February 23, 1971

FROM: J

J. Yenny

SUBJECT:

SENEGAL - Site and Services Project

Meeting with Mr. Charles Dean, Foundation for Cooperative Housing (FCH), 1012 14th Street, Wash., D. C. Tel: 737-3411

- 1. On February 22, 1971, I met with Mr. Charles Dean, Vice President of FCH International to discuss their experience with site and services type projects and in particular the cooperative approach for managing such projects.
- 2. FCH was established in 1950 to help lower income families achieve home ownership through the cooperative approach. During the past two decades, FCH has sponsored more than 35,000 homes for low income families in the U.S. with a mortgage value in excess of \$425 million. In 1962, FCH extended its service to developing countries through contract work for AID. FCH International has now a staff of 25 professionals in Washington and overseas (U.S. staff is around 300), and works as consultants for IDB, OAS and more recently the U.N.
- In 1966, FCH and another eleven similar organizations from Sweden, Denmark, Finland, Germany, England, Israel and Chile formed The International Cooperative Housing Development Association (ICHDA) to bring their experience and expertise to developing countries. In February 1970, ICHDA entered into a Memorandum of Understanding with the U.N. Economic Commission for Africa (ECA). The memo defines the working relationships of the two organizations in the field of low cost housing in Africa. As a result, ICHDA and UNECA are currently involved in assisting the Government of Tanzania in the implementation of its site and services/cooperative housing program. The Tanzanian program is intended to serve as a pilot program for the entire Eastern Africa Community. In October 1970, ICHDA entered into a Memorandum of Understanding with the United Nations by which the U.N. and its specialized agencies can utilize ICHDA for development tasks in the housing field. As a result of this agreement, U.N. member countries can request technical assistance from ICHDA through UNDP or the Center for Housing, Building and Planning (CHBP). ICHDA is tentatively planning a joint reconnaissance survey with the U.N.CHBP sometime this spring in West Africa. The purpose of such a survey would be to determine the need of various countries for low cost accommodation of urban population growth, and the willingness of the various countries to try some new solutions such as site and services.
- 4. The cooperative form of management for low cost housing and site and services project seems to have a number of advantages over management by a governmental agency. Among the major ones are:
 - limitation of land speculation through self policing
 - pooling of savings
 - joint production of building materials and mutual self-help for housing construction
 - improved rent collection.



-2-February 23, 1971 Files Regarding the last point, it was mentioned that rent delinquency in the cooperative organization which took over the Panama site and services/low cost housing program is only some 10%, while it was between 80 and 90% when rent was "tentatively" collected by IVU, the governmental housing corporation. It seems that the experience of FCH is quite relevant to our involvement in site and services project and we should consider using them as consultants in the future. FCH has a substantial amount of material on the subject and Mr. Dean has offered the possibility of reviewing it in their offices, if we so desire. During the conversation, reference was made to the following agencies: FONDAVICO: The Panamanian cooperative housing agency headed by Mr. Roberto Rena. PROBICOP: The Colombian cooperative housing agency which has started several projects in Bogota, Cali and Medellin. It might be interesting to contact these agencies during missions in Latin America for more detailed information. JYenny/nom cc: Mr. Moss

Se- urban Dev. o

Translation of Cable

FEBRUARY 23, 1971

M. GERARD SMUH 11 RUE CHARDIN PARIS

REGARDING OUR TELEPHONE CONVERSATION CONCERNING THE DAKAR PROJECT:

CONFIRM MESSRS. MOSS AND YENNY WILL BE IN PARIS MARCH 1 AND 2. PLEASE

CONTACT STEUBER AT THE WORLD BANK IN PARIS TO SET UP MEETING. REGARDS.

J. ELKOUBY

JYenny/nom

Se-Urban Dev. Translation of Cable February 22, 1971 M. Andre Jacobs Secretaire General Intramint Bruxelles FOLLOWING YOUR VISIT TO THE WORLD BANK IN AUTUMN, 1970, WE WOULD LIKE TO DISCUSS WITH YOU POSSIBLE CONSULTANTS FOR EQUIPMENT AND FIXED INSTALLATIONS FOR THE METRO. MR. YENNY FROM MY DIVISION WILL BE IN BRUSSELS MARCH 3. I WOULD BE OBLIGED IF YOU COULD SEE HIM. PLEASE CONFIRM AGREEMENT. REGARDS. J. ELKOUBY CHIEF, URBANIZATION & REGIONAL PROJECTS DIVISION JYenny nom

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

Se urban Der

OUTGOING WIRE

TO: EXCELLENCE
ADAMA DIALLO

SECRETAIRE ETAT PLAN

DAKAR

COUNTRY: SENEGAL

DATE: 22 FEVRIER 1971

CLASS OF

SERVICE:

Ola.

TEXT:

Cable No.: REFERENCE PROJET "PARCELLES ASSAINIES" SUGGERONS ENVOI DAKAR MISSION COMPOSEE

DE MESSIEURS MOSS ET YENNY POUR PREPARATION PROJET ET DISCUSSION AVEC

PRINCIPAUX SERVICES INTERESSES STOP SOUS RESERVE VOTRE ACCORD MISSION

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ENVIRON DEUX SEMAINES STOP PRIERE CABLER REPONSE STOP LETTRE SUIT

HAUTE CONSIDERATION

PAIJMANS INTBAFRAD

SUMMARY TRANSLATION - NOT FOR TRASMITTAL

CABLE TO MR. ADAMA DIALLO, SECRETARY FOR PLANNING IN DAKAR REQUESTING HIS

AGREEMENT FOR A PREPARATION MISSION ON URBAN DEVELOPMENT SCHEDULED FOR MARCH 5.

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Martijn J. Paijmans

DEPT. Western Africa

SIGNATURE _____

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: RMeda:ma MR

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cleared with and cc: Mr. Yenny

cc: Mr. Moss

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For Use By Communications Section

Checked for Dispatch:

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SS REABING JALI

BENEGAL

MESSIEURS NOSS EL LEMM. BORE BEEFFFULION BEOTEL EL DISCREZION VASC DAKAR MUSSION EMAOT "PARCELLES VSSVINIES" SROCERORS SERVICE PROJECT

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Mr.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

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OUTGOING WIRE

M. STEUBER TO:

DATE: 19 FEVRIER 1971

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CLASS OF

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PARIS

SERVICE:

COUNTRY:

FRANCE

TEXT: Cable No.:

244

EN ROUTE MISSION POUR DAKAR MESSIEURS MOSS ET YENNY DU DEPARTEMENT PROJETS SPECIAUX BANQUE SEJOURNERONT PARIS PREMIER ET DEUX MARS STOP DESTRERATENT RENCONTRER MESSIEURS FRUITET CAISSE CENTRALE ET CHENEL FAC POUR ECHANGE DE VUE SUR PROJET PARCELLES ASSAINIES SENEGAL STOP PRIERE PRENDRE RENDEZ-VOUS STOP MISSION VOUS TELEPHONERA DES SON ARRIVEE

PAIJMANS

SUMMARY TRANSLATION (NOT TO BE TRANSMITTED)

MESSRS MOSS AND YENNY WILL BE IN PARIS ON MARCH FIRST AND SECOND ON THEIR WAY TO DAKAR WOULD LIKE TO MEET MESSRS FRUITET AND CHENEL FOR DISCUSSION ON URBAN DEVELOPMENT PROJECT SENEGAL STOP PLEASE MAKE ARRANGEMENT STOP WILL CALL UPON ARRIVAL STOP REGARDS

PAIJMANS

	NOT TO BE TRANSA	AITTED
AUTHORIZED E	3Y:	CLEARANCES AND COPY DISTRIBUTION:
NAME	Martijn J. Paijmans	cleared with and cc: Mr. Yenny cc: Mr. Moss
DEPT.	Western Africa Department COMMINICAT	SWOL
SIGNATURE	(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	PM 1971
REFERENCE	RMeda/dj	For Use By Communications Section
	ORIGINAL (File Copy) (IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:

M. STEUBER

PHIMORE RENDEZ -VOUS STOP MISSION VOUS TELEPHONERA DES SON ANELVEE

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Western Wrice Lepartment COWWINICVIIONS

MESSES MOSS AND YEART WILL BE IN PARIS ON MARCH FIRST AND SECOND ON URBAN DEVELOPMENT PROJECT SEMEGAL STOP PLEASE MAKE ANDANGEREAP

cleared with and co: Mr. Yenny

SECTION

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cc: Mr. Moss

Se - Krban Dev. 0

le 19 février 1971

Monsieur le Ministre,

Commo je vous l'avais annoncé lors de mon récent passage à Dakar, la Banque Mondiale a décidé de donner suite à l'étude d'un projet de "Parcelles Assainies" au Cénégal. Une mission de notre division de projets urbains, composée de Mi. Moss et Yenny, compte séjourner à Dakar du 5 au 18 mars prochain afin de définir et préparer un tel projet avec les divers services concernés. Ils comptent arriver le 5 par le vol AF-303 à 21830.

la mission, qui désire également visiter les capitales régionales inclues dans le projet de "Parcelles Assainies", a tentativament prévu de visiter St-Louis les samedi après-midi 6 et dimanche 7 mars et les autres capitales à la fin de la semaine suivante du jeudi au samedi par exemple. Je vous serai très reconnaissant si vous pouviez mettre à leur disposition les moyens de transport nécessaire à ces déplacements à l'intérieur du Sénégal.

J'espère que cette mission qui répond à un désir emprimé à plusieurs reprises par les autorités sénégalaises rencontrera votre agrément. Je vous prie de bien vouloir en aviser le Directeur de l'Urbanisme dont la présence est évidemment essentielle.

Veuillez agréer, Monsieur le Ministre, l'assurance de ma baute considération.

> Martijn J. Paijmans Département Afrique de l'Ouest

Son Excellence Adama Diallo Secrétaire d'Etat au Plan Dakar, Sénégal

RMeda/dj

Summary Translation: Proposal of a preparation mission on urban development scheduled for early March.

FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME OF CABLE:

FEBRUARY 19, 1971

1517

ROUTING

LOG NO.:

WU 25/19

TO:

INTBAFRAD

FROM:

AMERSFOORT

ACTION COPY:

MR. ELKOUBY

INFORMATION

MR. SADOVE

COPY:

DECODED BY:

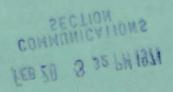
TEXT:

FOR ELKOUBY CHIEF URBAN DIVISION

REFERENCE TELEGRAM 18 FEBRUARY. BANK MISSION IS WELCOME MARCH 4 BERTH AVAILABLE. SUGGEST MEETING IN OUR OFFICE ADDRESS 35 LAAN1914 AMERSFOORT TF 38234. PLEASE INFORM US ARRIVAL TIME MISSION

VELDERMAN

MI



MR. ELECUBY

FEBRUARY 19, 1971

INFORMATION ME. SADOVE

ESTERMINE TELEGRAM 18 FEBRUARY. DUT MINGEON IS WELCOME HARRY ! HERTE AVAILABLE.

COMMUNICATIONS FEB 20 3 32 PM 1971 INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: M. FOSSATI

DATE:

18 FEVRIER 1971

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BRUXELLES

SERVICE:

LT

Se- Urban Dev.

COUNTRY:

BELGIQUE

TEXT: Cable No.:

EN ROUTE MISSION POUR DAKAR MESSIEURS MOSS ET YENNY DU DEPARTEMENT PROJETS

SPECIAUX BANQUE SERONT BRUXELLES TROIS MARS STOP SOUHAITERAIENT VOUS RENCONTRER

LE MEME JOUR POUR ECHANGE DE VUE SUR PROJET PARCELLES ASSAINIES SENEGAL STOP

VOUS TELEPHONERONT DES LEUR ARRIVEE STOP HAUTE CONSIDERATION

PAIJMANS INTBAFRAD

SUMMARY TRANSLATION (NOT TO BE TRANSMITTED)

MESSRS. MOSS AND YENNY WILL BE IN BRUSSELLS MARCH 3 ON THEIR WAY TO DAKAR URBAN DEVELOPMENT PROJECT STOP WOULD LIKE TO MEET YOU TO DISCUSS FROJECTXTERXESXMENXES SENEGAL STOP WILL CALL UPON ARRIVAL STOP REGARDS

PAIJMANS

NOT TO BE TRANSMITTED					
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:				
NAME Martijn J. Paijmans	cleared with and cc: Mr. Yenny cc: Mr. Moss				
DEPT. Western Africa Department	K-12M				
SIGNATURE(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	-				
REFERENCE RMeda/dj HK	For Use By Communications Section				
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(IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:				

18 FEVRIER 1971

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M. FOSSATI

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MESSRS. MOSS AND YEAVIY WILL BE IN BRUSSHILS MARCH 3 ON THEIR WAY TO DAKAR

CHMINNICYLICH? cleared with and co: Mr. Tenny

cc: Mr. Moss

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EModa/dj HK

Form No. 27 (6-69)

INTERNATIONAL DEVELOPMENT **ASSOCIATION**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

Se-Urban Dev.

OUTGOING WIRE

TO:

MR. VELDERMAN

CONSULTING ENGINEERS DWARS.

HEEDERIK EN VERHEY

AMERSFOORT

DATE:

FEBRUARY 18, 1971

CLASS OF

SERVICE:

LT

COUNTRY:

NETHERLANDS

TEXT:

Cable No.:

RE OMS NEDECO PLAN DIRECTEUR ASSAINISSEMENT DAKAR STOP BANK MISSION MOSS AND YENNY URBAN PROJECTS DIVISION WILL BE AMSTERDAM MARCH 4 HOTEL AMSTEL TO DISCUSS PARCELLES ASSAINIES 1970-1975 IMPLEMENTATION PROGRAM DAKAR AREA STOP MISSION WOULD LIKE TO DISCUSS DESIGN COST ESTIMATE AND ALSO SOCIOLOGICAL ASPECTS WITH MR. BERGH UNIVERSITY OF LEIDEN STOP PLEASE CABLE WHETHER POSSIBLE TO ARRANGE MEETINGS ON THIS DATE AND WHERE

ELKOUBY

CHIEF URBAN DIVISION

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Mr. J. Elkouby

DEPT.

Special Projects - Urban Division

SIGNATURE.

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE

JYenny/nom

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cc: Messrs. Moss, Meda, Thys

For Use By Communications Section

Checked for Dispatch:

MAMPROJEV TEN

ESTIMATE AND ALSO SOCIOLOGICAL ASPACTS WITH MR. BERGH UNIVERSITY OF

Mr. J. Elkouby

Se urban Dev. CC Terms of Ref. @

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE ME TORANDUI

TO:

Messrs. L. Moss and J. Yenny

DATE: February 17, 1971

FROM:

J. Elkouby

SUBJECT: SENEGAL: Site and Services Project

Preparation Mission Terms of Reference

- On or about February 24, 1971, you will proceed to Senegal for a period of about two weeks en route stopping over in Europe for consultation with consultants and International Development Agencies.
- 2. The purpose of your mission will be to review with Government officials the preparation of the site and services project and to discuss the major issues identified in the January 26, 1971 Memorandum to the Loan Committee (Para. 27) and in the subsequent Loan Committee Meeting of February 4, 1971. You will also interview consultants both in Europe and in Senegal with regard to the field study necessary to the preparation of this project.
- 3. On your way to Senegal, you will stopover:
 - (a) for about two days in London for discussions with consultants:
 - (b) for about two days in Paris for discussions with consultants. While in Paris, you will also discuss with FAC and CCCE their interest and expected involvement in site and services project in Dakar
 - (c) for one day in Brussels to discuss with FED their interest and expected involvement in site and services project in Senegal. While in Brussels, Mr. Yenny will contact the UITP to obtain names of consultants for metro equipment:
 - (d) for one day in Amsterdam to review with consultants NEDECO their design, preliminary engineering, and cost estimates for the Parcelles Assainies in Dakar.
- Upon your return, you will prepare a Back-to-Office Report, followed by a Full Report.

JYenny/nom

cc: Messrs. Chadenet, Baum, Baldwin, Lee, Sadove, Kirmani, Dunkerley, Iverson, Chaufournier, Paijmans, Adams, Meda

Se-urban Dev.

February 17, 1971

Mr. F. G. Weaver Commonwealth Housing Corporation 9 Deanery Street Mayfair, London United Kingdom

Dear Sir:

Last week while attending a United Nations Working Party Meeting on the topic of housing finance, I had the pleasure of talking with the Director of the Commonwealth Development Corporation, Mr. Jack Burgess, about housing for low-income urban populations.

The Bank has recently been approached by a West African Government regarding the possible financing of a site and services project. The project would be designed to accomodate part of the low-income sector of the country's growing urban population, and would include land preparation and basic urban infrastructure. Housing construction would be undertaken by the settlers, supplemented by some technical assistance. This would be the first project of this type for the World Bank, and we wish to obtain information and advice from persons having experience in this area. Mr. Burgess indicated that you and other members of the Commonwealth Housing Corporation have worked in this area in Africa and suggested that we talk with you. Therefore, if possible, I would like very much to discuss with you your experience. My colleague Mr. Yenny and I, will be passing through London on February 26, 1971 and I would appreciate if you could let us know whether it would be possible for you to meet with us on that day, and when you would be available.

Due to the postal tie-up, would you please leave a message for us with the Bank's office in London (Phone: Whitehall 3886/3887).

Thank you very much for your assistance in this matter.

Sincerely yours,

Laurence A. G. Moss

m

LMoss/mrg

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE:

FEBRUARY 16, 1971

LOG NO.:

ITT TELEX / 16

TO:

PAIJMANS INTBAFRAD

FROM:

BRUXELLES

ROUTING

Se_ urban Dev.

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ACTION COPY: MR. PAIJMANS

INFORMATION MR. CHAUFOURNIER

COPY:

DECODED BY:

TEXT:

REVOTEL 10 FEBRIER SUJET PROJET SENEGAL PARCELLE ASSAINIES JE VOUS CONFIRME

POSITION EXPOSE LORS CONVERSATION FED-IBRD. PROJET RETENUE PARTIALLEMENT EN

DEUXIEME PRIORITE EN ALTERNATIVEMENT A INTERVENTION ASSAINISSEMENT CAPITAL.

INSTRUCTION EVENTUELLE NON POSSIBLE AVANT 1972. CONSIDERATION TRES DISTINGUEE.

WIRSING CHEF DIVISION COMEURFED

JAO



INFORMATION WE. CHARLOGICATER

MINISTÈRE DE L'ÉDUCATION NATIONALE

ÉCOLE PRATIQUE DES HAUTES ÉTUDES VI SECTION - SCIENCES ÉCONOMIQUES ET SOCIALES

SCHOOL SEKRY COCCECUT KINDS IESEC KIND ON SENS KNIESEK

Ecole des Hautes Etudes

4, rue de Chevreuse, PARIS-VI.

(633 56,14)

Se-Urban Dev.

PARIS, LE February 16.

FEB 1 9 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE Urbanization -&- Regional Projects Division Answered by: will call his office

Messieurs,

Date: while in Paris Ty. 2/19/11 Je vous remercie de votre lettre du 11 Février. Je suis très intéressé par votre projet de Dakar et je serais très heureux de rencontrer Messieurs Moss et Yenny. Malheureusement, les 1er et 2 mars, je serai à Genève pour prendre part à une réunion d'experts à la CNUCED. Toutefois, je serai de retour à Paris le 3 mars, et si MM. Moss et Yenny étaient encore là, je pourrais les recevoir au cours de l'après-midi du mercredi 3 mars.

Je vous prie d'agréer, Messieurs, l'expression de ma considération très distinguée.

Directeur d'Etudes associé

Monsieur J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional International Bank for Reconstruction end Development

1818 H Street, N.W.

Washington, D.C. 20433 ECLION COMMUNICATIONS

1971 FEB 19 AM 9: A1

Messo. Elkonly 16.

Ecole des Hautes Etudes

MINISTÈRE DE L'ÉDUCATION NATIONALE

ÉCOLE PRATIQUE DES HAUTES ÉTUDES VI° SECTION - SCIENCES ÉCONOMIQUES ET SOCIALES SORBONNE

KEENCKKKK XXXEKTOODGESKOONDOVENOONEKS

4, rue de Chevreuse, PARIS-VI° (633 56.14)

PARIS, LE Pebruary 16,

FEB 1 9 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE
Urbanization -&- Regional Projects Division
Answered by: will call his office
Date: while is Pans Date.

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Ignacy Sachs
Directeur d'Etudes associé

Monsieur J. Elkouby
Chef de la Division des Projets
de Développement Urbain et Régional
International Bank for Reconstruction
end Development
1818 H Street, N.W.

Washington, D.C. 2043 ECLION
U.S.A. COMMUNICATIONS

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Mason Elpholing?

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FORM No. 26 (4-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

N AND DEVELOPMENT CORPORATION

INCOMING CABLE

DATE AND TIME

OF CABLE:

FEBRUARY 16, 1971

LOG NO.:

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TO:

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INFORMATION MR. CHAUFOURNIER

COPY:

DECODED BY:

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INSTRUCTION EVENTUELLE NON POSSIBLE AVANT 1972. CONSIDERATION TRES DISTINGUEE.

WIRSING CHEF DIVISION COMEURFED

JAO

INCOMING CABLE

CARLES PERSUARE 16, 1971

OL / HELET / 16

TO PAIDMANS INTRAFF.

BLIEBLE HEURELLE

ACTION COPY, MB. PALTMANS

INFORMTION ME. CHAUPCEMMIER

DECOURD BY:

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REVOTEL 10 FEBRUER SUTET PROJET SCHEDAL PARCELLE ASSAURTES JE VOUS CONFIGNE POSITION EXPOSE LOAS CONVENSATION FED-1880. PROJET HETENDE PARTIELLEMENT EN REQUITE EN ALTENNATIVENENT A INTERVENTION ASSAURTSSEMENT CAPITAL.

INCTRUCTION EVENTUELLE NON POSSIBLE AVANT 1972. CONSIDERATION TRES DISTINGUES.

WIREING CHEF DIVISION CONSURED.

FEB 16 1 57 PM 1971 COMMUNICATIONS

Feb. 11, 1971

English Translation of Letter to:

M. L. V. Thomas
Doyen de la Faculté des Lettres
et Sciences Humaines de Dakar
Université de Dakar
Dakar, Sénégal

Dear Sir:

The Senegalese Government has recently approached the World Bank regarding the possible financing of a site and services project in Dakar and other regional capitals. The project would be designed to accommodate the low-income sector of Senegal's growing urban population, and would include land preparation and basic urban infrastructure. Housing construction would be left to the settlers, supplemented by some technical assistance.

To carry out this project well, we will have need of the assistance of a sociologist-anthropologist who understands well West Africa to direct a survey on the spot. The goals of such a survey would be:

- a) define the characteristics (socio-economic) of the population to which the parcelles will be designed.
- b) compare the socio-economic conditions in the pilot project of parcelles assainies and in certain shanty-towns of Dakar.

I would like to know if you would have the possibility to direct such a survey for the Bank during the next few months. Messrs. Moss and Yenny, of the Urbanization Division, will be in Dakar from the 4 to the 16th of March 1971, and I would appreciate it if you could let me know if you will be able to receive them during their stay, and where they would be able to meet you.

Thank you in advance for your assistance.

Sincerely,

J. Elkouby Division Chief Urbanization and Regional Projects

M. L. V. Thomas Doyen de la Faculté des Lettres et Sciences Humaines de Dakar Université de Dakar Dakar, Sénégal

Monsieur:

Le Gouvernement Sénégalais a récemment soumis à la Banque Mondiale (BIRD) une demande de financement d'un projet de "Parcelles Assainies" à Dakar et dans d'autres capitales régionales. Le projet serait destiné à acceuillir une certaine partie de la population urbaine à faibles revenus et comprendrait la préparation des terrains, ainsi que les aménagements de voirie et de réseaux divers. Les attributaires des parcelles construiraient eux-mêmes leur logement avec l'assistance technique du Gouvernement.

Pour mener à bien un tel projet, nous avons besoin de l'assistance d'un sociologue-anthropologue connaissant bien l'Afrique Occidentale pour diriger une enquête sur place. Les buts d'une telle enquête seraient:

- a) de définir les caractéristiques socio-économiques de la population à laquelle les parcelles seront destinées.
- b) de comparer les conditions socio-économiques actuelles dans le projet pilote de parcelles assainies et dans certains bidonvilles de Dakar.

Je désirerais savoir si vous auriez la possibilité de diriger une telle enquête pour la Banque au cours des prochains mois. MM. Moss et Yenny, de la Division des Projets Urbains, seront à Dakar du 4 au 16 Mars 1971, et je vous serais reconnaissant de m'indiquer si vous pourriez les recevoir durant leur séjour, et où ils pourraient vous joindre.

En vous remerciant par avance de votre assistance, je vous prie d'agréer, Monsieur, l'assurance de ma consideration distinguée.

J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional

Se. URB. Dev. o origattackel Feb. 11, 1971 English Translation of letters to: Messrs. Ignace Sachs, Claude Tardits and Paul Mercier Ecole Pratique des Hautes Etudes VI Section, Sorbonne Rue de Chevreuse 75 Paris 6, France Dear Sir: The Senegalese Government has recently approached the World Bank regarding the possible financing of a site and services project in Dakar and other regional capitals. The project would be designed to accommodate the low-income sector of Senegal's growing urban population, and would include land preparation and basic urban infrastructure. Housing construction would be left to the settlers, supplemented by some technical assistance.

This would be the first project of this type for the World Bank, and we wish to obtain information and advice from persons experienced in West Africa. Messrs. Moss and Yenny, from the Division of Urbanization, will be in Paris March 1 and 2, 1971, and I would appreciate it if you could let us know whether it would be possible for you to meet with them and where they would be able to meet with you, in order to discuss the problems relative to this project. I am also writing to Messrs. Claude Tardits and Paul Mercier at the Ecole Pratique des Hautes Etudes.

I thank you in advance for your assistance.

J. Elkouby
Division Chief
Urbanization and Regional
Projects

M. Claude Tardits
Ecole Pratique des Hautes Etudes
VI Section, Sorbonne
Rue de Chevreuse 75
Paris 6, France

Monsieur:

Le Gouvernement Sénégalais a récemment soumis à la Banque Mondiale (BIRD) une demande de financement d'un projet de "Parcelles Assainies" à Dakar et dans d'autres capitales régionales. Le projet serait destiné à accueillir une certaine partie de la population urbaine à faibles revenus et comprendrait la préparation des terrains, ainsi que les aménagements de voirie et de réseaux divers. Les attributaires des parcelles construiraient eux-mêmes leur logement avec l'assistance technique du Gouvernement.

Comme ce projet est le premier du genre auquel la Banque Mondiale s'intéresse, nous aimerions obtenir, pour sa préparation, l'avis et l'assistance de sociologues connaissant bien l'Afrique Occidentale. MM. Moss et Yenny, de la Division des Projets Urbains, seront à Paris les ler et 2 Mars 1971, et je vous serais reconnaissant de m'indiquer si vous pourriez les recevoir l'un ou l'autre de ces jours, et où ils pourraient vous joindre, afin de discuter des problèmes relatifs à un tel projet. J'adresse également la même demande à MM. Ignace Sachs et Paul Mercier, à l'Ecole Pratique des Hautes Etudes.

En vous remerciant par avance de votre assistance, je vous prie d'agréer, Monsieur, l'assurance de ma consideration distinguée.

J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional

Feb. 11, 1971

English Translation of letters to:

Messrs. Ignace Sachs, Claude Tardits and Paul Mercier Ecole Pratique des Hautes Etudes
VI Section, Sorbonne
Rue de Chevreuse 75
Paris 6, France

ORIG. ATTACHED

Dear Sir:

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I thank you in advance for your assistance.

J. Elkouby
Division Chief
Urbanization and Regional
Projects

JYenny/nom

Q

M, Paul Mercier
Ecole Pratique des Hautes Etudes
VI Section, Sorbonne
Rue de Chevreuse 75
Paris 6, France

Monsieur:

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J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional

February 11, 1971

Mr. Otto Konigsberger Director School of Tropical Architecture London, England

Dear Mr. Konigsberger:

The Senegalese Government has recently approached the World Bank regarding the possible financing of a site and services project in Dakar and other regional capitals. The project would be designed to accommodate the low-income sector of Senegal's growing urban population, and would include land preparation and basic urban infrastructure. Housing construction would be left to the settlers, supplemented by some technical assistance.

This would be the first project of this type for the World Bank, and we wish to obtain information and advice from persons experienced in this field. Mr. Peter Marris has indicated to us that you have had the opportunity to work in this field in developing countries; therefore, if possible, we would like very much to discuss with you your experience with this type of approach. Messrs. Moss and Yenny, of our Division, will be passing through London on February 25 and 26, 1971, and I would appreciate it if you could let us know whether it would be possible for you to meet with them while they are in London and where they may contact you.

Thank you very much for your assistance in this matter.

Sincerely Fours

J. Elkouby
Division Chief
Urbanization & Regional Projects
Special Projects Department

February 11, 1971

Mr. Otto Konigsberger Director School of Tropical Architecture London, England

Dear Mr. Konigsberger:

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Thank you very much for your assistance in this matter.

Sincerely fours

J. Elkouby
Division Chief
Urbanization & Regional Projects
Special Projects Department

JYenny/nom

9

Feb. 11, 1971

English Translation of letters to:

Messrs. Ignace Sachs, Claude Tardits and Paul Mercier Ecole Pratique des Hautes Etudes VI Section, Sorbonne Rue de Chevreuse 75 Paris 6, France 0216, COPY ATTACHED

Dear Sir:

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I thank you in advance for your assistance.

J. Elkouby
Division Chief
Urbanization and Regional
Projects

JYenny/nom

91

M. Ignace Sachs
Directeur d'Etudes Associé
Ecole Pratique des Hautes Etudes
VI Section, Sorbonne
Rue de Chevreuse 75
Paris 6, France

Monsieur:

Le Gouvernement Sénégalais a récemment soumis à la Banque Mondiale (BIRD) une demande de financement d'un projet de "Parcelles Assainies" à Dakar et dans d'autres capitales régionales. Le projet serait destiné à accueillir une certaine partie de la population urbaine à faibles revenus et comprendrait la préparation des terrains, ainsi que les aménagements de voirie et de réseaux divers. Les attributaires des parcelles construiraient eux-mêmes leur logement avec l'assistance technique du Gouvernement.

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En vous remerciant par avance de votre assistance, je vous prie d'agréer, Monsieur, l'assurance de ma consideration distinguée.

J. Elkouby Chef de la Division des Projets de Développement Urbain et Régional

Se helm ansegut

SOCIETE de DEVELOPPEMENT et de VULGARISATION AGRICOLE

S. O. D. E. V. A.

Société anonyme d'économie mixte au capital de 10.000.000 francs CFA

PAZ/SJ nº 7

Objet: Règlement mémoire

Dakar, le 11 Février 1971

INTERNATIONAL DEVELOPMENT ASSOCIATION 1818 H Street N.W. WASHINGTON DC 20.43

Messieurs,

Suite à votre télégramme de ce jour, nous vous prions de trouver ci-joint, Note de Service du Ministère du Développement Rural donnant pouvoir à Monsieur Bocar COLY pour assurer l'intérim de Monsieur Cheikh Amidou KANE pendant son absence.

Ci-joint également, pouvoirs de Monsieur Cheikh Amidou à Monsieur Bocar COLY en date du 19 Décembre 1970.

Nous vous prions d'agréer, Messieurs, l'expression de no haute considération.

Le Directeur Général p.i.

Bocar COLY.

Original to: Mr Communications
Date: 2-16-77 Communications
Section

9

Form No. 27 (6-69)INTERNATIONAL DEVELOPMENT **ASSOCIATION**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: WIRSING

DATE: 10 FEVRIER 1971

COMEURFED

CLASS OF

BRUXELLES

TRES DISTINGUEE

SERVICE: LT

COUNTRY: BELGIQUE

Cable No.:

TEXT: REFERENCE CONVERSATIONS FED BIRD SUR PROGRAMMES RESPECTIFS EN DECEMBRE A

BRUXELLES AU COURS DESQUELLES QUESTION PROJET PARCELLES ASSAINTES SENEGAL A NOTAMMENT ETE ABORDEE STOP VOUS PRIONS BIEN VOULOIR RE PRECISER SI POSSIBLE INTENTIONS FED CONCERNANT CE PROJET AUQUEL NOS DEUX INSTITUTIONS S'INTERESSENT

AINSI QUE CALENDRIER PREVU POUR INSTRUCTION EVENTUEL PROJET STOP CONSIDERATION

PAIJMANS INTBAFRAD

SUMMARY TRANSLATION - NOT FOR TRANSMITTAL

REQUESTING CLARIFICATION FED INTENTIONS REGARDING PARCELLES ASSAINTES PROJECT IN SENEGAL

	NOT TO BE TRANS	MITTED
AUTHORIZED	BY:	CLE
NAME	Martijn J. Paijmans	c
DEPT.	Western Africa	
SIGNATURE _	(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	_
REFERENCE		
	ORIGINAL (File Copy)	
	(IMPORTANT: See Secretaries Guide for preparing form)	Che

CLEARANCES AND COPY DISTRIBUTION: cleared with & cc: Mr. Yenny For Use By Communications Section

Checked for Dispatch: .

DATE

SERVICE CLASS OF

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DISPATCHED

COMMUNICATIONS SECTION

8 03 PM 1971

FEB 10

Mr. Laurence Moss

February 10, 1971

Richard Westebbe

Urban Documents on Senegal

- 1. At your request, I am attaching the following package documents on Senegal:
 - 1) Aménagement de Parcelles et de Trames d'Accueils pour l'Habitat de la Population Economiquement Famble", Direction de l'Urbanisme et de l'Habitat.
 - 2) "Aménagement Pikine", Direction de l'Urbanisme.
 - 3) "Aménagement de la Zone Sud du Boulevard Général de Gaulle" with maps "Plan Directeur du Cap Vert" and plans Direction de l'Urbanisme.

cc: Roger Adams.

RWestebbermam

INTERNATIONAL DEVELOPM I

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

NTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Mr. Elkouby

DATE:

February 8, 1971

Roger Adams

SUBJECT: Senegal - Site and Services Project

Attached is a copy of the Government of Senegal's replies to the questionnaire which the mission left in Dakar. Your comments would be appreciated.

RAdams/dj

cc: Mr. Moss (with attachment)

cc: Mr. Yenni (with attachment)

Monsieur.

Comme suite à vos quatorze questions préliminaires relatives à l'établissement du dossier des parcelles assainies, j'ai l'honneur de vous apporter ci-dessous les précisions que vous souhaitez obtenir :

Réponse nº I :

Le premier dossier sur les parcelles assainies date du mois de novembre 1969 -

Il a été remanié au mois de <u>novembre 1970</u> par suite des remarques et observations de la Mission FED au Sénégal -

Réponse nº 2 :

Le FED a donné un accord verbal pour un montant d'environ 400 millions de F. CFA -

Réponse nº 3 :

La différence que vous constatez entre le dossier parcelles assainies soumis au FED par rapport aux prévisions du III° plan économique et social provient essentiellement des types de parcelles prévues -

- Deux (2) types de parcelles :
 - a) Minimum de 150 m2 (Financement FED ou Budget National d'Equipement)
 - b) commercialisables (pouvant faire l'objet d'un emprunt BIRD - CCCE)

Seules les parcelles minimum sont financées sur financement FED ; les parcelles commercialisables peuvent faire l'objet d'un financement par emprunt -

.../...

Réponse nº 4 :

En 1969/71 : 65 ha sont aménagés dans la zone d'extension de Pikine, soit :

20 ha en zone E3 (coût 28 millions 1969/70) 45 ha en zone 1 1 coût 60 millions - 1970/1971) -

NOTA : Le prix de révient à l'hectare est inférieur à celui du dossier FED car l'aménagement n'est pas complet -

		Source	\$	1969/1970	: 1	970/1971
	1		1		-;	
Etudes générales et partielles			:			
d'Urbanisme -		Budget National d'Equipement		3 Millions	. 5	Millions
- Parcelles assainies -	:		1 2	8 Millions	1 60 1	Millions
	:	A	:		:	
			:			

Réponse nº 5 :

I°) DAKAR

a) Parcelles assainies

réalisés :	20 ha
en cours :	45 ha
avant-projet :	I5 ha
avant-projet en	
préparation	90 ha

b) parcelles commercialisables :

Avant-projet en préparation s (Financement FAC)

40 ha

2º) REGIONS -

a) Parcelles assainies

(Dossier avant projet achevé)

-	Saint-Louis	(avant proje	t de)	II7	ha
-	Rufisque	11	** .+4 * .+6.#**	108	ha
-	Bargny			22	ha
-	Ziguinchor	n		110	ha
-	Thiès	**		40	ha
-	Diourbel			15	ha
-	Tambacounda			15	ha.
-	Kaolack (a	vant-projet e	n pré p ai	ration) 40	ha

Réponse nº 6 :

La priorité est accordée dans l'ordre à ces localités : Dakar, Saint-Louis, Rufisque, Ziguinchor et Thiès ;

Dakar en raison de l'impérieuse nécessité de réaliser le programm HLM (opération recasement des bidonvilles du centre pour la libération du terrain OHLM);

Les villes citées après Dakar en raison des nécessités d'extensio Elles sont presque toutes des "villes amphibies" qui voient leurs cadres anciens totalement débordés par une urbanisation naturelle et anarchique.

.../...

Réponse nº 7 :

Les terrains sur lesquels sont réalisées les parcelles assainies sont jusqu'à présent du Domaine National.

Toutefois certains aménagements peuvent entraîner quelques indem nisations "des cultures".

Les parcelles commercialisables pourront être réalisées sur des terrains objet de titres fonciers et achetés à des tiers (IOO F. CFA/m2).

Réponse nº 8 -

Dans la demande de financement (2ème version) adressée au FED les estimations du coût variant de 1, 44 Millions pour Rufisque à 2, 3 Millions pour Dakar et 3, 2 Millions pour Ziguinchor, par hectare de parcelles assainies.

Cet échelonnement des coûts est du à l'importance des coûts de transport pour Ziguinchor et au système retenu pour l'assainissement fécal Edicule sur réseau urbain (Ziguinchor), Edicule sur fosse étanche (Dakar), latrine individuelle (Rufisque).

Après enquête auprès des différents services techniques, nous avons décomposé les coûts d'aménagement de parcelles à Dakar en "pourcentage de monnaie locale" et "pourcentage en devises".

Travaux		rcentage dans			Pourcentage en devise dans le coût total -
Terrassement	1	41,5	:	65	27
Voirie	:	18	:	49	. 9
Adduction d'eau - Assainisse- ment -		32		35	п
Topographie	:	5	1	20	; 1
Plantations	1	3	1	0	0
Total :	1:	100	:		48 %

La dépense extérieure est environ de 48 % de la dépense to-

Réponse n° 9 : Les normes retenues en surface et en équipement sont explicitées sur la note ci-jointe -

Réponse nº 10 -

Depuis la présentation de la première demande de financement au FED les conceptions de la Direction de l'Urbanisme se sont précisées. La Direction distingue deux catégories de parcelles :

- Les parcelles aménagées sommairement pourvues d'une desserte hydraulique collective -
- Les parcelles disposant d'une desserte hydraulique individuelle -
- I°) Les parcelles aménagées sommairement sont destinées à deux catégories -
 - Les occupants de bidonvilles centraux déguerpis ou touchés par les opérations de rénovation et de remodelage urbain -
 - Les calariés dont le revenu est trop faible pour payer le loyer d'un logement en dur aussi économique soit-il.

la première catégorie ne dispose pas de revenus fixes. Elle est expulsée de façon autoritaire des bidonvilles ou des quartiers centraux. Le droit d'occuper les parcelles lui sera accordé gratuitement. Les attributaires verseront chaque année à la Municipalité la redevance correspondant au montant des charges récurrentes. C'est à cette catégorie que s'adresse en premier lieu le projet d'aménagement (2ème version) dont le financement est demandé au FED.

La seconde catégorie se compose de demandeurs solvables disposant d'un revenu mensuel par famille de l'ordre de 10.000 F CFA par mois. Ils paieront la redevance municipale correspondant aux charges récurrentes et un loyer recouvert et géré par l'ONIM correspondant à l'amortissement de l'infrastructure.

2°) Les parcelles disposant d'une desserte hydraulique individuelle sont destinées aux demandeurs disposant d'un revenu mensuel de l'ordre de 20.000 F CFA par mois. Le coût d'occupation se décompose en deux parties comme ci-dessus.

Pour les demandeurs de parcelles, seront prioritaires les salariés gagnant moins de 25.000 F par mois et ayant déposé une demande auprès de 1'OHIM -

Les études générales financées par le FAC et qui doivent débuter en janvier 1971 permettront de préciser la nature juridique de l'occupation du sol dans les divers cas d'aménagement.

Les parcelles sommairement aménagées actuellement attribuées le sont sous le régime du permis d'occuper qui laisse à l'Etat l'entière maitrise des sols.

Un certain nombre de parcelles seront réservées pour des commerçants et artisans. Rien ne s'oppose à ce que des ateliers ou des petités industries compatibles avec l'habitat s'installent sur les zones aménagées.

Réponse nº 11 :

L'électrification des zones d'extension est financée par la Compagnie Concessionnaire des E.E.O.A.

Plan de développement, chapitre Urbanisme -

Réponse na 12 :

Dans le programme des parcelles assainies les projets d'exécution, les appels d'offres, la rédaction des marchés, sont le fait des
services techniques; en ce qui concerne les travaux d'assainissement et
d'adduction d'eau, la Direction de l'Energie et de l'Hydraulique qui
coordonne les plans de parcelles assainies et le plan directeur préparé
par NEDECO -

La réforme administrative a classé l'ensemble de la Région du Cap-Vert en commune du Grand Dakar placée sous l'autorité d'un Gouverneur de Région (administrateur) et d'une Assemblée Municipale (législateur).

La Commune du Grand Dakar est subdivisée en 7 arrondissements administrés par des délégués du Gouverneur :

ssement	1
89	2
12	3
n	
tt	4
tt	5
n	6
17	7
n	8
	12 13 14 15 16

Réponse nº 14 :

Les parcelles assainies existantes sont entretenues par les services municipaux. Les nouvelles parcelles assainies seront également entretenues par ces services. Pour éviter de surcharger les budgets municipaux, les Municipalietés percevront comme cela a été expliqué en 10 une redevance amuelle couvrant les charges récurrentes (en particulier la consommation en eau aux bornes fontaines).

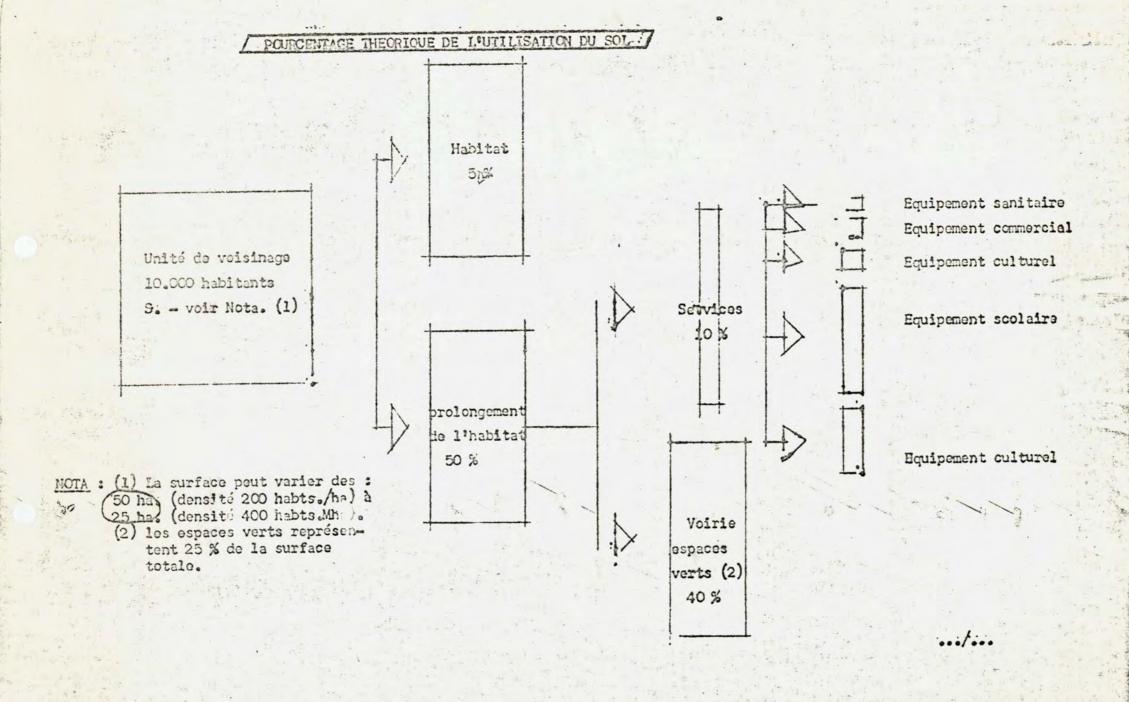
DIRECTION DE L'URBANISME ET DE L'HABITAT

BUREAU D'ETUDES

NOTE de PRESENTATION

TECHNIQUE/

- 1°) La présente étude n'a pour but que de définir des ordres de grandeur des surfaces au sol des différentes équipements et leur coût.
 - La liste des équipements, les principes adoptés ainsi que les sommes n'ont donc qu'une <u>valeur indicative</u>. Il est bien évident que le chiffre théorique de 10.000 habitants par exemple, ne correspond qu'à une approche très grossière de la réalité puisque chaque unité de voisinage se trouve conditionnée par sa localisation, son environnement, le type d'habitat prévalant dans la zône, la vocation propre du secteur etc ...
- 2°) La présente étude s'est attachée à définir de façon aussi simple que possible :
 - les pour centages d'occupation théorique du sol. Fiche (1)
 - les normes et les estimations des divers équipements intéressant directement l'unité de voisinage. Fiches (2) (3) et (4).
 - Sont précisés en particulier, les coûts de construction des équipements et les surfaces nécessaires pour les divers équipements ;
 - l'incidence sur l'environnement de la création d'une unité de voisinage. Fiche (5)
- 3°) La dernière fiche (n°6 récapitule les diverses données et en fait l'application pour une unité de voisinage de 40/Ha. (ce qui correspond à une densité moyenne de 250 habitants/ha).
 - Si cette densité était augmenté, le pourcentage de l'emprise du sol des services se trouverait croitre en proportion (pour une densité de 400 habitants/ha. l'emprise au sol serait doublée).



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Soit pour une population de 10.000 Personnes

Prévisions : scolarisation 100/100 pour le primaire

Normes

: 20 % de la population d'âge scolaire (primaire)

10 m2 de sol par élève (compris aires de jeux)

40, - 50. élèves par classe

2.000 enfants

2 ha.

48 classes

Conclusion: 2 écoles de 24 classes

Estimation : terrain =

Infrastructure =

Bâtiments = 1 Million par classe

48 millions

(compris W.C - clôture - direct) TOTAL :

EQUIPMENT COMMERCIAL /

Normes : 0,3 m2 par habitant

- dont 2/3 pour le marché

- et 1/3 pour les boutiques

marché (petits marchés 600 m2 - principaux 1.500 m2)

boutique = 1 boutique pour 25 ou 30 logements

3.000 m2

I petit marché + I marché princip.

30 boutiques

Estima Estimation: Terrain =

Infrastructure =

Bâtiments = boutique 500,000 l'unité

marché 5:000 le m2

TOTAL

15 Millions

10 "

/ EQUIPEMENT SANITAIRE / OZHA	Soit pour une population de 10.000 personnes
Normes : Maternité : Maternité : 4 lits pour 1.000 habitants	40 lits
16 naissances pour 100 femmes 600 m2 de curface construito	800 naissances Q1 Ha
Dispensaire: 1 pour 500 personnes 200 à 300 m2 de surface construite Situation: près du centre commercial	600 m2 mul court.
Estimation: Maternité I mill n par lit	40 Millions
Terrain: 1.000 m2 à = Infrastructure = Dispensaire: terrain = 2 x 500 m2 =	
Infrastructure = Construction (5 Millions l'unité) =	10 Millions
TOTAL	
/ EQUIPEMENT CULTUREL /	
Normes : 90 % de musulmans	3.000 personnes
10 % de catholiques et autres religions	1.000 u
1 lieu de culte pour 2.000 habitants	1.000 m2
soit 4 mosquées de 250 m2	400 m2
+ 1 grande mosquée de 400 m2 et un lieu de culte pour 2 unités de voisinage	200 m2
Estimation : mosquée terrain + infrastructure : (3.000 r2 à =	
construction 1.400 m2 à 25.000 Frs =	35 Millions
culte - terrain + Infrastructure : (400m2/a =	TAL

EQUIPEMENT CULTUREL ET ADMINISTRATIF

Soit pour une population de 10.000 personnes

Principe: Création d'un bâtiment polyvalent abritant des services administratifs - Police - O.P.T. - Bureau Municipal des services culturels - salle de réunion couverte - bibliothèmue - salle de cinéma - aire do plein sir (théâtre - lutte) Normes : Surface converte : 1.000 m2 - surface libre totale : 1 ha. Estimation : Terrain I ha à = Infrastructure 1 ha à = Bâtiments 1.000 m2 à 25:000 Frs 25 Millions TOTAL ESPACES VERTS - SPORTS Principes : Il faut comprendre par zone verte ce qui sert aux piétons dont les cires de jeux : Réserver 10 à 20 % de la surface des unités voisines Normes 10 m2 par habitants 1 sire de jeux pour 2.500 enfants (surface 2.500m2) Estimation : Terrain 10 ha à Infrastructure 10 ha à 20 Millions Equipements 10 ha à 2 Millions l'ha 4 aires de jeux à 2 Millions 8 Millions TOTAL

ENVIRONNEMENT DE L'UNITE DE VOISINAGE

	Equipement au ni	veau du quartier (2 unités de voisir	nage)	C	out construction	Surface
	Scolaire Social Santé Sports	Enseignement post primaire C.C. Foyer de jounes Centre médio social Stade		•	40 15 15 40	2 ha. 0,5 ha. 0,2 2 ha
4			TOTAL :		110	4,7 ha.
	Il faut donc pré	voir en plus par U.V.				
	- 2,5	ha: de terrain millions d'équipements supplémentair	res.			
		veau de l'arrondissement (4 unités d				
	Scolaire Commercial	Lycée Centre commercial (marché + 200	boutiques)		100 125	4 ha 2 ha
	Social Santé	Centre payeur - Animation Hopital 200 lits			10 200	0,2 ha.
	Administratif Culture	Délégation Municipale plus servi Centre Culturel	ces centraux		40 25	1 ha: 0,5 ha.
	Der E		48,		500	9.2 ha:

Il faut donc prévoir en plus par U.V. . .

- 2;5 ha. de terrain - 125 millions d'équipements supplémentaires

NOTA: Ces chiffres ne sont donnés qu'à titre indicatif, afin de déterminer un ordre de grandeur.

RECAPITULATION /

SERVICES AU NIVEAU DE L'UNITE DE VOISINAGE	Coût des constructions	Surface	%
Equipement scolaire Equipement commercial Equipement sanitaire Equipement culturel Equipement culturel	48 Millions 25 " 50 " 40 " 25 "	2 ha 0,3 0,2 0,35 1	50 9 6 10 25
TOTAL :	168 Millions	3,85 ha.	**
Espaces verts	28 Millions	10 "	
SERVICES AU NIVEAU DE L'ENVIRONNEMENT			
Equipement au niveau du quartier (par U.V.) Equipement au niveau de l'arrondissement (par U.V.)	55 Millions 125	2,5 ha. · 2,5 ha. ·	
	-	-	
TOTAL:	180 Millions	5 ha.	

/ CONCLUSION /

Si l'on adopte pour surface d'une unité de voisinage 40 ha. (soit une densité de 250 habitants : ha) on trouve qu'en ce qui concerne cette U.V.

f - La surface au sol des équipements représente 10 %

2 - Le coût des équipements et espaces verts est de l'ordre de 5 millions à l'ha.

3 - La surface des espaces verts représente 25 % de la surface totale. Si l'on se place au niveau global de l'U.V. et de son environnement des services on s'aperçoit que les chiffres ci-dessus doivent être majorés de 50 % d savoir :

10 Millions

1 - Coût global de l'ha. équipé = 2 - Emprise au sol des services =

DAKAR, Février 1968

Monsieur GANNE

Mr. Elicouby

February 8, 1971

Roger Adams

Senegal - Fite and Services Project

Attached is a copy of the Government of Senegal's replies to the questionnaire which the mission left in Dakar. Your comments would be appreciated.

RAdams/dj

cc: Mr. Moss (with attachment)

cc: Mr. Yenni (with attackment)

Daniel Charles Lefebvre

1825 Jefferson Place NW Washington DC 20036 USA

1702 B

le 5 février 1971

Monsieur R. Adams
Western Africa
International Bank for
Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20036

Objet: Parcelles Assainies Dakar, Sénégal

Cher Monsieur,

Comme suite à notre conversation de ce matin, je vous donne ci-dessous le texte du telex reçu de BCEOM:

- "Re: Parcelles Assainies Dakar Sénégal Votre message du 4 février 1971
- AAA Crédit 400.000 FF accordé par FAC au Sénégal le 22 décembre.
- BBB Décision reçue 29 janvier désigne BCEOM comme organisme d'exécution.
- CCC Avons demandé à notre délégué précision pour préparation contrat d'études à passer avec gouvernement stop signature peut demander des semaines.
- DDD Delai d'exécution prévu 8 mois à compter notification contrat d'études.
- EEE Devons nous comprendre que la Banque s'intéresse à cette affaire stop pouvez-vous nous éclairer sur ce point stop la Banque en a-t-elle déjà discuté avec le Sénégal?

1825 offered Place NW Washington DC 19896 USI

10 8 26 1114 2 2011

1702 8

Monsieur R. Adams
Western Africa
International Sancton
Reconstruction and Development,
1918 R Stroet W.W.
Washington, D.G. 1916

Object: Par wiles cambine Joseph Senfett

Che Monsieve

Comme suite à notre conversation de ce matin, je vous donne ci-dessous le texte du telex requ de BCEOM:

yes percelles ressinies pakar conégal

NAK - Cridali AUS-DGG EF CECCONÉ par PAC an Béségel le

ABB - Décision recue 29 janvier designé ecron comus crash eme Alexénytion.

ccc - Avons demandé à notre délagué précision pour préparant aration contrat d'études à passer avec gouvernement atop signature pout demander des semaines.

oppo - Delai d'exécution preva 8 mois à complet notification

Fig. - Devous nous complendre que la Banque s'intéresse à cette effaire stop pouvez-vous nous éclaires sur ce point stop la Banque en o-t-élle déjà discuté avec le Sénégalpures

1971 FEB -8 BM 11: 53

THE RESIDENCE OF THE PARTY OF T

FFF - Serions heureux réponse semaine prochaine car Noguier sera à Dakar le 15 février."

J'ai répondu au BCEOM ce matin en lui donnant les précisions que vous avez bien vouloir me fournir.

Je vous prie d'agréer, Cher Monsieur, l'expression de mes sentiments distingués.

D.C. LEFEBVRE

Se urban Der.

9

Mr. Bruce Cheek

February 3, 1971

Richard M. Westebbe

Senegal Urban Site and Services Project

- 1. The proposal that the Bank consider in principle participating in financing the Parcelles Assainies project in Senegal strikes me as sound. Self-built housing with appropriate incentives is economically and socially desirable. The Bank Group in the last annual report supported this approach to housing and earlier internal policy documents have endorsed it in greater detail. Finally, Senegal has already successfully carried out a large sites and services scheme in Dakar. There are nevertheless some considerations I would like to raise with respect to the specific proposals which could appropriately be included in the list of issues requiring further study where they are not already encompassed in the appended list (p. 9).
- 2. The question of the effective demand for housing on the terms suggested should be examined in greater depth. We are told that from 30% to 50% of the population of Dakar is in the low income sector (p. 5). The wide range suggests a high degree of uncertainty about income levels and preferences in spending incomes. If the minimum income group is to spend 25% to 30% of its income on this type of housing as assumed (p. 7), there may well be a reluctance to move to the sites offered. One of the basic advantages of self-built squatter housing is that it does not burden the squatter with fixed debts when his income from/service occupation may be unstable. His primary interest may be in finding enough income to survive; housing may be quite secondary in importance. A similar question might be raised about the fees proposed for operating costs and user charges for water and possibly electricity.
- 3. A further possible problem in this respect may arise in connection with the plan to lease or rent the land (para. 19, p. 6). A basic element in the motivation of squatters and in the success of other sites and services schemes in other parts of the world is secure tenure on the land. The fact that the squatter has the permanent right to the land provides him with the incentives to save in the form of incremental investments in his dwelling.
- 4. The analysis supporting the proposal would be considerably strengthened in my view if it included a good description of the PIKINE project in Dakar and the conditions which made it an apparent success. I visited this project in the spring of 1969 with the head of the Urban Directorate of the Ministry of Public Works and referred to it in my back-to-office report although there was no time to make a full investigation. Most of the inhabitants consisted of the lowest income groups who could not afford public housing being erected

^{1/} See Turner and Mangin, "Progressive Architecture" (May 1968) for a succinct analysis.

in the Medina in central Dakar as part of an urban renewal scheme. They were thus well established in Dakar and receptive to a way of becoming property owners. They and their shacks were moved by Army trucks to the PIKINE area where they were given the right to specific plots of land upon which they reconstructed the shacks. At the time of my visit the area was still relatively new but there were signs of masonry construction and other permanent improvements. Further, the school built by the Government was inadequate and the inhabitants had put up a second crude structure by themselves made out of scrap materials. It would be useful to know that the new schemes proposed in Dakar and the other six centers will enjoy the same conditions of success as PIKINE. In this respect I would note that a serious problem with PIKINE was the high cost and inadequate supply of public transportation. Many of the people involved reportedly made their living in marginal service activities in Dakar and it was a real hardship for them to be removed from walking distance of the source of their incomes. No mention is made in the proposal at hand of possible transportation problems.

- See Before committing the Bank to a specific proposal of this type, I would like to know a good deal about the people we are proposing to help. Much of the literature deals with South American examples where culture, ethnic ties and responses to incentives may be different than in Senegal. In Peru, for example, squatters are people who have already survived the central city slums, found a way to make a living, and who then organize as communities to seize new areas outside of Lima. Who are the people the Senegalese propose to move to the sites and services schemes. Will it work in all the places proposed? If there is reluctance on the part of people in the illegal "bidonvilles" to move to the new sites and incur the costs involved, will we be in the position of financing a scheme which may require the exercise of policy power to carry out? All this suggests that we need to know a good deal more about the social structure of the people involved in order to, buttress the case for the project and, be aware of possible pitfalls.
- 6. Another aspect which requires further explanation is the full cost of the scheme to the public sector. One can be in favor of the Bank making investments with wide distributional impacts while still asking what they will cost the public sector in capital subsidies, and in current subsidies, if any, on services provided such as water, sewer and electricity. Some of this information can be obtained from the existing RIKINE area by making appropriate assumptions about the market price of the land used.
- 7. The investigation of linkages with the building materials industry ought to include at least a preliminary appraisal of any new investment and reorganization which might be desirable. Thought might be given to the setting up of manufactories using the labor of the low income groups being relocated on the model of the La Reina self-built housing scheme outside

February 3, 1971 Mr. Bruce Cheek - 3 -Santiago, Chile. The demand for the building materials would be provided by some form of Government credit scheme to sell the materials, such as doors, windows and roofing, to the rehoused squatters. Ultimately the manufactory might become self-supporting by selling its output on the market. There might be a case here for IFC involvement and for technical assistance from the UN Centre for Housing, Building and Planning. cc: Messrs. Paijmans Moss

Form No. 27 (6-69)

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: AUDIBERT

DATE:

4 FEVRIER 1971

SECRETARIAT ETAT COOPERATION 20 RUE MONSIEUR

CLASS OF

LT

PARIS 7e

SERVICE:

COUNTRY: FRANCE

TEXT:

Cable No.:

RECONNAISSANTS BIEN VOULOIR NOUS AVISER SI ETUDE PARCELLES ASSAINIES SENEGAL PREVUE COMITE FAC 22 DECEMBRE A ETE APPROUVEE STOP DANS L'AFFIRMATIVE VOUS PRIONS NOUS INFORMER DATE DEMARRAGE ETUDE ET SA DUREE STOP REMERCIEMENTS ET CONSIDERATION DISTINGUEE

> ADAMS INTBAFRAD

SUMMARY TRANSLATION (NOT TO BE TRANSMITTED)

GRATEFUL YOUR ADVISING US IF STUDY PARCELLES ASSAINIES SENEGAL SUBMITTED COMITE FAC DECEMBER 22 HAS BEEN APPROUVED STOP IF SO GRATEFUL YOUR INFORMING US STARTING DATE AND DURATION STUDY STOP REGARDS

ADAMS

	NOT TO BE TRANSMITTED					
AUTHORIZED	BY:	CLEARANCES AND COPY DISTRIBUTION:				
NAME	Roger Adams	cc: Mr. Chaufournier Mr. Elkouby				
DEPT.	Western Africa Department	Mr. Moss Mr. Yenny				
SIGNATURE	(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	/ /				
REFERENCE	RAdams/dj	For Use By Communications Section				
	ORIGINAL (File Copy)	1/				
	(IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:				

OUTGOING WIRE

PARIS 7e

RECOMMAISSANTS BIRN VOULDIR NOUS AVISER SI STUDE PARCELLES ASSAINLES SEMESAL PERVUE COMING PACT 22 DECEMBE A REE APPROUVER STOP DAMS L'AFFIRMATIVE VOUS PRIONS NOUS INFORMER DATE DIMARRAGE BY UDE ET SA DURIES STOP REMERCIEMENTS ET

SUGARRY TRANSLETION (NOT TO BE TRANSLETTED)

CHATEFUL YOUR ADVISING US ME STUDY PARCELLES ASSAURES SEVERAL SUBMITTED COMITE FAC DECIMISER 22 HAS BEEN APPROUVED STOP IF SO CHATEFUL YOUR INFORMED US STARTING DATE AND DURATION STUDY STOP REGARDS

NOT TO BE TRANSMITTED

COMMUNICATION SCHEMBINGES AND COPY DISTRIBUTION:

LEB H A 33 BH 131 po: Mr. Chaufournier

Mr. Eliconing

Mr. Moss

Mr. Yenny

Africa Department

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE INTERNATIONAL DEVELOPMENT CORPORATION **ASSOCIATION** in Adding J Wedn MR Attached please find the only copyed I abtained for the Se GA We re Dalor Orban Dec. handle and have rang de Special Pri. Ppt.

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Senegal CR 336 Jan 29171

Monsieur.

Comme suite à vos quatorze questions préliminaires relatives à l'établissement du dossier des parcelles assainies, j'ai l'honneur de vous apporter ci-dessous les précisions que vous souhaitez obtenir :

Réponse nº I :

Le premier dossier sur les parcelles assainies date du mois de novembre 1969 -

Il a été remanié au mois de novembre 1970 par suite des remarques et observations de la Mission FED au Sénégal -

Réponse nº 2 :

Le FED a donné un accord verbal pour un montant d'environ 400 millions de F. CFA -

Réponse nº 3 :

La différence que vous constatez entre le dossier parcelles assainies soumis au FED par rapport aux prévisions du III° plan économique et social provient essentiellement des types de parcelles prévues -

- Deux (2) types de parcelles :
 - a) Minimum de 150 m2 (Financement FED ou Budget National d'Equipement)
 - b) commercialisables (pouvant faire l'objet d'un emprunt BIRD - CCCE)

Seules les parcelles minimum sont financées sur financement FED; les parcelles commercialisables peuvent faire l'objet d'un financement par emprunt -

Réponse nº 4 :

En 1969/7I : 65 ha sont aménagés dans la zone d'extension de Pikine, soit :

20 ha en zone E3 (coût 28 millions 1969/70) 45 ha en zone 1 1 coût 60 millions - 1970/1971) -

NOTA : Le prix de révient à l'hectare est inférieur à celui du dossier FED car l'aménagement n'est pas complet -

			Source	8	1969/1970	: 1970,	/1971
		,		1		1	
- Etudes générales et p	partielles	:		:		:	
d'Urbanisme -		Bud	get Natio	nal, 3	Millions	, 5 Mi	llions
		. d'E	quipement				
- Parcelles assainies				* 21	Millions	* 60 Mi	llions
,		:				\$	
	†	:		:		:	
			-4	:		1	
		:				:	
	WAR I						- F . U . *

Réponse nº 5 :

I°) DAKAR

a) Parcelles assainies

réalisés :	20 ha
en cours :	45 ha
avant-projet :	15 ha
avant-projet en	
préparation	90 ha

.../...

b) parcelles commercialisables :

Avant-projet en préparation : (Financement FAC)

40 ha

2º) REGIONS -

a) Parcelles assainies :

(Dossier avant projet achevé)

-	Saint-Louis	(avant proj	et de)	117	ha
-	Rufisque			108	ha
-	Bargny			22	ha
-	Ziguinchor			TIO	ha
	Thiès		1,500	40	ha
	Diourbel			15	ha
	Tambacounda			15	ha
-	Kaolack (a	vant-projet	en préparat	ion) 40	ha

Réponse nº 6 :

La priorité est accordée dans l'ordre à ces localités : Dakar, Saint-Louis, Rufisque, Ziguinchor et Thiès ;

Dakar en raison de l'impérieuse nécessité de réaliser le programme HLM (opération recasement des bidonvilles du centre pour la libération du terrain OHLM);

Les villes citées après Dakar en raison des nécessités d'extension. Elles sont presque toutes des "villes amphibies" qui voient leurs cadres anciens totalement débordés par une urbanisation naturelle et anarchique.

Réponse nº 7 :

Les terrains sur lesquels sont réalisées les parcelles assainies sont jusqu'à présent du Domaine National.

Toutefois certains aménagements peuvent entrainer quelques indemnisations "des cultures".

Les parcelles commercialisables pourront être réalisées sur des terrains objet de titres fonciers et achetés à des tiers (IOO F. CFA/m2).

Réponse nº 8 -

Dans la demande de financement (2ème version) adressée au FED les estimations du coût variant de 1, 44 Millions pour Rufisque à 2, 3 Millions pour Dakar et 3, 2 Millions pour Ziguinchor, par hectare de parcelles assainies.

Cet échelonnement des coûts est du à l'importance des coûts de transport pour Ziguinchor et au système retenu pour l'assainissement fécal Edicule sur réseau urbain (Ziguinchor), Edicule sur fosse étanche (Dakar), latrine individuelle (Rufisque).

Après enquête auprès des différents services techniques, nous avons décomposé les coûts d'aménagement de parcelles à Dakar en "pourcentage de monnaie locale" et "pourcentage en devises".

Travaux	Pourcentage dar	s : Pourcentage en	: Pourcentage en : devise dans le : coût total -
Terrassement	41,5	65	27
Voirie	. IS	49	9
Adduction d'eau - Assainisse- ment -	32	35	п
Topographie	: 5	20	1
Plantations	3	. 0	0
Total :	* IOO	1	48 %

La dépense extérieure est environ de 48 % de la dépense to-

Réponse n° 9 : Les normes retenues en surface et en équipement sont sont explicitées sur la note ci-jointe -

Réponse nº 10 -

Depuis la présentation de la première demande de financement au FED les conceptions de la Direction de l'Urbanisme se sont précisées. La Direction distingue deux catégories de parcelles :

- Les parcelles aménagées sommairement pourvues d'une desserte hydraulique collective -
- Les parcelles disposant d'une desserte hydraulique individuelle -
- I°) Les parcelles aménagées sommairement sont destinées à deux catégories -
 - Les occupants de bidonvilles centraux déguerpis ou touchés par les opérations de rénovation et de remodelage urbain -
 - Les salariés dont le revenu est trop faible pour payer le loyer d'un logement en dur aussi économique soit-il.

la première catégorie ne dispose pas de revenus fixes. Elle est expulsée de façon autoritaire des bidonvilles ou des quartiers centraux. Le droit d'occuper les parcelles lui sera accordé gratuitement. Les attributaires verseront chaque année à la Municipalité la redevance correspondant au montant des charges récurrentes. C'est à cette catégorie que s'adresse en premier lieu le projet d'aménagement (2ème version) dont le financement est demandé au FED.

La seconde catégorie se compose de demandeurs solvables disposant d'un revenu mensuel par famille de l'ordre de 10.000 F CFA par mois. Ils paieront la redevance municipale correspondant aux charges récurrentes et un loyer recouvert et géré par l'OHLM correspondant à l'amortissement de l'infrastructure.

2°) Les parcelles disposant d'une desserte hydraulique individuelle sont destinées aux demandeurs disposant d'un revenu mensuel de l'ordre de 20.000 F CFA par mois. Le coût d'occupation se décompose en deux parties comme ci-dessus.

Pour les demandeurs de parcelles, seront prioritaires les salariés gagnant moins de 25.000 F par mois et ayant déposé une demande auprès de 1'OHLM -

Les études générales financées par le FAC et qui doivent débuter en janvier 1971 permettront de préciser la nature juridique de l'occupation du sol dans les divers cas d'aménagement.

Les parcelles sommairement aménagées actuellement attribuées le sont sous le régime du permis d'occuper qui laisse à l'Etat l'entière maitrise des sols.

Un certain nombre de parcelles seront réservées pour des commerçants et artisans. Rien ne s'oppose à ce que des ateliers ou des petités industries compatibles avec l'habitat s'installent sur les zones aménagées.

Réponse nº 11 :

L'électrification des zones d'extension est financée par la Compagnie Concessionnaire des E.E.O.A.

Plan de développement, chapitre Urbanisme -

Réponse na 12 :

Dans le programme des parcelles assaintes les projets d'exécution, les appels d'offres, la rédaction des marchés, sont le fait des
services techniques; en ce qui concerne les travaux d'assaintssement et
d'adduction d'eau, la Direction de l'Energie et de l'Hydraulique qui
coordonne les plans de parcelles assaintes et le plan directeur préparé
par NEDECO -

Réponse nº 13 :

La réforme administrative a classé l'ensemble de la Région du Cap-Vert en commune du Grand Dakar placée sous l'autorité d'un Gouverneur de Région (administrateur) et d'une Assemblée Municipale (législateur).

La Commune du Grand Dakar est subdivisée en 7 arrondissements administrés par des délégués du Gouverneur :

Dakar Plateau Arrondi	ssement	I
Gorée		2
Médina Grand Dakar	11	3
Hann - Ouakam - Yoff	11	
N'Gor	tt	4
Pikine	11	5
Rufisque		6
Bargny Yène	n	7
Sébikotane - Gorem		8

Réponse nº 14 :

Les parcelles assainies existantes sont entretemes par les services municipaux. Les nouvelles parcelles assainies seront également entretenues par ces services. Pour éviter de surcharger les budgets municipaux, les Municipalités percevront comme cela a été expliqué en 10 une redevance annuelle couvrant les charges récurrentes (en particulier la consommation en eau aux bornes fontaines).

MINISTERE DES TRAVAUX PUBLICS DE PREMISME ET DES TRANSPORTS

DIRECTION DE L'URBANISME ET DE L'HABITAT

BUREAU D'ETUDES

NOTE de PRESENTATION

TECHNIQUE/

1°) - La présente étude n'a pour but que de définir des ordres de grandeur des surfaces au sol des différentes équipements et leur coût.

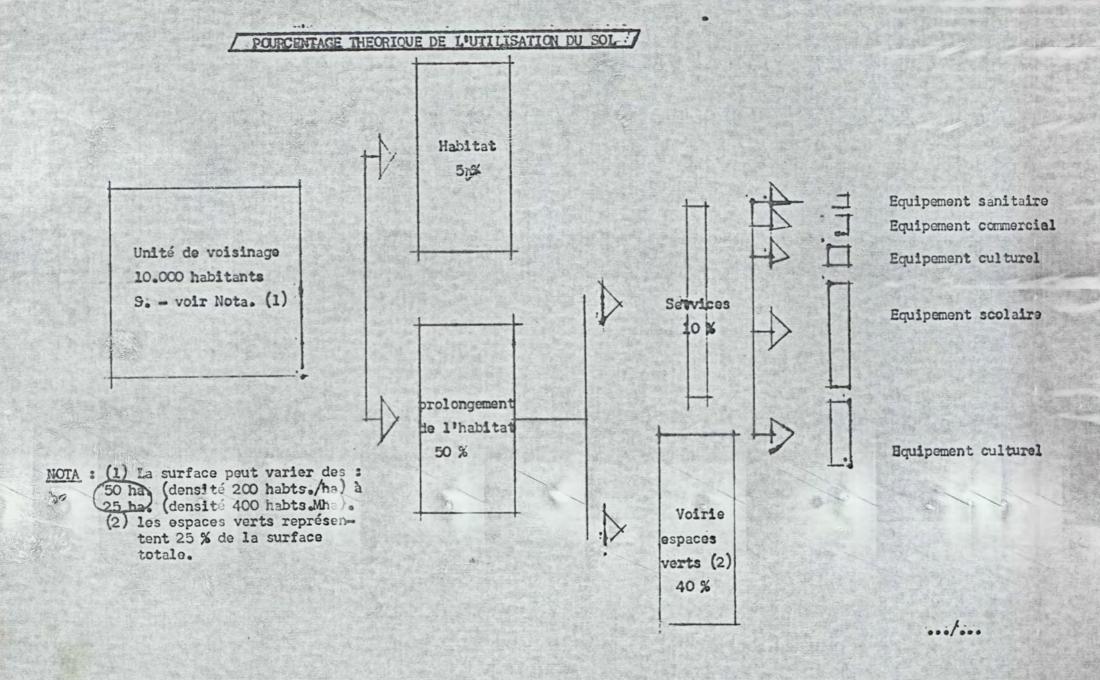
La liste des équipements, les principes adoptés ainsi que les sommes n'ont donc qu'une <u>valeur indicative</u>. Il est bien évident que le chiffre théorique de 10.000 habitants par exemple, ne correspond qu'à une approche très grossière de la réalité puisque chaque unité de voisinage se trouve conditionnée par sa localisation, son environnement, le type d'habitat prévalant dans la zone, la vocation propre du secteur etc ...

- 2°) La présente étude s'est attachée à définir de façon aussi simple que possible :
 - les pour centages d'occupation théorique du sol. Fiche (1)
 - les normes et les estimations des divers équipements intéressant directement l'unité de voisinage. Fiches (2) (3) et (4).

Sont précisés en particulier, les coûts de construction des équipements et les surfaces nécessaires pour les divers équipements ;

- l'incidence sur l'environnement de la création d'une unité de voisinage. Fiche (5)
- 3°) La dernière fiche (n°6 récapitule les diverses données et en fait l'application pour une unité de voisinage de 40/Ha. (ce qui correspond à une densité moyenne de 250 habitants/ha).

Si cette densité était augmenté, le pourcentage de l'emprise du sol des services se trouverait croitre en proportion (pour une densité de 400 habitants/ha. l'emprise au sol serait doublée).



EQUIPEMENT SCOLAIRE				falls to the Control			2000	and the same of	
FOUIPEMENT SCOLATRE	,	****			-	AAA		-	-
	,,,	pal 3	110	- 8A - D		- I	1 6	111	1-4
		Lake	14	And Flance	4 4	200	Safe a	266	hate

Soit pour une population de 10.000 Personnes

Prévisions : scolarisation 100/100 pour le primaire

Normes

: 20 % de la population d'âge scolaire (primaire)

10 m2 de sol par élève (compris aires de jeux)

40, - 50 élèves par classe

2.000 enfants

48 classes

Conclusion: 2 écoles de 24 classes

Estimation : terrain =

Infrastructure =

Bâtiments = 1 Million par classe

(compris W.C - clôture - direct) TOTAL :

48 millions

EQUIPEMENT COMMERCIAL

Normes: 0,3 m2 par habitant

- dont 2/3 pour le marché

- et 1/3 pour les boutiques

marché (petits marchés 600 m2 - principaux 1.500 m2)

boutique = 1 boutique pour 25 ou 30 logements

3.000 m2

I petit marché + I marché princip.

30 boutiques

Estima Estimation: Terrain =

Infrastructure =

Bâtiments = boutique 500.000 l'unité

marché 5.000 le m2

TOTAL

15 Millions

10 "

EQUIPEMENT SANITAIRE / OZHA	Soit pour une population de 10.000 personnes
Normes : Maternité : Maternité : 4 lits pour 1.000 habitants	40 lits
16 naissances pour 100 femmes	
600 m2 de curface construite	91 Ha
Dispensaire: 1 pour 500 personnes	2
200 à 300 m2 de surface construite	600 m2 mul oust.
Situation: près du centre commercial	
Estimation : Maternité 1 million par lit =	40 Millions
Terrain: 1.000 m2 à =	A CONTRACTOR OF THE PARTY OF TH
Infrastructure =	
Dispensaire : terrain = 2 x 500 m2 =	
Infrastructure =	
Construction (5 Millions l'unité) =	10 Millions
TOTAL	
LEQUIPEMENT CULTUREL /	
Normes : 90 % de musulmans	3.000 personnes
10 % de catholiques et autres religions	1.000 "
1 lieu de culte pour 2.000 habitants	
soit 4 mosquées de 250 m2	1.000 m2
+ 1 grande mosquée de 400 m2	400 т2
et un lieu de culte pour 2 unités de voisinage	200 m ²
Estimation : mosquée terrain + infrastructure : (3.000 n2 à =	
construction 1.400 m2 à 25.000 Frs =	35 Millions
culte - terrain + Infrastructure : (400m2)à = construction 200m2 à 25.000 Frs =	TOTAL

THE PARTY AND ADDRESS OF THE PARTY.	CAT F T CINT STY TO F	1444	Y hard a she was but his his hard ?	and the Aug
EQUIPEMENT	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	-	A MAINE COLUMN	1 1 14
TANGET TO THE PARTY OF THE PART	COPICIPA	Lur I	THUTTINE	1244

Soit pour une population de 10.000 personnes

Principe: Création d'un bâtiment polyvalent abritant des services administratifs
- Police
- O.P.T.
- Bureau Municipal

des services culturels
- salle de réunion couverte

- bibliothèque - salle de cinéma

- aire de plein air (théâtre - lutte)

Normes : Surface couverte : (1.000 m2) - surface libre totale : 1 ha.

Estimation : Terrain I ha à =

Infrastructure 1 ha à =

Bâtiments 1.000 m2 à 25.000 Frs

TOTAL ______

ESPACES VERTS - SPORTS

<u>Principes</u>: Il faut comprendre par zone verte ce qui sert aux piétons dont les aires de jeux

Normes : Réserver 10 à 20 % de la surface des unités voisines 10 m2 par habitants 1 aire de jeux pour 2.500 enfants (surface 2.500m2)

Estimation: Terrain
Infrastructure
Equipements
IO ha à
Infrastructure
IO ha à
IO ha à IO ha à
IO ha à IO ha à
IO ha à IO ha à
IO ha à IO ha à
IO ha à IO ha à IO ha à
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TOTAL

(10 ha.)

20 Millions 8 Millions

.../...

/ ENVIRONNEMENT DE L'UNITE DE VOISINAGE

Equipement au	niveau du quartier (2 unités de voisinage)	Coût construction	Surface
Scolaire Social Santé Sports	Enseignement post primaire C.C. Foyer de jeunes Centre médio social Stade	40 15 15 40	2 ha. 0,5 ha. 0,2 2 ha
	TOTAL 1	110	4,7 ha.
Il faut donc pr	révoir en plus par U.V.		
	5 ha: de terrain 5 millions d'équipements supplémentaires. 1 niveau de l'arrondissement (4 unités de voisinage		
Scolaire	Lycée	100	4 ha
Commercial	Centre commercial (marché + 200 boutiques)	125	2 ha
Social	Centre payeur - Animation	10	0,2 ha
Santé	Hopital 200 lits	200	1,5 ha.
Administratif	Délégation Municipale plus services central		1 has
Culture	Centre Culturel	25	0,5 ha.
		E.O.	00 10
		500	9,2 ha:

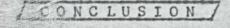
Il faut donc prévoir en plus par U.V. . .

- 2;5 ha. de terrain - 125 millions d'équipements supplémentaires

NOTA: Ces chiffres ne sont donnés qu'à titre indicatif, afin de déterminer un ordre de grandeur.

RECAPITULATION /

SERVICES AU NIVEAU DE L'UNITE DE	VOISINAGE /	Coût des constructions	Surface	%
Equipement scolaire		48 Millions	2 ha	50
Equipement commercial		25 "	0,3	9
Equipement sanitaire		50 11	0,2	6
Equipement culturel		40 "	0,35	10
Equipement culturel	有限 精 表 有	25 **	1	25
	TOTAL:	168 Millions	3,85 ha.	
Es	paces verts	28 Millions	10 "	
SERVICES AU NIVEAU DE L'ENVIRONN	EMENT /			
Equipement au niveau du quart		55 Millions	2,5 ha.	
Equipement au niveau de l'arr	ondissement (par U.V.)	125	2,5 ha.	
	TOTAL:	180 Millions	5 ha.	



Si l'on adopte pour surface d'une unité de voisinage 40 ha. (soit une densité de 250 habitants : ha) on trouve qu'en ce qui concerne cette U.V.

- 1 La surface au sol des équipements représente 10 %
- 2 Le coût des équipements et espaces verts est de l'ordre de 5 millions à l'ha.
- 3 La surface des espaces verts représente 25 % de la surface totale.
- Si l'on se place au niveau global de l'U.V. et de son environnement des services on s'aperçoit que les chiffres ci-dessus doivent être majorés de 50 % à savoir :
- 1 Coût global de l'ha. équipé =

10 Millions

2 - Emprise au sol des services =

20 %

DAKAR, Février 1968

Monsieur GANNE

Mr. Michael L. Lejeune

January 29, 1971

K. G. V. Krishna

Memorandum from the Western Africa Department on an Urban Site and Services Project

Yesterday Lyle Hansen gave me a memorandum to the Loan Committee from the Western Africa Department on an Urban Site and Services Project in Senegal, and asked that we convey the views of Division "B" directly to you. In view of the very limited time it has not been possible to formulate the views of the Division as a whole. However, I asked John Burrows, who has given some thought to this matter, to prepare a brief memorandum setting out his reactions. This memorandum is attached.

I am in general agreement with the attached memorandum, but would like to add one or two further thoughts. A site and services project proposal will have to overcome three possible objections. These are (a) that it puts us in an area where the problems are too big and too numerous to handle, (b) that lack of control over standards for superstructure could result in more slums, and (c) that the economic viability of such a project would be questionable or, at any rate, very difficult to demonstrate. I would, therefore, suggest that, if the proposal is not agreeable to the Loan Committee for these reasons, we should urge that the possibility should be explored of financing integrated low-cost housing projects, involving both infrastructure, e.g., roads, sewers, water, lights and services, and superstructure e.g. housing. In Nairobi, for example, there are probably several hundred or even a few thousand people who are employed and have incomes enabling them to pay modest rents, but to whom the only housing available are unauthorized, sub-standard, shanty dwellings put up by private entrepreneurs. These are the only places which they can get at a rent they can afford. By crowding people into these tenements, the landlords obtain an excessive return on their investment.

An integrated, low-income housing project would serve a very important need. It ensures some control over standards, reduces exploitation and, more than anything else, stands a good chance of turning out to be an economically viable proposition. It relieves poor people of the need to raise money for superstructure - of any quality or description - which a site and service scheme would not. There would, of course, be many difficult questions to resolve, particularly those concerning organization and management. But it does have the merit of being a project based on specific demand-supply relationships. The question whether these houses should only be rented or sold to willing buyers could be taken up at a later time.

KGVKrishna: rp

SE-URBAN DEV.

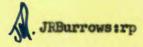
Mr. Lyle M. Hansen

January 29, 1971

John R. Burrows

Loan Committee Memorandum from Western Africa Department on Senegal Urban Site and Services Project

- 1. You asked for comments on the Western Africa Department's memorandum to the Loan Committee. The conditions described in Senegal are to be seen, mutatis mutandis, in most of our countries, and are a matter of increasing concern.
- 2. We know more about Nairobi than the other cities in our parish, mainly because of our flirtation with the newly-established Urban Study Program. Nairobi mirrors all the problems of Dakar: rapid population growth and rural-urban drift, a high incidence of unemployment, misdirection of public housing funds, and an explosive growth of shanty towns and squatter settlements. The Kenyans have also come up with the same basic solution to minimum cost housing as the Senegalise, although the solution is still rather more in evidence in plans and memoranda than on the ground.
- 3. We have already given some consideration to including an urban infrastructure project very similar to the Senegal proposal in our lending program for Kenya. There are a number of powerful reasons for trying to do so, both on country economic grounds and because the Bank's intervention could prove decisive at a critical stage in the formulation of government policy. We have not so far included such a project in the lending program, mainly because this is a new field of Bank interest in which operational policy is still unclear. On economic grounds, however, this would seem to be a very relevant field for Bank action, and the reaction of the Loan Committee will therefore be of great interest. I hope that Mr. Lejeune will be able to support the recommendation when it comes before the Committee.



ce: Mr. Krishna

V. Se-Urban Dev. Ho cc: Housing & Urban Dur

Mr. Michael L. Lejeune

January 28, 1971

L. M. Hansen

Loan Committee Consideration of Proposal to Finance Urban Site and Serv ices Project in Senegal

- Projects Department, is seeking Loan Committee approval of the principle that the Bank would consider financing an urban site and services project in Senegal. The project would develop urban land to the extent of layout of plots for low-income individuals to use to build self-help housing, provision of land in the blocs for community services such as schools and parks, development of associated roads (unpaved) water, sewerage and community baths and toilets. The basic purpose is to facilitate building of low-income housing by the occupants themselves in a rational land use pattern by developing vacant land with associated infrastructure on the peripheries of six cities in Senegal.
- 2. The two principal issues are whether the Bank should enter the field of financing of housing, and, if so, is this the appropriate project to initiate Bank lending in this field.
- 3. Should the Bank Finance Housing? On balance, I think there is a case for the Bank financing carefully selected segments of the housing problem. The potential benefits to the development of our member countries are many.
 - a) The rapid growth of population and even more rapid growth of urban areas generates a minifestly substantial demand for housing which member countries will have to respond to in some responsible fashion;
 - b) There are obvious private and social benefits in improved housing and equally heavy private and social costs in inadequate housing. Among the benefits are:
 - (i) house construction can become an engine of growth in that investment in house construction can be one offthe principal forms of investment; this type of investment varies from 10 to 60 percent of gross fixed investment;
 - (ii) As a desired commodity (incentive goods) private individuals are willing to save and pay for better housing and thereby private savings can be accumulated, properly organized these are net additional savings;

1

- (iii) House construction creates a market for materials and services that can be the basis for substantial industrialization and direct and indirect employment creation.
- (iv) Properly laid out, housing results in economies of scale in providing infrastructure services compared to the costs resulting from haphazard housing development.
- 4. On the other hand, the very size of housing demand presents problems. The Bank could face unmanageable requests for such assistance unless our role is carefully limited. I would suggest that we initially limit Bank landing to those projects that are clearly innovative in solving some of the basic housing problems until we have more experience with this large and complex field. Innovations are required, inter alia, in the area of providing land and houses that are not only durable, functionally useful and aesthetically attractive, but also are at a unit cost where the country can make a reasonable dent in the demand with investment size that is neither beyond their resources nor skews the investment pattern, a unit cost that also permits low-income people to pay an economic rent or purchase price that is reasonable in relation to their income and thereby facilitates mobilizing private savings and avoidance of unmanageable subsidy charges on the Government budget.
- be should also limit our participation to those situations where there are reasonable prospects that the corruption, favortism and excessive profits sometimes associated with land and house development can be avoided. With the severe imbalance between urban house supply and demand, the field is ripe for these negative aspects. I had occasion to study housing in detail in Ghana, Nigeria and Pakistan, and, among other things, we found that to avoid the temptation to corruption the pricing of land and housing had to be consistent with market prices; subsidized prices are an invitation to "fiddle" allocations. Other measures are also required, but the point is that we want safeguards to avoid getting a "black eye".
- 6. It might be relevant to check the experience of AID and IADB, who have gone into house finance in Latin America. I did not have the time or facilities to check this, but possibly Special Projects Department could speak to them.
- 7. Is the Senegal Project the one to start with? This project is directed at the urban low-income segment of housing, in my judgment, the most difficult segment to tackle but also one of the most important. My impression is that rural housing pretty much takes care of itself, although Chana made a tremendous impact with a simple cheap roof loan scheme. Upper and middle-income urban housing needs can usually be met by the private sector, provided there is a supply of credit and land at a reasonable cost,

- 3 -January 28, 1971 Memo to Mr. Lejeune although there is scope for reducing costs. The urban low-income group usually need an "all in" package, and this has been difficult to provide in reasonable numbers, given prevailing land and/or unit construction costs. In this sense, the Senegal project appears to be innovative in working with self-help housing. The risk in the concept is that dwellers will in fact upgrade their houses as income increases, otherwise, the questions of minimum durability and aesthetic attractiveness loom large. Moreover, the project appears to be innovative in its economics (see para 21), but the memo is not complete enough to judge this aspect. It is of some importance that there is a pilot project already existing in Dakar which should facilitate further investigations. Basically, we are not in a position to judge whether this is the project to start with, as we do not know what alternatives face the Bank. Perhaps you could question this aspect. Alternatively, one might ask what criteria we should apply in selecting the first projects to experiement with, and then select the project. Or we can give the benefit of doubt to the sponsoring Departments. It is relevant tonnote that the housing conditions of Senegal are broadly similar to many countries in East Africa, and we could probably find a variant, if not similar, project in many of our countries. I think there is a project very similar to the Senegal project in Nairobi, but Division "B" will be commenting separately. I also know of a different type of housing project in Ethiopia that might well be presented to us. Thus, the Senegal project is both a competitor and a potential pathbreaker. 10. Incidentally, this might be a useful topic to discuss in the Department at some convenient time and place. LMHansen: ck



LOAN COMMITTEE

AUG 1 0 2017 WBG ARCHIVES

LC/A/71-2/1 January 28, 1971

NOTICE OF MEETING

The Meeting of the Loan Committee, originally scheduled for Friday, January 29, 1971 will now be held on Thursday, February 4, 1971 at 4:00 p.m. in the Board Room.

AGENDA

Senegal .

The Committee will consider the memorandum of January 26, 1971 from the Western Africa Department, entitled "Senegal - Request for Bank Assistance in Financing an Urban Site and Services Project" (LC/0/71-10).

David Pearce Secretary Loan Committee

- DISTRIBUTION -

Committee:

Mr. J. Burke Knapp, Vice President, Chairman
Mr. S.R. Cope, Deputy Chairman
Mr. S. Aldewereld, Vice President
General Counsel
Director of the Development Services Department
Directors of the Area Departments
Deputy Director, Projects
Directors of the Projects Departments
Director, Development Finance Companies Department
Director of the Economics Department
Controller

Copies for Information:

President
The Economic Adviser to the President
Sir Denis Rickett, Vice President
Mr. M. Shoaib, Vice President
Directors, other Departments
Executive Vice President (IFC)
Vice President (IFC)



LOAN COMMITTEE

10

SE- URBAN, DE

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LC/A/71-2

January 26, 1971

NOTICE OF MEETING

A Meeting of the Loan Committee will be held on Friday, January 29, 1971 at 3:00 p.m. in the Board Room.

AGENDA

Senegal - Request for Bank Assistance in Financing an Urban Site and Services Project

The Committee will consider the attached memorandum of January 29, 1971 from the Western Africa Department, entitled "Senegal - Request for Bank Assistance in Financing an Urban Site and Services Project" (LC/0/71-10).

> David Pearce Secretary Loan Committee

- DISTRIBUTION -

Committee:

Mr. J. Burke Knapp, Vice President, Chairman Mr. S.R. Cope, Deputy Chairman Mr. S. Aldewereld, Vice President General Counsel Director of the Development Services Department Directors of the Area Departments Deputy Director, Projects Directors of the Projects Departments Director, Development Finance Companies Department Director of the Economics Department Controller

Copies for Information:

President The Economic Adviser to the President Sir Denis Rickett, Vice President Mr. M. Shoaib, Vice President Directors, other Departments Executive Vice President (IFC) Vice President (IFC)

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CONFIDENTIAL
LC/0/71-10
January 26, 1971

LOAN COMMITTEE

Memorandum from the Western Africa Department

SENEGAL: Request for Bank Assistance in Financing an Urban Site and Services Project

I. INTRODUCTION

- 1. The Government of Senegal has asked the Bank if it would consider assisting in the financing of an urban development project designed to accommodate a part of the low-income sector of Senegal's growing urban population. It includes the clearing and plotting of land, installation of drainage, sewerage and water systems, roads and the provision of collective sanitary facilities. The proposed project represents an innovative and realistic approach to a major problem confronting most low-income developing countries. Therefore, it should be noted at the outset that it will have implications for other countries.
- 2. In the past few years a small number of planners and architects have been involved in developing this type of realistic solution for a part of the urban development problem of such countries. Senegal is one of the first actually seeking such a solution, and appears to be a very suitable environment for initiating this type of project. Its government is convinced that conventional approaches are inadequate and has developed what seems to be a viable alternative supported by urban and regional development policies and programs. The purpose of this memorandum is to obtain agreement from the Loan Committee that in principle it approves of Bank Group financing for this type of project and that, accordingly, it authorizes further exploration of the Senegal project proposed below (paragraph 11).

II. BACKGROUND

Senegal's Urban Condition

3. In mid-1969 the population of Senegal was estimated to be 3.8 million people, with 18 percent of this total, some 680,000, residing in the Dakar metropolitan area. The next largest cities are the six regional capitals, which in total have a population of 360,000. While the national

population is increasing at about 2.2 percent a year, its urban component is growing at 4.5 percent, and Dakar alone at 6 to 7 percent. Although our information on other Senegalese cities is quite limited, it is estimated that about half of the nation's annual urban population increase is due to migration from rural areas. In the case of Dakar, about 60 percent of its annual population increase is due to this migration.

- 4. Even though between one-third to one-fourth of the labor force in the Dakar metropolitan area is estimated to be unemployed, migration from the rural areas continues. To a considerable extent this is due to the fact that employment opportunities still appear attractive to rural inhabitants, as the Dakar area is responsible for almost one half of Senegal's GDP and has a per capita GDP 4.5 times greater than the remainder of the country.
- The Government has adopted a policy aimed at reducing regional disparities, which includes giving priority to the rural sector in the Third Four-Year Plan (1969-1973) and the development of regional capital cities. The Regional Development Directorate, in the Ministry of Planning and Industry, is drawing up plans and programs for the regions and cities of Senegal to serve as tools for investment selection, coordination and evaluation. The Bank Group is giving its support to the policy of agricultural and regional diversification and has projects under consideration for rice development in the south and in the north, as well as a project of land settlement in the eastern part of the country.
- As it is extremely difficult to attract industry outside the Dakar area, the Government is trying to promote local industry in the less developed regions by using local agricultural products as inputs. While these efforts may in the long run reduce Dakar's rate of growth and geographically distribute wealth more equitably, the capital area will continue to grow. For some time it is expected to be the most economic location for many new industrial and commercial activities in Senegal and it will probably almost double its population, to some 1.3 million people, by 1980. Consequently, large public investments are needed in the Dakar area.
- 7. Senegal, similar to most low-income developing nations, has been unable to stay abreast of the need for infrastructure and housing created in its rapidly growing cities. In Dakar the rural migrants, and a growing number of the local born, must reside in rapidly expanding illegal shacktowns ("bidonvilles") and in privately "developed" settlements. In both cases development is quite ad hoc and haphazard. Dwellings cover 70-90 percent of the land creating very high population densities. There are no sewerage, drainage, or water facilities.

Circulation systems are comprised of paths that evolve without a view to the rational development of the whole settlement or its relation to the greater urban system. Despite these wretched conditions, shelter is not a free good. Most families pay rent for their illegal shelters and in the privately "developed" settlements land is quite expensive. Moreover, the inhabitants also pay the price of ill health and severe discomfort.

8. Typical of the low-income developing countries, Senegal has attempted to solve this problem by providing urban infrastructure and housing at standards realized in cities of the economically developed Western countries. Capital is committed to types of facilities and construction and management procedures that are too expensive and too slow to either result in the magnitude of output necessary to approach the need, or to market facilities at prices within the means of the majority of the needy. As a consequence, public facilities serve only a small part of urban areas and publicly built housing shelters only a few, and not the poor. For instance in Dakar, the two public housing corporations built less than 2,000 units a year while three times as many would be required to accommodate the annual population growth.

The Parcelles Assainies Scheme

9. During the Second Four-Year Plan period (1965-69), convinced that a new approach was necessary, the Government included in its development plan for Dakar a scheme to provide a tolerable standard of urban services for the low-income sector of the city's population, which at that same time minimizes the costs of urban development. The scheme, called "Parcelles Assainies," consists of clearing land for settlement and equipping it with a level of utilities, services and community facilities more within the means of the users and the Government. In designing these settlements, a considerable effort was made to maximize the use of each unit of facility and obtain economies in construction and maintenance. In these planned modular settlements

^{1/} Rent for a one-room shack in a bidonville is CFAF 2,000-4,000 (US\$7.20-14.40 equivalent) per month in Dakar, and about CFAF 1,500 (US\$5.40) per month in suburban Pikine. (The minimum wage rate of those employed in the modern sector is about CFAF 11,000 per month.) While the legal title for a 200 m² lot would cost about CFAF 10,000 (US\$36), lots are "sold" without legal formalities for CFAF 40,000 (US\$144).

^{2/} Monthly rents in the lowest priced public housing range from CFAF 8,000-20,000 (US\$29-72).

space is also reserved for commerce, small industry and crafts, and recreation. On their parcels of land, guided by some minimum specifications, settlers are allowed to build whatever housing is within their means. Standards of both housing and public investments are to be upgraded over time parallel with increasing incomes.

During the Second Four-Year Plan (1965-69), the Government completed a Parcelles Assainies pilot project in Pikine, a suburb of Dakar. Approximately 4,000 parcels of land (120 ha) were prepared and subsequently settled by some 4,000 households (1 household of 9-10 persons per parcel). Included in this pilot project were the clearing and plotting of land, preparation for rain drainage, installation of sewerage and water systems, unpaved roads, and the provision of collective water fountains and hygienic blocks (consisting of lavatories, baths and waste disposals), on the basis of one per 100 families. The cost of this undertaking was CFAF 2.5 million per hectare (US\$9,000 equivalent). The following community facilities were also constructed at an additional cost of CFAF 2.5 million per hectare: 20 primary classrooms, 1 health clinic, 1 market place, 1 police station, 1 sports field, several mosques. The land was government owned and its preparation was carried out by military engineers. The settlers involved were given some technical assistance, but no financial assistance, in constructing their own housing.

The Project

11. The Government now wishes to undertake a larger scale Parcelles Assainies program, not only in the Dakar area, but in the other major urban centers of Senegal. The program has been included in the Third Four-Year Development Plan and the identified project areas are located on the periphery of eight cities: Dakar, the capital; Rufisque-Bargny, its satellite city; and St. Louis, Ziguinchor, Thies, Kaolack, Diourbel, and Tambacounda, the six regional capitals. In the Dakar metropolitan area 360 ha are proposed for development, and in the rest of the country, 200 ha. Such a program would accommodate some 100,000 people in Dakar and some 60,000 in the rest of the country, at a total cost of approximately US\$10 million, of which the Dakar program would represent US\$6.5 million.

Observations in Senegal indicate that the quality of this type of housing improves over time as the owners' incomes increase. In other low-income countries migrants have also exhibited this behavior: e.g., Seoul, Korea; Santiago, Chile; Lima, Peru; Ankara, Turkey.

III. ANALYSIS OF BENEFITS

Economic and Social Benefits

- 12. The Government has recognized the impossibility of providing housing for the large low-income sector of the urban population. 1/
 However, by providing basic urban infrastructure for settlement and encouraging self-help housing it will mobilize personal savings in housing. This not only represents tangible private savings, but allows the Government to forego investment in housing, while at the same time development of labor intensive building materials industries is stimulated.
- Considerable savings will also accrue to society by Government obtaining control over the physical development of the urban area now. At present, development is occurring without urban infrastructure on an ad hoc basis scattered randomly within the metropolitan area. The costs of installing infrastructure through existing slum settlements at a future date will be considerably higher than at the present time. There will be additional expense in clearing land for drainage, water and sewerage facilities and road works. This cost will result from the removal of existing constructions and compensation for property and relocation. The haphazard patterns of development are likely to cause a less efficient layout of infrastructure also adding to the cost of improving an area at a future date. Moreover, in the future, when the Government wishes to add community facilities, such as schools, fire stations and open space for recreation, due to the increased value of land and investments in property, expenditures for space will be considerably higher. Thus, society will not be able to recapture the advantages it has now for providing or reserving land for community facilities.
- 14. If the development on the periphery of the central city is allowed to continue on an ad hoc basis, the random pattern of settlement (often referred to as "leap-frogging") will lead to considerably higher costs in providing public facilities. This results from the linking of facilities across unused or under-utilized land between randomly located population concentrations. When development is orderly and contiguous, costs of infrastructures are less. This same rationale, of course, applies to the provision of services, such as transportation.

In the Dakar metropolitan area this sector amounts to 30-50 percent of the population.

- 15. The Parcelles Assainies scheme obviously brings with it improvements in the quality of life of the settlers better facilities, services, and better health. The latter, if not the other two factors as well, should have a positive effect on the productivity of the labor force. The level of service provided is also better related to the consumers' desired or possible allocation of income than more costly housing schemes.
- 16. The program will also aid in realizing considerable social benefits. Stress due to confronting a new physical environment and social changes brought about in the move from a more traditional rural environment to a less traditional urban one has been recognized by behavioral scientists as a major problem for the individual involved. By providing perceptible links with familiar social and physical environments, and reducing the problem of finding adequate shelter in the city, this stress will be reduced. Some consideration of this condition by the designers of Parcelles Assainies is apparent in the inclusion of the traditional community assembly facilities as integral parts of the planned settlements, and in the provision of space for 9-10 persons per parcel, which allows extended families to locate together.

Financial and Institutional Aspects

- 17. The authorities responsible for the project will be the Directorate of Urban Planning and Housing in the Ministry of Public Works, Urban Planning and Transportation, assisted by the Directorate of Public Works for supervision of the work. Subject to appraisal, it is proposed that the Parcelles Assainies will be managed and maintained by the Office d'Habitations à Loyer Modéré (CHIM), a government agency that builds and manages what is best characterized as moderate-income, not low-income, housing.
- 18. The major constraint to implementing the program is the financing of land preparation and that of drainage, sewerage, and water systems, including the associated collective facilities (public water fountains and hygienic blocks). Bank assistance has been requested for this purpose. The foreign component of the cost of this type of project is low, therefore Bank participation would imply substantial local cost financing, which can also be justified on country grounds for Senegal.
- 19. Local public contribution will consist of the compensations for land acquisition and the provision of social facilities, such as health and education. Private contributions will come from the payment of fees for operating costs and capital costs, which will take the form of rents or lease rights on the land and user charges for water, and possibly electricity.

- 7 -

- 20. Due to cost increases, government expenditures for land to be used, and the involvement of private firms in land preparation rather than the military, it is estimated that expenditures for the national Parcelles Assainies program would be in the order of CFAF 5 million per hectare (US\$18,000 equivalent). This would represent US\$600 per household at a relatively low density of 30 households per hectare (300 persons per ha). This does not include the cost of the additional community facilities, referred to in paragraph 10.
- 21. Since the people settling on the Parcelles Assainies are the poorer sector of the urban population, the Government is proposing to subsidize part of the cost of land preparation and infrastructure. In order to assure preference for location in Parcelles Assainies over squatting, some subsidy may be necessary. However, careful consideration will have to be given to this as initial calculations indicate that in the case of the proposed Dakar operation the project may be financially viable. 1

IV. REASONS FOR BANK INVOLVEMENT

- 22. With most urban areas of low-income countries in the foreseeable future continuing to grow rapidly in size and population, reduction of economic and social costs of this growth is a major goal. The Parcelles Assainies type of program offers a means of approaching this goal, and Senegal appears to offer suitable conditions for initiating such an approach. Through supporting this project the Bank can build the institutions necessary for an ongoing program to deal with the problem in Senegal while concurrently demonstrating to other countries what appears to be a viable approach to a common problem.
- 23. This project offers the Bank a very tangible avenue for involvement in the issue of the "quality of life" in low-income countries. A substantial percentage of the urban population will obtain a considerably higher level of welfare, particularly if the project is the precursor to a continuing program. Moreover, this enables a continuous upgrading of living conditions without costly urban renewal surgery.

If or example: Assuming the cost of CFAF 5 million/ha, repayment over a 15-year period at 10 percent interest would be CFAF 1,100/month per parcel for 50 parcels/ha and CFAF 1,900/month for 30 parcels/ha. The cost of operation and maintenance has been estimated at some CFAF 1,300/month per parcel. Thus the total cost would be CFAF 2,400 to 3,200 depending upon densities. This would be some 25 to 30 percent of the minimum wage of those working in the modern sector and some 30-40 percent of the lowest rent for OHIM housing.

24. The 1969-73 Parcelles Assainies program will have a considerable impact on the development of Senegal's major urban centers and their inhabitants. Involvement in the proposed project can also serve the Bank as a useful vehicle for coordinating its involvement in other urban projects, such as industrial estates and public utilities. We shall need to consider relationships among these plans and projects in Senegal (paragraph 25).

V. BANK LENDING PROGRAM

Total lending proposed for Senegal in the period 1971-75 is estimated at about \$70 million. Urban development is mentioned as a project possibility in the Country Program Paper but the Parcelles Assainies project has not been introduced as an identified operation in the lending program because of the special character of this type of operation and the uncertainty of possible Bank Group financing. If included, and on the assumption that the Bank Group would contribute up to 75 percent of project cost, the Parcelles Assainies project would increase the lending program with about \$7.5 million in case all project areas would be financed, or with about \$5 million if only the Dakar area were to be selected. This would mean that at least 30 percent of the program would remain concentrated in agriculture, 25 percent in transportation, that power and education would account each for roughly 15 percent while the remaining 15 percent of the program would be industry, urban development - which includes lending for public utilities - and communications.

VI. RECOMMENDATIONS

- 26. It is recommended by the Special Projects Department, and I agree, that the Bank should indicate to the Government of Senegal that it is prepared in principle to consider participating in financing the Parcelles Assainies project, provided that further investigation shows the investment to be economically justified, and that an understanding can be reached on the exact scope of the project and its institutional and financial aspects.
- 27. If this recommendation is accepted, the next step would be to send a mission to Senegal to discuss the project with the Government and to carry out a detailed review of all available materials in order to fill gaps in information and resolve identified issues. At this time, the following appear to be the major issues:

- 1) Government's program to undertake Parcelles Assainies in the 8 designated urban areas should be reviewed to determine what cities should be included in the project along with Dakar;
- 2) Respective responsibilities of the central and municipal governments and of concessionaires and other agencies to implement and operate the project should be determined, together with corresponding fiscal resources and revenues;
- Recovery of investment capital and operating expenditures as well as the nature and level of subsidies, if needed, should be investigated;
- 4) Land tenure, an important component of the project, should be carefully studied;
- 5) The target population for the Parcelles Assainies should be carefully defined;
- 6) Government's priorities and its rationale for investment in various housing development types (public housing for middle and moderate income and Parcelles Assainies for low income) should be reviewed;
- 7) The capability of the building materials industry to produce adequate supplies for auto-construction and the ability of the people to obtain these materials should be investigated;
- 8) Standards for infrastructure and the nature and timing of social facilities and services to be supplied by the Government should be reviewed.
- 28. A field study should also be undertaken to compare the conditions obtained in the Parcelles Assainies pilot project and the bidonvilles.
- 29. Based on the findings of this mission, we should decide whether we can proceed with the appraisal of the project or whether further preparation is necessary. Meanwhile, the project should be provisionally included in the lending program for FY 1972 with an appraisal in calendar 1971.

Bruce M. Cheek Deputy Director

IVa. SENEGAL - 5 YEAR LENDING PROGRAM

						(\$	millio	ns)		
			1971	1972		1 Year 1974		1976	Total 1964-68	Total 1969-73
	Agricultural Credit II Rice Development I Rice Development II - Delta Agric. Devt Terres Neuves I Land Settlement - Terres Neuves Livestock Vegetable Development	IDA IDA IDA IDA IDA IDA IDA	4.5		5.0 4.0		5.0			
	Communications			2.0			J. 0			
	Communications	IDA		2.0						
	DFC	IDA						3.0		
	Education I Education II	IDA IDA	5.0				5.0			
	Industrial Estate	IBRD				2.5				
	Power I Power II	IBRD IBRD		6.0	A		5.0			
	Airport Highways Maintenance Port Casamance River Navigation Railways II	IBRD IDA IDA IDA IBRD		6.1	6.0	4.0 2.0 2.0				
	Drainage & Sewerage - Dakar	IDA		3.0						
		IBRD IDA Total	10.7	12.1 5.0 17.1	16.5	6.5 4.0 10.5	5.0 13.0 18.0	3.0	4.0 9.0 13.0	15.6 40.3 55.9
,		No.	3	4	4	4	4	1	2	13

Se-Usban Dec.

OFFICE MEMORANDUM

TO: Files

DATE: January 22, 1971

FROM: L. Moss

SUBJECT: SENEGAL - Urban Site and Services Project

Meeting with Mr. Harold Robinson (AID)

On January 20, 1971 I met at AID with Mr. Harold Robinson, Deputy Director, Housing and Urban Development Latin America Bureau, to discuss his experience with "site and services" (S&S) type projects. Mr. Robinson has had considerable experience with housing in low-income countries, especially in Latin America.

He stated that AID has to date not undertaken the exact equivalent to a site and services project, and to his knowledge neither has anyone else. All their projects elaborate upon the basic site and services scheme, typically adding some form of housing structure.

Mr. Robinson stated that while he has wanted to implement the basic S&S scheme, there is a lack of satisfaction on the part of local and US authorities in doing something that stopped short of housing per se. He felt this attitude was particularly prevalent in Latin America. The motivation appears to be political -- as a government program (either local or US) S&S does not look good enough. With the addition of housing, the project's price goes up. However, he went on to say that S&S is being discussed more and more in Latin America as a necessity, and that in AID's latest project they have been able to limit the supplied housing structure to a roof supported by four poles. This project started 4 years ago on three sites around Panama City. The cost of an improved site is US\$300. In addition, the settler is given US\$500 in credit for building materials and some technical assistance is provided for construction.

- Mr. Robinson agreed that costs of site and services projects are a function of three primary variables; 1) land cost, 2) financing cost, and 3) services being supplied. However, there is a constant constraint -- in Latin America the target population's income is about \$20 per month and it is unrealistic to consider charging a fixed monthly fee of more than \$4 per month per household. He stated that while the total cost over time may be high, for the settlers the important condition is, can they meet the monthly payment. Needless to say, the same principle applies elsewhere, but it is particularly crucial in the case of this population which often donot have regular incomes to meet fixed payment. He believes that the greatest single benefit of the S&S type project is that it is within the settlers! means.
- 4. Continuing to discuss financial aspects, he pointed out that when the Government remains the creditor, repayment is very low. This is definitely the situation in Latin America, and he is informed the same condition prevails elsewhere. To solve this problem, he has used the cooperative, whereby a



single mortgage for a development is held by a cooperative of the settlers. During the life of the mortgage they have rights, but not ownership. Major advantages are:

- 1) as each member has an equal stake, the scheme becomes self-policing. Thus, there is less risk of anyone not honoring his commitment;
- 2) the management in each development does its own collection which reduces costs to Government; and
- 3) joint holding during mortgage life helps to reduce speculation.
- AID has used this technique with success in middle-income housing projects, and is using it now in the Panama low-income project. AID has been using the Foundation for Co-operative Housing, an American non-profit organization, as consultants on the co-op aspects of their projects. Two people from the Foundation that worked on the Panama project for 2 years are now in the Congo investigating the possibilities of using the cooperative approach there.
- 6. Mr. Robinson agreed that some form of land ownership was a necessity for mobilizing the settler's personal investment in the project. Also, the availability of building materials is an important consideration. He stressed that the various attempts to use some form of "earth block" had failed due to:
 - 1) psycholological block against this type of material which bears a lower class stigma;
 - 2) high maintenance necessary for the rudimentary block;
 - 3) increase in price when attempts are made to improve on durability (typically through better binders); and
 - 4) low quality of "home-made" bricks.

Concrete blocks have proven to be superior, and in one of their recent projects they have experimented with setting-up small-scale cooperative manufactures of these blocks on the development site. They appear to be successful.

7. Concerning the setting-up of minimal standards for auto-construction, he emphasized that they should definitely be minimal; little more than the requirement of set-backs from the plot boundaries. Standards are extremely difficult to enforce, particularly when the Government is the enforcer. Here again he pointed out an advantage of the cooperative -- it will do the policing, as the members' own welfare is at stake.

- 8. Mr. Robinson cautioned that if the project is to accommodate people who are being relocated from squatter settlements, in their experience different standards of facilities must be supplied. People in squatter settlements are not of one socio-economic class. Moreover, if speculation is curtailed there is merit in attempting to mix to some extent socio-economic levels in a project, as it may assist in reducing the risk of creating future low-income ghettos.
- 9. Mr. Robinson felt that Chile has had the greatest experience with low-income housing schemes which include designs that resemble the Senegal proposal. He suggested that Sr. Ernan La Parca of the Housing Division, Inter-American Development Bank would be able to offer evaluation information on Chile's low-income housing schemes.
- 10. For information on the use of cooperatives, Mr. Robinson suggested that I talk with Mr. Charles Dean of the Foundation of Cooperative Housing, who will return from the Congo in two weeks.
- 11. Besides the evaluation report on the Panama project mentioned above, Mr. Robinson gave me other materials on land development and servicing for low-income migrants and related mortgage mechanisms.

LMoss/mrg

cc: Messrs. Sadove

Kirmani Elkouby Paijmans Strombom Yenny

DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

File "Sites + Services"

January 21, 1971

Mr. Laurence A. G. Moss International Bank for Reconstruction and Development 1818 'H' Street, N.W. Washington, D.C. 20433

Dear Mr. Moss:

I enjoyed our lengthy talk about "sites and services" programs since it gave me a chance to refresh my own memory and review the situation--something I never seem to have the time to do otherwise.

I was serious about undertaking an evaluation with you either by a short visit to the field or a more lengthy period in Washington helping you develop a rationale. This could be done through a request from your organization for a loan of my services. I am not sure of the response from my Agency but the only way to find out is through a formal request.

Sincerely,

Harold Robinson

Chief, Housing & Urban Development

A Loweson

Latin America Bureau

JAN 25 1971

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

Urbanization -&- Regional Projects Division

Answered by: L. A. MOSS

Date: FAN. 28, 1971

-44-1011

DEPARTMENT OF STATE

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

Leto

January 21, 1971

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International Bank for Reconstruction
and Development
1818 'H' Street, N.W.
Washington, D.C. 20433

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Sincerely

A La January

Harold Robinson Chief, Housing & Urban Development Latin America Bureau

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JAN 25 1971

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Mr. B. Chadenet

R. Sadove

SENEGAL - Urban Sites and Services Project
Minutes of the Meeting with the Office of Director, Projects
January 14, 1971

- 1. On January 14, 1971 Mr. Chadenet called a meeting to discuss the memorandum to the Loan Committee on the Senegal Urban Site and Services Project prepared by the Special Projects Department. Present at the meeting were Messrs. B. Chadenet, W. Baum, G. Baldwin, Y. Rovani and P. Engelmann from the Office of Director, Projects, and Messrs. R. Sadove, J. Elkouby, R. Venkateswaran, J. Yenny and L. Moss from the Special Projects Department.
- 2. Below are the points upon which the discussion focussed and the way they will be expressed in the final version of the memorandum:
- a) Balance in regional development: The question was raised whether the project should be limited to Dakar or whether other cities in Senegal should be included. It was agreed that given the government policy and commitments to regional development we should examine whether 2 or 3 regional capitals could be included in the project. To reflect this decision, para. 27 was changed to read:

"Government's program to undertake Parcelles Assainies in the 8 designated urban areas should be reviewed to determine what cities should be included in the project along with Dakar."

b) Land tenure: The question of title to the land was discussed and it was agreed that it was a very important aspect of the project, which needed careful study. It was agreed that we should seek the assistance of a land law specialist in this matter. To reflect this concern para. 27.4 was added to the memo:

"Land tenure, an important component of the project, should be carefully studied."

Closely related to this was the question of whether land costs would be involved in the financing of the project. It was noted that the Parcelles Assainies dossier stated that the Government would be responsible for obtaining the land. However, as there was some ambiguity in the dossier related to this condition, it has been noted as an issue of particular attention to be discussed with the Government.

Or.

January 19, 1971

c) Target population: Related to the land tenure problem is that of identifying the target population and assuring that the project will serve the group of people for which it is intended both initially and over time. In particular, this means that opportunities for land speculation must be eliminated. In order to ascertain the social and economic characteristics of the target population some anthropological field research will be necessary. These concerns are reflected in the rewriting of para. 27.4 (new para. 27.5):

"The target population for the Parcelles Assainies project should be carefully defined";

and in para. 28:

"A field study should be undertaken to compare the conditions obtained in the Parcelles Assainies pilot project and the bidonvilles."

- d) Economic justification: Mr. Baum suggested that mobilization of savings appeared to him a major argument in favor of the project and that the discussion of "social anxieties" should be toned down. In response, the last two sentences in para. 16 which elucidated upon this topic under Economic and Social Benefits were eliminated. Mr. Baldwin suggested that it would be very difficult to develop a meaningful rate of return or cost/benefit ratio calculation and that we should justify the project on a least cost basis. It was however agreed that an attempt should be made to develop a method, with the help of the Economics Department, to evaluate such types of projects using the former techniques.
- e) Subsidies: The discussion dealt with the form of subsidies, if any should prove necessary. Mr. Chadenet stated that it would be better if the interest rate were subsidized, rather than the capital, and that land could be an element of subsidy rather than services (the example of Bank irrigation projects was given for the latter). The text of the memo was modified in para. 21 to reduce emphasis on the question of subsidy which has to be further studied.
- f) Availability of construction materials: The importance of assuring the availability of building materials to the settlers was discussed and it was agreed that this must be carefully investigated. This concern is articulated in para. 27.7:

"The capability of the building materials industry to produce adequate supplies for auto-construction and the ability of the people to obtain these materials should be investigated."

g) Delivery of community facilities: It was recognized that a problem may develop in the timing of the community facilities to be supplied by the Government as an integral part of the scheme, such as schools, power and health clinics. Awareness of this issue is reflected in the addition of para. 27.8:

"Standards for infrastructure, and the nature and timing of social facilities and services to be supplied by the Government should be reviewed."

Housing Standards

While it was agreed that housing should not be provided by the Government, it was felt that some minimal standards had to be adhered to for safety. To reflect this in para. 9 a sentence was rewritten to read:

"On their parcels of land, guided by some minimum specifications, settlers are allowed to build whatever housing is within their means."

3. To aid in the evaluation of this type of project, it was decided that a consultant should be retained to survey site and services type programs and assess the reasons for their success and failure. The survey results would not be expected in time for the appraisal of the Senegal project.

LMoss/JYenny/mrg

cc: Messrs. Baum

Baldwin Rovani Engelmann Kirmani Paijmans Elkouby Yenny Moss

Venkateswaran

Q

Files

January 18, 1971

L. Moss

SENEGAL - Urban Site and Services Project
Meeting with Mr. Francis Earwaker
(formerly of Ford Foundation - Chile)

- 1. On January 13, 1971 I met with Mr. Francis Earwaker, who during the past three years, as a Ford Foundation official, advised the Ministry of Housing and Urbanization, Chile, on planning and programming.
- 2. Mr. Earwaker pointed out that from about 1964, the Government of Chile has been spending approximately 20% of its disposable funds on housing and directly associated services. The housing programs are well developed and the enabling administration competent.
- 3. Mr. Earwaker stated that the Government finances both middle- and low-income housing. In the case of the former, funds are channeled through savings associations loans and 8% interest is charged. Given Chile's high rate of inflation, automatic adjustment maintains the interest rate at 8% over time. The Ministry of Housing and Urbanization operates directly the low-income housing program, which consists of 5 different housing schemes corresponding to 5 levels of housing and price. Loans in this low-income sector of the housing program carry 1½ 2% interest. Mr. Earwaker noted that this interest rate is not adjusted for inflation to the same degree as in the case of middle-income housing loans, consequently inflation is under-represented.
- h. "Operacion Sitio", the lowest level housing scheme, comes closest inecontent to the "Parcelles Assainies" of Senegal. However, it delivers a higher standard of services than Parcelles Assainies; each site is equipped with its own potable water cutlet and sewerage hook-up. Mr. Earwaker did not have information on either the cost of provision or the amount paid by settlers. He did say however that in all cases settlers paid for the units.
- operacion Sitio was begun in 1958 and has been a success -- well received by the target population and realizing the aims of the Government. In the first two years of operation 20,000 plots were turned over to settlers. All sites were located in the peripheral areas of cities. Of importance is the fact that no financial means restriction is placed on eligibility for any of the 5 levels. For example, if a family that can actually afford the level 3 scheme prefers the howest level scheme, this is permissible.

- 6. Mr. Earwaker stated that a considerable problem developed in the schemes where settlers were required to construct their own houses; they typically did not have the skills to undertake electrical wiring, plumbing and the construction of door and window casements. Consequently, the settlers hired trademen to undertake these tasks and therefore the cost of housing was substantially increased. The Government apparently not anticipating this problem, had not planned for such assistance. Mr. Earwaker agreed that these costs could certainly be lowered if technical assistance on these tasks were provided within the scheme?
- 7. In response to an inquiry into the availability of information on the structure and functioning and related problems of Chile's low-income housing program, he stated that there has been no documentation of this. He did suggest that aside from inquiries to the Housing and Urbaniation Ministry itself, the research center CIDU in Santiago would be able to assist in obtaining such information.

IMoss:mrg

cc: Messrs. Chadenet.

Baum
Baldwin
Engelmann
Sadove
Kirmani
Elkouby
Paijmans
Strombom
Yenny

Se- Urban

OFFICE MEMORANDUM

TO: Files

DATE: January 18, 1971

FROM: L. Moss

SUBJECT: SENEGAL - Urban Site and Services Project Meeting with Mr. Francis Earwaker (formerly of Ford Foundation - Chile)

- On January 13, 1971 I met with Mr. Francis Earwaker, who during the past three years, as a Ford Foundation official, advised the Ministry of Housing and Urbanization, Chile, on planning and programming.
- Mr. Earwaker pointed out that from about 1964, the Government of Chile has been spending approximately 20% of its disposable funds on housing and directly associated services. The housing programs are well developed and the enabling administration competent.
- Mr. Earwaker stated that the Government finances both middle- and low-income housing. In the case of the former, funds are channeled through savings associations loans and 8% interest is charged. Given Chile's high rate of inflation, automatic adjustment maintains the interest rate at 8% over time. The Ministry of Housing and Urbanization operates directly the low-income housing program, which consists of 5 different housing schemes corresponding to 5 levels of housing and price. Loans in this low-income sector of the housing program carry 1 - 2% interest. Mr. Earwaker noted that this interest rate is not adjusted for inflation to the same degree as in the case of middle-income housing loans, consequently inflation is under-represented.
- "Operacion Sitio", the lowest level housing scheme, comes closest in content to the "Parcelles Assainies" of Senegal. However, it delivers a higher standard of services than Parcelles Assainies; each site is equipped with its own potable water outlet and sewerage hook-up. Mr. Earwaker did not have information on either the cost of provision or the amount paid by settlers. He did say however that in all cases settlers paid for the units.
- Operacion Sitio was begun in 1968 and has been a success -- well received by the target population and realizing the aims of the Government. In the first two years of operation 20,000 plots were turned over to settlers. All sites were located in the peripheral areas of cities. Of importance is the fact that no financial means restriction is placed on eligibility for any of the 5 levels. For example, if a family that can actually afford the level 3 scheme prefers the lowest level scheme, this is permissible.



January 18, 1971

- 6. Mr. Earwaker stated that a considerable problem developed in the schemes where settlers were required to construct their own houses; they typically did not have the skills to undertake electrical wiring, plumbing and the construction of door and window casements. Consequently, the settlers hired trademen to undertake these tasks and therefore the cost of housing was substantially increased. The Government apparently not anticipating this problem, had not planned for such assistance. Mr. Earwaker agreed that these costs could certainly be lowered if technical assistance on these tasks were provided within the schemes.
- 7. In response to an inquiry into the availability of information on the structure and functioning and related problems of Chile's low-income housing program, he stated that there has been no documentation of this. He did suggest that aside from inquiries to the Housing and Urbanization Ministry itself, the research center CIDU in Santiago would be able to assist in obtaining such information.

LMoss:mrg

cc: Messrs. Chadenet

Baum
Baldwin
Engelmann
Sadove
Kirmani
Elkouby
Paijmans
Strombom
Yenny



INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO:

Files

DATE

January 8, 1971

Se- Urban Dev.

FROM:

L. Moss and J. Yenny

SUBJECT:

SENEGAL: Dakar Urban Development Project

Meeting with Mr. Thomas Callaway (HUD)

- 1. On January 7, 1971 we met at HUD with Mr. Thomas Callaway, Director, Division of Technology and Documentation, Office of International Affairs, to discuss his experience with projects similar to the Parcelles Assainies project in Dakar. Mr. Callaway has had a wide and long experience with "self-help housing" and with "site and services" projects in Africa and Latin America. He is very interested in this kind of approach and has been advocating it for a long time.
- Mr. Callaway emphasized the institutional and operational problems of such projects, and in particular the definition of responsibilities, both of the government and of the future residents. In this respect, he stressed the importance of carefully defining the target population and ensuring that this group, for which the project has been designed, is actually the beneficiary of the project. Mr. Callaway mentioned that many projects which started as "site and services" projects had ended up by being housing projects for middle-income people. This seems to have been the case with a project in Marrakech implemented by the Moroccan Government with French financial assistance and in a number of projects in Latin America. Mr. Callaway also mentioned the importance of carefully determining the charges which will be required from the residents and making sure that potential residents clearly understand the terms of agreement before occupancy. In this respect, he agreed that it would be essential to have an anthropologist/sociologist undertake a field survey among the target population of the project to aid in determining appropriate design, standards for facilities and services, and corresponding charges.
- 3. In discussing project costs, Mr. Callaway said that it was very difficult to obtain good data on actual costs, and that he did not have any himself. The main reason is that these projects, as well as improvement of existing slums, are typically carried out piecemeal by a variety of agencies, and costs are never properly recorded or assigned to a specific project. Mr. Callaway stated that experience shows the provision of streets and utilities a posteriori is much more costly than to provide them before development occurs, but again no cost figures are available to support this statement.
- 4. Mr. Callaway agreed that it was very important to check the capabilities of the construction material industry before embarking in large "self-help housing" programs, as without the

availability of low cost materials, projects fail. To illustrate the fact that these people buy manufactured building materials, he referred to his experience in the Dominican Republic where residents of a shanty-town were constantly improving their residence by purchasing large amounts of construction materials.

- 5. Mr. Callaway gave us a manual of standards developed by HUD for "site and services" and low-cost housing projects. In the process of developing these standards, HUD staff reviewed housing ordinances and regulations of 52 countries. Later on, it focused more specifically on 21 Latin American countries, and the standards are geared primarily to Latin America's conditions, although they have been adopted in Nigeria and Liberia.
- 6. He also described briefly the Investment Guarantee Program of USAID. This program works roughly like FHA programs in the U.S., i.e. AID guarantees a loan made by a private U.S. bank for housing. Since 1963, AID has guaranteed programs for about \$250 million and has authorization to guarantee up to \$500 million. So far, it is a self-sustaining program since there has been no defaulting projects. AID charges a service fee of 2% per year or less if the country also guarantees the loan, or is a "low-risk" country. This program has been applied largely to Latin America and to a lesser extent in Africa (in particular Abidjan and Dakar) and Asia. The product of this program has been upper middle-income housing.
- 7. Besides the standards referred to above, Mr. Callaway has given us other documents related to Parcelles Assainies type of project and a list of people in USAID both with general experience in the field, and with particular experience in Senegal or other West African countries.

Mr. Harold Robinson	USAID	382-9488
Mr. Stanley Baruch	USAID	382-9486
Mr. George Hazel	USAID	
Mr. A. Votaw	USAID	
Mr. Richard Knight	National League	659-1955
Section and an experience	Insurance Assoc.	
	International Div	

Messrs. Hazel and Votaw have experience in Africa and Senegal in particular.

JYenny/nom cc: Messrs. Sadove, Kirmani, B. King, Elkouby

Se-Urban Dev.

Mr. B. Chadenet (through Mr. Sadove)

Jamuary 4, 1970

J. Elicouby H

SENEGAL - Request for Bank Assistance in Financing Urban Development

Attached is a memorandum on a proposed urban infrastructure project for Senegal prepared by the Special Projects Department, Urbanization Division. It has been considered and approved by the Western Africa Department and by Mr. Sadove. I would appreciate your comments before putting it in final form for consideration by the Loan Committee in January.

For your background information, I have also attached the Back-to-Office and Full Report of our mission to Dakar of September 21-24, 1970.

cc: Messrs. Sadove, Kirmani, B. King

LMoss:aj (m

Unofficial Translation

Board Director of the Fund of Aide and Cooperation

Meeting of December 22, 1970

STUDIES OF PREPARATION OF PLOTS

AND URBAN INFRASTRUCTURE FOR LIVING CONDITIONS IN DAKAR

Amount: 400.000 F.

General Characteristics of the Project

In the Dakar agglomeration, only inhabitants having a stable

In the Dakar agglomeration, only inhabitants having a stable employment and an income of at least 20.000 CFA by month can be housed in the HLM.

Wage earners with incomes lower than 20.000 CFA by month, the small merchants and craftsmen, who generally earn 150.000 CFA yearly, are not able to have access to HLM housing, but would be able to have self-built housing in concrete if they made use of a plot of land with corresponding infrastructure, sold at an advantageous price and on credit.

The rest of the working population consisting of part-time wage earners, the merchants and craftsmen principally, is actually forced to crowd into shanty-towns which have increased in the last few years in the Dakar agglomeration.

To solve the problem posed by these last two categories of the population, the Government of Senegal has decided upon a system of "parcelles assainies." They are subdivided into two categories to take into account these two sorts of uses:

- the commercial plots having an economic practicability, but complete and with a particular connection to hydraulic networks. The cost price of these preparations is estimated between 4 and 5 million francs CFA by hectare. Each hectare planned will consist of around 20 plots of 300 m2, which will be given over on a rented-sold basis.
- the plots having a minimum of sanitary infrastructure, with a cost price of 2 to 3 million CFA by hectare and with a surface of 150 m2. They will be placed freely under the order of a housing permit, with however, a housing tax to cover the recurrent charges, notably the water furnished by the street-fountains.

The Third Plan of Development of Senegal has foreseen the realization of 360 hectares of "parcelles assainies" in the extended areas of Dakar, dividing into 130 ha of commercial plots and 230 ha of minimum plots.

The financing of this program is foreseen in the following way:

- the lands will be acquired by the resources of the national budget.
- the preparation of the minimum plots will be done on subsidies asked of foreign aid. The European Development Fund has already been approached in this respect.
- for the commercial plots, long-term loans at a modest rate of interest will be investigated at the Central Bank of Economic Cooperation and at the World Bank.

STUDY PROGRAM

To prepare the financial documents, the Department of Urbanization and Housing wishes to appeal to the services of the Study Bureau for certain work which it cannot do itself. An international consultation has been organized, which has resulted in the choice of the Central Office of Overseas Equipment (BCEOM).

This program foresees general studies and particular studies.

- The general studies comprise:
- 1/ Socio-economic surveys to be carried out in the shanty-towns of Fass, Whakinane, Bayegandé and Kip Coco, with a total surface of 80 hectares.

They must determine with a precision equivalent to that of a drilling to the 1/20th.

- the repartition of family heads among the different categories of income, mentioned above;
- the densities of occupation, the dimension of households and the proportion of assets in the total population;
- the resources available for living conditions;
- the educational conditions for the children.
- 2/ Studies of urban development and transport to localize with precision the favorable areas for the preparation of plots, to define the conditions for setting up a system of economic transport, to specify the characteristics of road works.
- 3/ Legal and economic studies for arriving at methods of transfer of the plots and the financial disposition of the administration on all the plots.
- particular studies essentially concerning the work program to be carried out in the area of 40 hectares situated at Pikine and of which the financing will be asked of the CCCE.

ESTIMATED BID

It results in a consultation organized by the Senegal Department of Urbanization and Housing.

TOTAL	400.000 F
Miscellaneous and unforeseen	30.000
- studies of the area of 40 hectares at Pikine	169.200
- legal and economic studies	42.000
- studies of urban development and transport	106.000
- socio-economic surveys by drilling on 80 ha	52.800

It is asked of the Board Director to please hold this operation and authorize the opening of corresponding credit.

LMoss/nom

(2-60)

FORM NO. 75 INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPM

INTERNATIONAL FINANCE

IN ANATIONAL DEVELOPMENT

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From

JYENNY /ADAMS

- 17 -

REPUBLIQUE DU SENECAL

Comité Directeur du Fonds d'Aide et de Coopération

Rémmonder 22 décembre

ETUDES D'AMENAGEMENT DE PARCELLES
ET DE TRAMES D'ACCUEIL POUR L'HABITAT A DAKAR

Montant : 400.000 F.

CARACTERISTIQUES GENERALES DU PROJET

Dans l'agglomération dakaroise, seuls les habitants disposant d'un emploi stable et d'un revenu d'au moins 20.000 CFA par mois peuvent prétendre être logès dans des ensembles HLM.

Les salariés dont les revenus sont inférieurs à 20.000 CFA par mois, les petits commerçants et artisans, qui gagnent généralement 150.000 CFA par an ne peuvent accéder aux logements HLM, mais pourraient réaliser un logement en dur en auto-construction s'ils déspondent d'une parcelle de terrain correctement viabilisée, vendue à un prix avantageux et à crédit.

Le reste de la population active, comprenant des salariés occasionnels, des commerçants et artisans marginaux est actuellement condamnée à s'entasser dans les "bidonvilles" qui se sont multipliés depuis quelques années dans l'agglomération dakaroise.

Pour résoudre le problème posé par ces deux dernières catégories de population, le gouvernement sénégalais a conçu un système de "parcelles assainies". Elles se subdivisent en deux catégories pour tenir compte des deux sortes d'utilisateurs *

- des parcelles commercialisables disposant d'une viabilité économique, mais complète et d'un branchement particulier aux réseaux hydrauliques. Le prix de revient de ces aménagements est estimé entre 4 et 5 millions de francs CFA par hectare. Chaque hectare aménagé comprendra environ 20 parcelles de 300 m2, qui seront cédées en location-vente. - des parcelles disposant d'un minimum d'infrastructures sanitains, d'un prix de revient de 2 à 3 millions CFA par hectare et d'une superficie de 150 m2. Elles seront placées gratuitement sous le régime des permis d'occuper, avec cependant une taxe d'occupation pour couvrir les charges récurrentes notamment l'eau fournie par les bornes-fontaines.

Le troisième Plan de développement du Sénégal a prévu la réalisation de 360 hectares de "parcelles assainies" dans les zones d'extension de Dakar, se répartissant en 130 ha de parcelles commercialisables et 230 ha de parcelles minimum.

Le financement de ce programme est prévu de la façon suivante :

- lesterrains seront acquis sur les ressources du budget national ;
- l'aménagement des parcelles minimum se fera sur subventions demandées à l'aide extérieure. Le Fonds Européen de Développement a déjà été approché à cet égard.
- pour les parcelles commercialisables des emprunts à long terme à taux d'intérêt modique seront recherchés auprès de la Caisse Centrale de Coopération Economique et de la Banque Mondiale.

PROGRAMME DES ETUDES

Pour préparer les dossiers de financement la Direction de 10 r-banisme et de l'Habitat souhaite recourir aux services d'un bureau d'études pour certains travaux qu'elle ne peut exécuter elle-même. Une consultation internationale a été organisée, qui a entrainé le choix du Bureau Central d'Equipement d'Eutre-Mer (BCEOM).

Ce programme prévoit des études générales et des études particulières.

- Les études générales comprennent :
- 1/ Des enquêtes socio-économiques à effectuer dans les bidonvilles de Fass, Whakinane, Bayegandé et Kip Coco, d'une superficie globale de 80 hectares.

Elles doivent déterminer avec une précision équivalente à celle d'un sondage au 1/20ème.

- la répartition des chefs de famille entre les différentes catégories de revenus, évoquées plus haut :
- les densités d'occupation, la dimension des ménages et la proportion d'actifs dans la population globale ;
 - les ressources disponibles pour l'habitat .:
 - les conditions de scolarisation des enfants.

- 2/ Des études de développement urbain et de transport pour localiser avec précision les zones propices aux aménagements de parcelles, pour définir les conditions de mise en place d'un système de transports économiques et pour préciser les caractéristiques des travaux de viabilité.
- 3/ Des études juridiques et économiques pour la mise au point des modes de cession des parcelles et les dispositions financières de la gestion de l'ensemble des parcelles.
- Les études patticulières concernent essentiellement le programme de travaux à effectuer dans une zone de 40 hectares située à Pikine et dont le financement sera demandé à la CCCE.

DEVIS ESTIMATIF

Il résulte d'une consultation organisée pær la direction sénégalaise de l'urbanisme et de l'habitat.

-	Enquêtes socio-économiques par sondage sur 80 ha	52.800	
-	Etudes de développement urbain et de transport	106.000	
-	Etudes juridiques et économiques	42,000	
-	Etudes de la zone de 40 hectares à Pikine	169,200	
	Divers et imprévus	30,000	
	TOTAL	400,000	F.

Il est demandé au Comité Directeur de bien vouloir retenir cette opération et autoriser l'ouverture de crédit correspondant. FORM No. 75

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOP

INTERNATIONAL FINANCE

INTERNATIONAL DEVELOPMENT

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Nov.5, 1970 96

Monsieur Diagne, Directeur de l'Urbanisme

Questions préliminaires relatives au Dossier de Parcelles Assainies

- 1. De quand date le dossier de Parcelles Assainies présenté au FED et remis à la mission de la Banque en septembre?
- 2. Quelle a été la réponse du FED? Quel est présentement l'intérêt du FED pour un projet de Parcelles Assainies?
- 3. Le dossier de Parcelles Assainies soumis au FED ne correspond pas au programme Parcelles Assainies du 3º Plan, le nombre d'hectares à développer est différent, pourquoi?
- 4. Quelle part du programme de 4 ans (3º Plan) de Parcelles Assainies a été réalisée par le gouvernement au cours des exercices 1969-70 et 1970-1971?

 Il serait utile d'avoir la section "Urbanisme-Edilité-Habitat" des budgets 1969-1970 et 1970-1971.
- 5. Quel est l'état d'avancement des plans pour les projets de Parcelles Assainies à Dakar (Pikine et Yoff) et dans les capitales régionales?
- 6. Quelle priorité le gouvernement accorde-t-il respectivement à Dakar et aux différentes capitales régionales pour les projets de Parcelles Assainies?
- 7. Est-ce que les terrains sur lesquels doivent se réaliser les Parcelles Assainies sont propriété de l'Etat ou doivent-ils être achetés aux cultivateurs? Il semble y avoir contradiction sur ce point dans le dossier de Parcelles Assainies. Si les terrains doivent être acquis par l'état quels sont les problèmes relatifs à leur acquisition (tels que procédure d'expropriation, temps d'expropriation) et quels sont les coûts.

- 8. Les estimations des coûts varient de 2.5 millions à 7.5 millions de francs CFA par hectare de Parcelles Assainies. Il conviendrait de refaire une estimation préliminaire des coûts de l'infrastructure de base sur la base de prix unitaires actuels pour définir plus précisément le coût d'une opération. Les coûts devraient être décomposés en "pourcentage en monaie locale" et "pourcentage en devises".
- 9. Il conviendrait également de donner les normes retenues en "surface de terrain à réserver par 1,000 habitants" pour différents services sociaux tels qu'écoles, dispensaires, marchés, mosquées, espaces verts, police, protection contre l'incendie, etc., ainsi qu'une estimation sommaire du coût de ces équipements.
- 10. Les aspects administratifs et institutionnels du projet sont très importants. Quelle est la position actuelle du gouvernement en ce qui concerne la gestion des futures Parcelles Assainies? L'OHLM a-t-il été averti de l'intention de lui confier la gestion des Parcelles Assainies? Y a-t-il des problèmes légaux ou administratifs pour lui confier cette gestion? Quelles sont les implications en ce qui concerne le personnel de l'OHLM? Quelles mesures ont été arrêtées en ce qui concerne:
 - (a) les critères d'attribution des parcelles;
 - (b) l'imposition d'un loyer (loyer unique, loyer différentiel pour certaines parcelles suscesptibles d'avoir un branchement direct eaux et égoûts);
 - (c) la future propriété des terrains (état, état-privé avec baux à long terme, privé définitif);
 - (d) la réglementation concernant l'utilisation des sols dans les opérations de Parcelles Assainies (en particulier possibilités de créer des ateliers ou petites industries, commerces, etc.)
- 11. Nous avons remarqué que le dossier ne fait aucune référence à l'électrification des parcelles. L'électricité doit-elle être fournie et par qui, suivant quelles normes?

- 12. Le contrat avec NEDECO pour l'établissement d'un Plan Directeur pour l'Eau et l'Assainissement à Dakar comporte une section d'Etudes Techniques Préliminaires et de Rentabilité pour une première phase de réalisation. Le rapport préliminaire est dû en mars 1971. La Direction de l'Urbanisme devrait se mettre en rapport avec la Direction de l'Energie Hydraulique pour déterminer dans quelle mesure les Parcelles Assainies à Dakar (Pikine et Yoff) sont inclues dans cette première phase et assurer la coordination des plans de Parcelles Assainies avec le Plan Directeur préparé par NEDECO.
- 13. Il conviendrait de préciser la définition de la nomenclature géographique utilisée dans la région du Cap Vert: municipalités et communes dans la région du Cap Vert, Dakar, Rufisque, etc., Grand Dakar, zone métropolitaine, etc.
- 14. De qui dépend l'entretien des infrastructures des Parcelles Assainies existantes, et que prévoit le gouvernement pour l'entretien des infrastructures des nouvelles Parcelles Assainies (rôles de la municipalité, du gouvernement central, de 1'OHLM)?

CC-GM-DerBank

Mr. Bruce M. Cheek

Martijn J. Paijmans

Updating Briefing Papers on Senegal and The Gambia

1. Senegal

(a) Status of projects under consideration

- Re (j) Dakar Urban Development, After having been strongly in favor of an operation in this field as early as possible, Special Projects Department now feels uncertain about the methods to follow for ascertaining the project's justification. We are following up this matter but a 1971 operation has become unlikely. The back-to-office report (received today) recommends the following action:
 - (i) write to the Government of Senegal expressing an interest in the "parcelles assainies" project:
 - (ii) state that, upon a fuller review of the dossiers presented by the Government, the Bank would outline the further steps involved in considering the proposed project and request additional information as may be deemed necessary.

(b) Status of projects already financed

Re (a). Mr. Chaufournier met with the Prime Minister and mentioned our concern about the still outstanding reply from the Covernment on our letter of June 12. As a matter of fact, we have sent several reminder cables and we have also discussed the matter in Copenhagen as well as during a recent operational mission (Messrs. Adams/Méda). A quick answer was always promised. Yesterday we received a cable from Minister Diallo again promising a quick enswer. We intend to send a supervision mission to Senegal around mid-November; its staff would, however, leave Washington already in early November to visit other countries first.

(c) Railway Project

A favorable Government reply on our June 25 letter asking the Government to contribute local cost to the use of foreign exchange savings under the first project in order to continue the track relaying program was received.

For your information, you may wish to know that in agreement with Mr. Chaufournier, I intend to visit Senegal briefly in early December prior to my Mauritania economic visit. During my stay in Dakar, I will attend, on Mr. Chaufournier's and Mr. Hoffman's suggestion, part of a meeting organized by ILO on employment policies.

25.4

2. The Gambia

Development Finance Companies

As indicated in our earlier briefing paper we hoped to have a letter on this subject ready before your departure. However, we are in strong disagreement with DFC's position on this matter which, in our view, is not compatible with commitments we made in Copenhagen. As several discussions will have to take place with DFC and considering that Mr. Sekse is presently on a mission, it will not be possible to have a satisfactory position decided upon.

MJPaijmans:pmc

IBRD LANGUAGE	SERVICES DIVISION
CONTROL NO. E-448/71	DATE: October 27, 1970
ORIGINAL LANGUAGE: French	(Senegal)
DEPTSpecial Projects TE	RANSLATOR: GEA:jm

REPUBLIC OF SENEGAL

MINISTRY OF PUBLIC WORKS, TOWN PLANNING AND TRANSPORTATION
TOWN PLANNING AND HOUSING DEPARTMENT

APPLICATION SUBMITTED TO THE EUROPEAN DEVELOPMENT FUND
WITH A VIEW TO THE PROVISION OF CLEARED AND DRAINED LOTS
AND BASIC SERVICES FOR HOUSING LOW-INCOME URBAN POPULATION

SUBSIDIARY AIMINISTRATIVE DOSSIER

I. Purpose. The purpose of the present application is to request the EDF to subsidize the project entitled "Provision of Cleared and Drained Lots and Basic Services for Housing Low-Income Urban Population". These people now live in unhealthful shantytowns ("bidonvilles"). The project has been assigned first priority in the housing and townplanning action to be taken under the Third Development Plan.

II. Location. The land concerned is located on the outskirts of four large cities in Senegal: Dakar, the capital; its satellite city, Rufisque-Bargny, and the regional capitals, Saint-Louis and Ziguinchor. The Dakar project areas are in the North Pikine quarter; those of Rufisque in the Camp-Marchand and Bargny-Est quarters; those of Saint-Louis in the new N'Gallèle quarter east of the city; and those of Ziguinchor in the Tilène quarter south of the city.

III. Juridical Person Responsible for the Project: Republic of Senegal (Ministry of Public Works, Town Planning and Transportation; Department of Town Planning and Housing).

The proposed program is part of the Third Four-Year Development Plan, and is set out in the chapter entitled "Town Planning-Housing," approved by the National Assembly and put into effect on July 1, 1969.

IV. Authorities Responsible for the Project:

The authority responsible for the project is the Department of Town Planning and Housing in the Ministry of Public Works, Town Planning and Transportation in charge of the project, assisted by the Department of Public Works for supervision of the works and by the Low-Cost Housing Bureau (Office des Habitations à Loyer Modéré - OHIM) for management of the lots.

V. Owner of the Improvements

The planned lots will be developed with public funds on State-owned land and will therefore be the property of the State of Senegal. It is envisaged, however, that the State will sell these lots to the occupants at a low price; the funds thus obtained are to be paid into the OHIM to build up capital that will be reused for the preparation of more lots, on the "Revolving Finance" principle. Eventually the lots will become the property of the occupants.

The decision to have the proceeds from the sale of the lots (sale on 10-year credit) deposited in the OHLM, rather than the State Treasury, was made to prevent the funds from passing into the General Budget rather than being used to provide more lots.

VI. Annexes

Annexes IA - IB and IC: Decrees concerning the organization of the

Ministry of Public Works, Town Planning and Housing and the Department of Town Planning (Decrees 64-709 of October 15, 1964, 66-779 of October 14, 1966 and 67-0490 of May 9, 1967)

Annex II Decree setting out the rules governing the organization and functioning of the OHLM (Decree 67-0106 of January 27, 1967)

Annex III Map of Senegal, showing the cities concerned in the project.

ECONOMIC DOSSIER

FIRST SECTION

ECONOMIC DATA ON THE PROJECT

Chapter I. Analysis of the capital expenditure

Chapter II. Additional private investment

Chapter III. Probable effects of the new improvements

Chapter IV. Secondary effects of the project

CHAPTER I

ANALYSIS OF THE CAPITAL EXPENDITURE

The cost of the works will be split approximately as follows:

Head office costs 15%

Wages and Salaries 35% (2/7 for supervisory staff)

Operation of plant 20%

Purchase of materials and supplies

30%

100%

Wages and salaries will go essentially to residents, if local enterprises are awarded the contracts. These enterprises have plenty of equipment and should not require imports.

If a foreign firm is engaged, its plant and equipment can be imported temporarily. The salaries of the supervisory staff and its head office costs will of course be paid to nonresidents.

CHAPTER II

ADDITIONAL PRIVATE INVESTMENT

This includes:

1. Private improvement of lots

- 2. Establishment of trade
- 3. Provision of transportation facilities.

To encourage this investment, the National Bank for the Development of Senegal (BNDS) will grant loans on its usual terms.

CHAPTER III

PROBABLE EFFECTS OF THE NEW IMPROVEMENTS

There will be no direct effects on individual income but there will be a kind of "input of savings," represented by the subsidized portion of the cost of the lots.

The project will permit the creation of jobs for merchants and for guards of the collective hydraulic installations; above all, it will make possible the continuation of existing positions in civil engineering and Senegalese construction materials industries (Thiès Asbestos Cement Plant, Rufisque Cement Works, etc.).

The project will help to keep civil engineering companies in business; these have been severely affected by the cutback in the road programs.

The project will not affect foreign trade.

CHAPTER IV

SECONDARY EFFECTS OF THE PROJECT

The project will naturally have an extremely beneficial effect on the health of the inhabitants concerned and this will increase their productivity.

ECONOMIC DOSSIER

SECOND SECTION

ECONOMIC BACKGROUND OF THE PROJECT

Chapter I Economic problem to be solved

Chapter II Existing equipment

Chapter III Alternative solutions

Chapter IV Reasons for the choice made

CHAPTER I

ECONOMIC PROBLEM TO BE SOLVED

The problem is the subdivision of land in the outlying quarters of Senegal's chief cities.

Before the first groups of "cleared and drained lots" were prepared under the Second Plan, newcomers to the city and newlyweds too poor to afford modern housing had two alternatives for setting up house in town:

- 1. They could live in an "illegal" shantytown without rights or title. This is not permitted by the law, but is partly tolerated by authorities swamped by the speed of urban growth. These "illegal" shantytowns are usually established on land regarded as useless in an urban area (marshes, land unsuitable for building, land reserved for future community facilities, etc.). It should be noted that establishing one's home in these shantytowns is far from free of charge.
- 2. They could live in a private "development" which is actually a "legal slum" having no facilities whatever and where a scandalously high price is asked for a vacant lot. For example, in the (illegal) Grand-

Médina development in the suburb north of Dakar, a 200 sq. m lot sells without any legal formalities whatever for CFAF 40,000, whereas land titles in that sector are worth CFAF 50 per sq. m and the subdivision is carried out without making sufficient allowance for public amenities (dumps and services), using 80% of the surface area. The multiplier for the developer who provides no infrastructure at all is therefore 40,000/200/50/0.8 = 3.2, and he thus makes a profit of 220%. The effect for the community is the creation of a "legal slum".

Since 1966 the Government has been taking vigorous measures against improper subdivisions, but this has merely resulted in the reduction of "legal slums" and expansion of the "illegal" shantytowns. Landowners who wish to subdivide for the poorer population persist in their refusal to provide any infrastructure whatever.

To prevent a disastrous proliferation of all kinds of shantytowns, and in view of the complete failure of the private sector to provide proper subdivisions, the Government was obliged to take over the provision of housing lots for the poor. This was the beginning of the "cleared and drained lots" project.

CHAPTER II

EXISTING EQUIPMENT

The "cleared and drained lots" project comprises essentially the provision of small-scale drainage and road systems.

The main road and drainage systems to serve the areas concerned are already in existence or planned under special road or hydraulic projects. CHAPTER III

ALTERNATIVE SOLUTIONS

The principle is that the project should be implemented on a sufficient

scale to permit the reabsorption of the shantytown-dwellers; a gigantic undertaking.

It is therefore imperative to produce the greatest possible number of lots for a given investment, while ensuring minimum clearance and drainage standards and community facilities. The only possible alternatives would be to cut down planned public works further, by eliminating public sanitary facilities wherever the use of cesspools will just do, or by scaling down the road and drainage systems still further. In any event, the rental for cleared and drained lots must be comparable to that for a shantytown shack. In Dakar, a one-room shack rents for CFAF 2,000 to CFAF 4,000, depending on the distance from the city. In Pikine-Irrégulier, Rufisque or Saint-Louis, the rental for a one-room shack is CFAF 1,500 a month. Obviously several rooms can be built on our "cleared and drained lots". For example, in Pikine-Extension, on a 150 sq. m lot, 60% of which can be built on, a five-room dwelling covering 90 sq. m can be constructed.

CHAPTER V

REASONS FOR THE CHOICE MADE

The proposals for improvement contained in the present dossier naturally reflect what we considered the best compromise between the conflicting requirements of economy and comfort. However, the desirability of certain modifications to the schedule planned is bound to become apparent when the dossiers for execution of the work are studied. In order to complete the basis of our project, we have applied to FAC for loans for research purposes, but we could also use EDF assistance to complete the planning of the works entailed.

FINANCIAL DOSSIER

FIRST SECTION

FINANCIAL DATA ON THE PROBLEM

Chapter I Breakdown of Funds by Origin and Type

Chapter II Amount of Private Investment Required to Complete

the Project

Chapter III Breakdown of Expenditures

Chapter IV Schedule of Payments

CHAPTER I

BREAKDOWN OF FUNDS BY ORIGIN AND TYPE

A. LOCAL PUBLIC CONTRIBUTION: PURCHASE OF LAND TO BE DEVELOPED,

IDEMNIFICATION OF OCCUPANTS, FARMERS AND STOCKRAISERS

For figures, please see original.7

- B. LOCAL PRIVATE CONTRIBUTION
- L. Construction by owners-occupiers of lots
- Payment of a fee to cover operating costs and part of the capital costs.
- C. OTHER OUTSIDE ASSISTANCE Nil
- D. CONTRIBUTION OF THE EDF: Cost of infrastructure

For figures, please see original.

CHAPTER II

AMOUNT OF PRIVATE INVESTMENT

REQUIRED TO COMPLETE THE PROJECT

Private construction will consist of buildings without individual sanitary facilities, services of this type being collective. The type of

building put up will comprise walls of sand and cement conglomerate built by hand on the site, a roof of corrugated iron or asbestos cement without frame (self-supporting boxes made in Senegal), a floor of tamped sand with cement coating, possibly some hand-made woodwork, without glass or frames.

The overall cost of similar construction carried out in the Cape Verde area by the Rural Housing service is CFAF 3,000 per sq. m. This includes some labor (free in the case in question) and supplies, including cement, roofing iron and woodwork. Supplies represent about 60% of the total.

About 60% of the Pikine-Extension lots could be built on. The cost of preparing one lot will be about 150 sq. m x 0.6 x 3,000 = CFAF 270,000.

Fifty percent of the Rufisque-Bargny lots can be built at a cost per lot of

300 sq. m x 0.5 x 3,000 = CFAF 450,000.

Fifty percent of the N'Gallèle lots in Saint-Louis can also be built on, but 12% must be added to the cost of supplies for transportation. The cost of preparing one lot amounts to

300 sq. m x 0.5 x 3,000 x 1.12 = CFAF 482,400.

Only 30% of the Tilène lots in Ziguinchor can be built on and transportation costs will add 35%.

The cost of improving one lot will be

300 sq. m x 0.3 x 3,000 x 1.35 = CFAF 364,500.

The total private investment will thus be:

For figures, please see original.7

CHAPTER III

BREAKDOWN OF EXPENDITURES

In principle, all purchases of goods and services may be paid for in CFA francs in Senegal. The companies concerned may, however, freely transfer their profits abroad in foreign exchange. Furthermore, if the EDF prefers the invitation to bid to provide for a separate supply contract, the latter may be settled in European currency.

CHAPTER IV

PROBABLE SCHEDULE OF COMMITMENTS AND PAYMENTS

If the financing agreement is signed in year A and month M and no delay occurs in the preparation of the projects for carrying out the work, the invitations to bid, the evaluation of bids and the awarding of contracts, the following schedule will be possible:

 $D = D_1 + D_2 = D_3$

- D = Total expenditure requested of EDF: CFAF 1,486 million
- D₁ = Expenditure for Pikine-Extension,

 Rufisque-Bargny and N'Gallèle: 1,156 million
- D₂ = Expenditures for Tilène : CFAF 330 million
- D₃ = Expenditures for a possible supply contract (to be specified depending on the aid proposed)
- a = weighted percentage of advances on the works contract (at present 20% of the value of the material and 10 M over the amount of the work)
- a' = percentage of advances on supply contract
- g = overall percentage of amounts withheld at provisional acceptance

of work (at present 2.5% of final bond plus 5% of guarantee withheld).

- Commitment in respect of the total expenditure: D at the date:
 (A + 1) + M
- 2. Schedule of payments

At date (A + 1) + M, settlement of advances: $a(D_1 + D_2)$ on works and a^*D_3 on supplies.

Between dates (1 + 1) = (M + 1) and (A + 1)+(M + 12) = (A + 2) + M payment for:

- work on Pikine Extension, Rufisque-Bargny and N'Gallèle, or (I-a-g)D₁;
- 50% of the work at Tilene or (1-a-g)D2/2;
- the supply contract, or (1-a!)D₃.

Between the date (A + 2) + M and the date (A + 2) + (M + 6), payment for 50% of the Tilène work, or $(1-a-g)D_{2/2}$.

At date (A + 3) + M settlement of guarantees withheld on work accepted one year previously, or $g(D_1 + D_2/2)$.

At date (A + 3) + (M + 6) settlement of the remainder of the guarantee sums withheld on works, or g $D_{2/2}$.

The multiple expenditures in respect of D_1 and D_2 are in local currency; those in respect of D_3 may be in foreign exchange.

FINANCIAL DOSSIER

SECOND SECTION

FINANCIAL CONSEQUENCES OF THE PROJECT

Chapter I Financial Functioning of the Project

Chapter II Balance Sheet of the Operation

Chapter III Budgetary Effects

Chapter IV Other Financial Effects

Chapter V Collection of Rents

CHAPTER I

FINANCIAL FUNCTIONING OF THE PROJECT

A. Estimate of Capital Cost for Preparing Lots

Pikine-Extension - Value of land (National Budget): CFAF 115
million

Cost of Works (EDF)

Number of 150 sq. m lots

Cost of one 150 sq. m lot

For figures, please see original. The items are the same for each location, except for the size of the lots.

- B. Estimate of Operating, Maintenance and Management Costs
 The operating and maintenance costs include
- 1. Water consumption, conservancy and maintenance of drinking fountains: CFAF 480,000 per year, per fountain (CFAF 30,000 for maintenance, CFAF 150,000 for conservancy and CFAF 300,000 for the water).

- 2. Water consumption, draining, conservancy and maintenance of public conveniences: CFAF 900,000 per year, per convenience over ditch (CFAF 200,000 for maintenance, CFAF 180,000 for conservancy, CFAF 200,000 for drainage, CFAF 320,000 for the water).
- Cost of collection and removal of ordure CFAF 120,000 per year
 per cesspool (CFAF 5,000 per truck trip, 2 trips a month).
 - 4. Cost of road maintenance: CFAF 60 per year per sq. m of surface.
- 5. The management charges are the cost of collecting fees and rents. They can be estimated at CFAF 1,200 per year per lot.
- N.B. The figures for operating and maintenance costs are taken from the budget analysis of the commune of Dakar; the management figures are calculated on the basis of the OHLM budget.
 - C. Calculation of the Rental of the Lots
 - 1. Portion to cover cost of investment

Project	Purchase	EDF	Total	No. of	Cost of
	of	Works	Invest-	lots	one lot
	land		ment		

For figures, please see original.

Payment is to be made in instalments over 10 years, with no financing charge. The yearly rent would therefore be one tenth of the cost of the lot.

In fact, for obvious social reasons, since the people concerned are the poorest segment of the urban population, a public subsidy to reduce the cost of the lots is provided for. This subsidy would amount to 40% in Pikine-Extension, 50% in Rufisque-Bargny, 90% in N'Gallèle and 50% in Tilène.

The amortization of the infrastructure over 10 years would thus amount to:

Project	Cost of one lot	Financial charges	Portion borne by community	Portion borne by individuals
		Nil	% Total Cost	% Total Cost Monthly Cost

For figures, please see original.7

Portion to cover Recurrent Costs

On the basis of paragraph I-B above, the annual costs per lot can be broken down as follows:

Project			RAINAGE		ROADS	A CONTRACTOR AND ADDRESS OF THE PARTY OF THE	MANAGEMENT	Total
	lots	No. of blocs	Total price		Total price	Price per lot(2)	Price per lot (3)	(1)+ (2)+ (3)

(For figures, please see original.)

Estimate of Monthly Rent

The monthly rent of the lots improved under the EDF program therefore works out at:

Comments	Amortization of Infrastructure	Recurrent Costs (2)	Monthly Rent
	(1)		

For figures, please see original.7

CHAPTER II

BALANCE SHEET OF THE OPERATION

The total sum invested will be CFAF 1,661 million (CFAF 175 million from the National Budget and CFAF 1,485.8 million from EDF).

The social subsidy will be CFAF 863 million

For calculation, please see original.

The rest will make up a revolving fund of CFAF 798 million.

The amounts collected for rents will be

For figures, please see original.7

Of this total administered by OHLM, CFAF 2,270 million will cover the recurrent costs and CFAF 798 million will make up a revolving fund to be used for the preparation of more lots.

N.B. The new projects to be carried out with the revolving fund include another operation on the northern edge of Dakar (at the place called Grand Médina and in the Yoff/Cambérène sector, see Master Plan) and similar operations in Thiès, Diourbel, Kaolack and Tambacounda.

CHAPTER III

BUDGETARY EFFECTS

The fiscal revenue generated by the operation will include the taxes in respect of the contracts and the revenue from the sale of water.

The expenses of the State and the local authorities will not be any heavier, because the recurrent costs are covered by the rents.

CHAPTER IV

OTHER FINANCIAL EFFECTS

The project will help to build up tangible private savings in the form of owner-built homes. These savings will amount to a maximum of CFAF 3,907 million for construction and CFAF 798 million for purchase of lots. Total CFAF 4,705 million.

The mobilization of private savings in cash for the purchase of building materials will be accompanied by an investment of human resources in building. The project will moreover attract private investments to set up businesses to serve the new quarters and to establish express bus services into the city centers.

CHAPTER V

COLLECTION OF RENT

The OHIM, which has regional offices at Saint-Louis and Ziguinchor, will collect the rents.

The OHIM has been selling rough housing on instalments for the past 10 years; it can handle groups of lots in the same way. Any defaults in payment will be covered by a management fee of CFAF 1,200 per year per lot. Since purchasers of lots will pay their recurrent costs through their rents, they will be exempt from local taxes.

Se- Terres Newves LATE- Urban Dev.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL DEVELOPMENT ASSOCIATION

OFFICE MEMORANDUM

TO:

Mr. Robert Sadov

DATE: October 21, 1970

FROM:

R. Venkateswaran and J. Venny

SUBJECT: SENEC

SENEGAL: Dakar -- Project Identification Mission

September 21-24, 1970

Back-to-Office and Full Report

A. INTRODUCTION

- In June 1969, Mr. Westebbe from the Economics Department stopped in Dakar for two days to explore the problems and work done on urbanregional development in Senegal and on Dakar in particular. The mission was favorably impressed by the work done by the DAT (Direction de l'Amenagement du Territoire), the Regional Development Directorate of the Ministry of Planning and Industry, and recommended that it would be useful to follow its planning effort as a guide to potential financing of urban development projects by the Bank Group. The CPP for Senegal referring to the conclusions of this mission makes the case for an urban development project in Dakar, and it was decided to take the opportunity offered by the mission to Abidjan, from September 10 to September 20, 1970, to stop over in Dakar for a few days to identify possible urban projects.
- 2. In accordance with the Terms of Reference dated August 25, 1970, the purpose of this mission, which visited Dakar from September 21 to September 24, 1970, was to discuss with government officials:
 - (a) the status and quality of urban planning and related pre-investment studies now in progress or proposed in the Cap Vert Province (Dakar Metropolitan Area), and
 - (b) the possibility of Bank participation in future urban projects in Senegal.

B. SUMMARY

3. The Government is making considerable efforts to cope with the problems of rapid urbanization in Senegal by:

- (a) realistically assessing the need for urban infrastructure in Dakar and proposing original solutions tailored to the resources of the people they intend to serve, and
- (b) channeling a substantial portion of investments in the urban sector to regional capitals in an attempt to limit the growth of Dakar and distribute income in the country.
- 4. The mission was favorably impressed by the "Parcelles Assainies" program designed to accommodate the lowest income group in the Dakar region, on land developed with a minimum of infrastructure and services (para. 2); and considers that this program should receive first priority for Bank's involvement in the urban sector of Senegal. Efforts made by the Government to develop other cities in the interior also warrant Bank's support and could make the object of future lending in the sector.
- The "Parcelles Assainies" program for the Dakar region in Senegal's 1969-1973 Four-Year Plan would accommodate 80,000-90,000 people on 360 ha., some 60% of the expected population growth of Dakar over this period. The remaining 40% of the population would be taken care of by public housing programs and the private sector (para. 25). Delay in implementing the "Parcelles Assainies" program would result in the proliferation of haphazard and uncontrollable squatter settlement in the region, which will be difficult and costly to eradicate or improve upon later.
- 6. The estimated cost of infrastructure for the 360 ha. of "Parcelles Assainies" in Dakar is CFAF 1.8 billion (US\$6.5 million equivalent). Since the foreign component of cost of such a project is very low, Bank participation would certainly imply a substantial portion of local cost financing.

C. RECOMMENDED ACTION

- 7. On the basis of a preliminary review of the available information, the mission recommends that the Bank,
 - (a) write to the Government of Senegal expressing an interest in the "Parcelles Assainies" project presented by the Government; and
 - (b) state that, upon a fuller review of the dossiers presented by the Government, the Bank would outline the further steps involved in considering the proposed project and request for additional information as may be deemed necessary.

D. BACKGROUND

(1) General

- When Senegal became independent in 1960, it was one of the most developed and industrialized countries of West Africa. This situation was the result of Dakar's position as the economic and administrative capital of French West Africa (AOF) serving and administering a population of over 20 million. The breakup of AOF in 1960 reduced Senegal's exports of manufactured products by 25% within one year, and Dakar to the role of a capital for a country of 3 million people. Despite this brutal reduction in its economic base, and the very limited employment possibilities, Dakar reamins very attractive for rural migrants and still grows at some 6% a year, while the combined urban population of Senegal grows at 4.5% a year, and the total population of the nation at some 2.2% a year. The rural population is growing at less than 1% a year. By mid-1969, the population of Senegal was estimated at some 3.8 million, and that of the Dakar Metropolitan Area (Cap Vert Region) at some 680,000, or 18% of the country's total. Besides the Cap Vert Region, Senegal is divided into 6 additional regions. The regional capitals are the largest cities after Dakar and rank as follows: Kaolack (96,000), Thies (86,000), Saint Louis (63,000), Ziguinchor (42,000), Diourbel (41,000), and Tambacounda (30,000).
- Although unemployment is very high in Dakar--estimates range between one-fourth and one-third of the labor force--the region contributes almost half of Senegal's GDP, and per capita GDP is 4.5 times greater than in the rest of the country. The government is conscious of the problems created by the regional disparities, and this is clearly reflected by the third Four-Year Plan (1969-1973) which gives priority to the rural sector. In particular, the "Terres Neuves" project, which was appraised recently by the Bank, is a first attempt to organize rural migration from the overpopulated groundnut basin towards better lands in the southeastern part of the country.
- 10. It is also the government's policy to develop other cities in the interior (particularly the regional capitals listed above) to limit the growth of Dakar. Since it is extremely difficult to attract industry outside of the Dakar region, the idea of the DAT is to promote local industry using local agricultural production as inputs.
- Despite the efforts made to promote regional development, the Dakar Metropolitan Area will continue to grow and can be expected to offer for some time to come the most economic location for many new industrial and commercial activities in Senegal. Consequently, large public investments will be needed over the next decade in the region which is expected to almost double its population to some 1.3 million by 1980.

(2) Administration

12. The problems of Metropolitan Dakar are handled generally within the Ministry of Public Works, Urbanism, and Transport (MPW). This concentration

of responsibilities is seldom encountered in the urban sector and should considerably facilitate Bank's involvement in the urban sector of Senegal. The Directorate of Urbanism is generally responsible for the preparation and the implementation of the Master Plan; it controls zoning through the issue of building permits, and supervises the two public housing corporations, the OHLM (Office des Habitations a Loyers Moderes) and the SICAP (Société Immobiliere du Cap Vert). The Directorate of Public Works (DPW) is in charge of the construction and maintenance of the major infrastructure (main arteries, sewerage collectors). Minor streets are the responsibility of the Municipality of Dakar; however, because of its lack of resources and staff, consideration is being given to consolidate the responsibilities for all street construction and maintenance within the DPW. The Directorate of Transport is in charge of transport regulation and control. It supervises the national bus company, RTS (Regie des Transports du Sénégal), which operates the bus service in Dakar. However, the routes for the bus company as well as for the privately operated mini-buses (cars rapides) are attributed by the Governor of the Cap Vert Province. The Governor also licenses taxis.

13. One of the objectives of the third Four-Year Plan 1969-1973 is to step up the replacement of expatriate advisors by Senegalese nationals. This has led to the promotion of a number of young Senegalese to responsible positions within the MPW. In particular, the long-time French Director of Urbanism has been recently replaced by a young and dynamic Senegalese. Although young, most officials appear competent and determined to take action.

(3) Metropolitan Planning for Dakar

- 14. The continuous growth of Dakar rapidly outdated master plans prepared under French administration and in 1966, Mr. Ecochard, a French architect, prepared a new Master Plan to cover the extension of Dakar until 1980. The plan was approved in 1967 and is used to generally guide development in the region. However, this plan is a traditional physical plan showing a desirable end-state land use, with no implementation program to achieve it. Implementation programs are prepared by the MPW and the Ministry of Planning within the framework of Senegal's Four-Year national plans (see E below).
- 15. The transport section of the Ecochard Master Plan is particularly weak. The proposed arterial network (including expressways) is based on a very limited number of traffic counts, rather than on estimates of transport demand on the basis of an analysis of trip origins and destinations. There are no estimates of future traffic, and public transport is completely ignored. The proposed network represents an end state with no indications regarding the time at which various parts of the network will be needed and/or possibilities of staged construction. The mission pointed out these deficiencies to the Government and recommended that forecasts of transport demand and desire lines within the region should be prepared to assert the feasibility of major highway investments (para. 13).

E. THE URBAN COMPONENT OF THE 1969-1973 FOUR-YEAR PLAN

(1) Major Infrastructure

- 16. The program of the DPW in the Dakar Metropolitan Area for the 1969-1973 period consists of the widening of the Moute du Front de Terre and the construction of the Mocade de Pikine. The Route du Front de Terre is an important arterial linking the main industrial and port zones to new residential sections of Dakar on the other side of the freeway. This arterial has also one of the few interchanges with the freeway. Traffic on the various sections ranges from 8,000 to 12,000 vehicles per day, of which 35% are trucks. The existing roadway is 5 m wide and deteriorating. The cost of reconstructing 5 km with a 7 m wide roadway is estimated at some CFAF 120 million (US\$432,000 equivalent). Although there is no economic analysis, the first section (2 km) between the Route de Rufisque and the Route des Puits appears justified. Further consideration should, however, be given to the western section of this road to coordinate its construction with the extension of residential areas.
- 17. The Rocade de Pikine is one of the major elements of the arterial network proposed by Ecochard in his Master Plan, and the reserves made above (para. 9) apply fully to this project. The project had been informally submitted to the Bank in May 1970, and the mission informed the Government that further supporting evidence, including forecasts of travel demand in the corridor to be served by this new artery and a feasibility study would have to be provided before the Bank could consider the project. The amount allocated in the 1969-1973 Plan for this project is CFAF 400 million (US\$1.44 million equivalent) for 8 km.
- 18. Total investment for water supply and sewerage in the Cap Vert Province (Dakar Metropolitan Area) are planned at some CFAF 1,672 million (US\$6 million equivalent) for the 1969-1973 period. The Bank expects to participate in this program for some US\$3 million in FY 1972. By comparison the investments for this sector in eight large cities of the interior are planned at CFAF 2,635 million (US\$9.5 million equivalent) over the same period. The total population of these cities is about 400,000 and the planned investment represents US\$2.3 per person versus US\$1 per person in Dakar. This confirms the importance attached by Senegal to the development of other cities in the interior (para. 5).

(2) Residential Areas and Housing

A 3.00

19. The state has generally assumed the responsibility for developing residential land (earthwork and basic infrastructure) to be distributed both to individuals and to public housing companies. Financing has been from the BSE (Budget Special d'Equipement) and foreign aid, mainly the French CCCE (Caisse Centrale de Cooperation Economique) and FED. More recently, infrastructure for public housing development has been financed partly from a 4% tax on salaries (paid in equal shares by the employee and the employer)

instituted to promote public housing. The revenues from this tax amount to some CFAF 1.3 billion a year (US\$4.7 million equivalent), and are shared about equally by the public housing corporation OHLM and the MPW which uses its share for land development.

- 20. Recognizing the impossibility, given the rescurces of the country, of providing housing for everyone, Senegal has chosen an original approach to the problem of accommodating Dakar's growing population. The "Parcelles Assainies" are lots equipped with basic infrastructure and utilities, consisting of generally unpaved streets, potable water fountains, basic drainage and sewerage with public toilets and showers. These lots of some 150 m² are distributed to low income families who then build their own shelters. To date, these lots have been given free; however, the Government recognizes that this situation will have to change if the problem of accommodating some 35,000 people every year is to be solved. On future operations, the Government intends to charge rents ranging from CFAF 1,500 to 3,500 per month (US\$5.40 to 12.60), which appear reasonable given the minimum salary level in Senegal of CFAF 11,000 per month (US\$40).
- 21. Previous "Parcelles Assainies" have been developed around Pikine, a suburban town east of Dakar. Future operations will be in the same general area, extending west toward Dakar as suggested by the Master Plan. The land in this area is owned by the Government, a factor that greatly facilitates the operation.
- The Four-Year Plan 1969-1973 proposes to develop some 360 ha. of "Parcelles Assainies" in the Dakar Metropolitan Area and 200 ha. in major cities of the interior. With a unit cost estimated at some CFAF 5 million (US\$18,000 equivalent) per ha., the Four-Year program would amount to CFAF 1.8 billion (US\$6.5 million equivalent) for Dakar and to CFAF 1.0 billion (US\$3.6 million equivalent) for cities of the interior to be financed largely by foreign aid. With densities averaging 45 lots per ha., the program of 360 ha. for Dakar could accommodate some 80,000-90,000 people over the next four years, or some 60% of the population increase forecasted for the same period.
- There are two companies responsible for public housing in Dakar: a state corporation (OHLM) and a semi-private company (SICAP) (see para. 7). The OHLM finances its operations on its own resources, including its share of the housing tax (para. 14), funds from the BSE (Budget Special d'Equipement), and loans from various sources including CCCE, BNDS (Banque Nationale de Developement du Senégal), BCEAO (Banque Centrale des Etats de L'Afrique de l'Ouest). The land and basic infrastructure are provided free of charge by the Government (para. 14). Land development is estimated to represent 25% of the housing construction cost at densities of 40-45 units/ha. The OHLM, which is both selling and renting the units it builds, presently manages some 3,700 units in Dakar. Monthly rents range from CFAF 8,000 to over 20,000 (US\$29 to \$72); sales are made over 10-15 years according to the buyer's income and are priced to recover the capital with practically no interest.

- The Government participates for 82% in SICAP equity capital, while the remaining 18% is held by private interests. The SICAP programs are geared to higher income groups than the OHLM program; units are also sold and rented. At present the SICAP manages 7,500 units in Dakar. The typical SICAP operation is financed 20% by its own resources and 80% by long-term loans (10 years at 5% for units on sale, 20 years at 3.5% for rental units) from CCCE and 5-year loans at 5% from BNDS. The Government also contributes the land development and infrastructure.
- The Four-Year Plan indicates that the two companies will build some 7,000 units in the Dakar Metropolitan Area (including urban renewal operation in the Medina accounting for some 900 units) between 1969 and 1973. Private construction, which is estimated on the basis of building permits at some 400 units a year in Dakar, would contribute some 1,600 new units over the plan period bringing the total to about 8,000 new units (not including urban revewal). These units could accommodate some 40,000-50,000 people, and along with the "Parcelles Assainies" program planned for 80,000-90,000 people (para. 17), Dakar will come close to accommodating its population increase, estimated at some 140,000 over the plan period.

(3) Industrial Areas and Employment

26. One of the main objectives of the Government is to foster the Development of Senegal's industries. To this effect a program has been prepared to develop 10 industrial estates for craftsmen and small industries over the next 10 years, 3 of which would be in Dakar and the other 7 in the other provincial capitals. This program was rated as overly ambitious in the recent Economic Report (June 1970), and the Industrial Projects Department expects to send a mission shortly to Senegal to discuss the problems of small-industry development with the Government. Regarding larger industries, there is enough developed land with good rail and road access in the region to cater for all foreseeable development.

F. POSSIBILITIES FOR BANK PARTICIPATION

(1) Potential Urban Projects

- 27. It results from the analysis of the urban component of the 19691973 Four-Year Plan that the Government has realistically assessed the need
 for residential infrastructure in the Dakar Metropolitan Area (para. 20)
 and has proposed, with the "Parcelles Assainies" (para. 15 to 17) an original
 solution tailored to the resources of the population it intends to serve.
 It also appears that the main bottleneck in implementing the plan will be
 in the financing of land development and basic infrastructure both for the
 "Parcelles Assainies" program and for the OHLM public housing program.
- 28. The "Parcelles Assainies" program addresses itself to a very large group of population (60% of the expected population growth over the plan

October 21, 1970

period), which is also the group with the more limited resources and alternatives for its accommodation in the region. Any delay in the implementation of the "Parcelles Assainies" program will result in the proliferation of haphazard and uncontrollable slums in the region which will be difficult and costly to eradicate or improve later on. Consequently, the mission concludes that the Bank consider a project consisting of land development and basic infrastructure for the "Parcelles Assainies" program in Dakar. The estimated cost of infrastructure for the 360 ha. of "Parcelles Assainies" in Dakar is CFAF 1.8 billion (US\$6.5 million equivalent). The foreign component of cost of such a project is very low, and Bank participation would certainly imply a substantial portion of local cost financing.

29. While this "Parcelles Assainies" project appears as the first priority for Bank's involvement in the urban sector of Senegal, the mission considers that efforts made by the Government to develop other cities in the interior may also warrant Bank's support and could be made the object of future lending in the sector.

(2) Need for Further Studies

- 30. The Government handed the mission a dossier on the "Parcelles Assainies" project. After reviewing this dossier, it will be possible to determine what additional studies or information will be needed for further consideration of the project by the Bank. The administrative structure necessary to implement such a project and maintain the urban infrastructure would probably imply the strengthening of the municipal administration and definition of its specific responsibilities and of a suitable tax base.
- 31. Regarding projects in other cities; some regional studies will be needed to define appropriate regional investment programs. The mission suggests that the Bank should follow the Government's efforts in undertaking such studies, which may require UNDP assistance.

RVenkateswaran/JYenny/pbs

cc: Messrs. Chadenet, Baum, J. King, Baldwin, Piccagli, Rovani, Englemann, Sadove, B. B. King, Dunkerley, Lind, Elkouby, Paijmans, Morse, Adams, Thys, Ropiteau, Venkateswaran

ANNEX

List of Officials Contacted by the Mission

1. Ministry of Planning and Industry

Mr. Mactar Seye, Director Projects and Programs

Mr. Moustapha Sar, Director Amenagement du Territoire

2. Ministry of Public Works, Urbanism and Transport

Mr. Daby Director of Urbanism
Mr. Madou Tionne N'Diaye, Director of Public Works

Mr. Saip Sy, Director of Transport

Mr. Bocande, Director of OHLM

Mr. Babacar N'Diaye, Assistant Director of OHLM

Mr. Amadou Ly, Director of SICAP

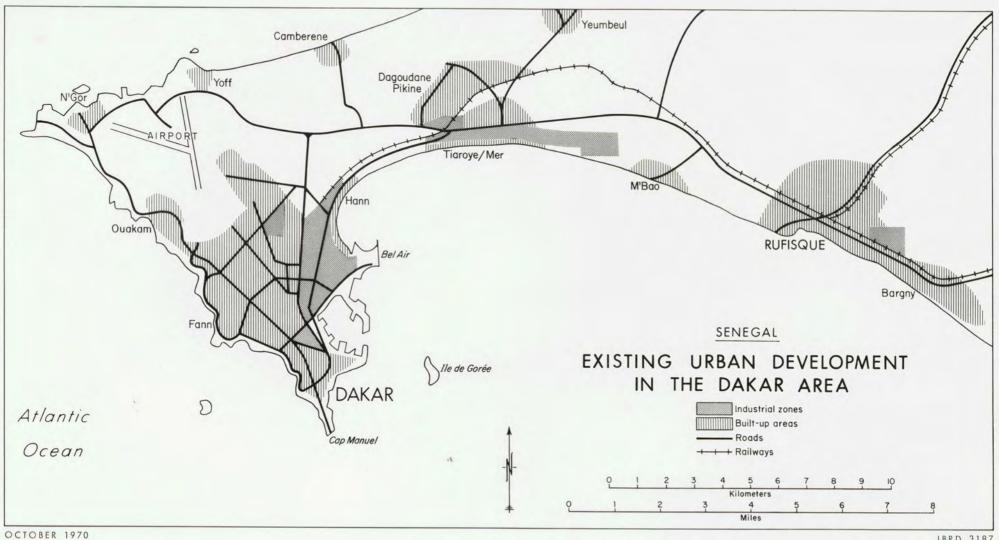
Messrs. Lasserre, Pin, Senner, Technical advisors SICAP

3. Directorate of Statistics

Mr. Lamine Diop, Director of Statistics

United Nations

Mr. Vojislav Jerkovic, UNDP, Assistant Res. Representative





SE-Urban Develop.

le h novembre 1970

Monsieur le Directeur,

Je vous prie de trouver ci-joint, copie d'une lettre adressée à Son Excellence Adama Diallo, Secrétaire d'Etat chargé du Plan, concernant le projet de "Parcelles Assainies.

Veuillez agréer, Monsieur le Directeur, l'expression de mes sentiments distingués.

5

Martijn J. Paijmans Département Afrique de l'Ouest

Monsieur Diagne Directeur de l'Urbanisme Dakar, Sénégal

MJPaijmans/dj

Summary Translation: Please find enclosed copy of a letter sent to H.E. Adama Diallo, concerning the project "Parcelles Assainies".

le 4 novembre 1970

Monsieur le Directeur,

Je vous prie de trouver ci-joint, pour votre information, copie d'une lettre adressée à Son Excellence Adama Diallo, Secrétaire d'Etat chargé du Plan, concernant le projet de "Parcelles Assainies".

Veuillez agréer, Monsieur le Directeur, l'expression de mes sentiments distingués.

Martijn J. Paijmans Bépartement Afrique de l'Ouest

Monsieur N'Diaye Directeur des Travaux Publics Dakar, Sénégal

MJPaijmans/dj

Summary Translation: Please find enclosed for your information, copy of a letter sent to H.E. Adama Diallo concerning the project "Parcelles Assainies".

SE Purban Derely 878 le 2 novembre 1970 Monsieur le Ministre, Je tiens à vous remercier de l'aide accordée par les membres de divers Ministères à Messieurs Venkateswaran et Yenny lors de leur récente mission à Dakar. Le but de la mission était de s'entretemir de la situation et des études de préfinancement en rapport avec la plani-fication urbaine de la région métropolitaine de Dakar, ainsi que de la participation éventuelle de la Banque à de futurs projets d'urbanisme au Sánágal. La mission a été favorablement impressionnée par la façon réaliste du gouvernement d'aborder et de résoudre le problème du logement causé par la croissance rapide de la population de Dakar. Le projet de "Parcelles Assainies" à Dakar présente des aspects très intéressants et nous nous mettrons en rapport avec vous dès que nous aurons étudié de manière plus approfondie le dossier, soumis aux membres de la mission par Monsieur Diagne, Directeur de l'Urbanisme. Nous envoyons copie de cette lettre à Messieurs Diagne, Directeur de l'Urbanisme et N'Diaye, Directeur des Travaux Publics. Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma haute considération. Martijn J. Paljmans Département Afrique de l'Ouest Son Excallence Summary Translation:

Son Excellence Adama Diallo Secrétaire d'Etat au Plan Dakar, Sénégal

RAdama/dj/Yenni

cc: Mr. Elkouby

Mr. Diagne, Directeur de l'Urbanisme

Mr. N'Diaye, Directeur des travaux Publics

Re. Advising Minister about our interest in the "Parcelles Assainies" project. We will get in touch again after study of dossier brought back by Yenni/Venkateswaran mission. Form No. 27 (3-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: ELKOUBY

HOTEL IVOIRE

ABIDJAN

DATE: SEPTEMBER 9, 1970

CLASS OF

SERVICE: LT

SE - Urban Der.

COUNTRY: IVORY COAST

TEXT:

Cable No.: ONE

HAVE RECEIVED CONFIRMATION SENEGALESE GOVERNMENT YOUR VISIT WELCOMED

ON DATES PROPOSED REGARDS

(IMPORTANT: See Secretaries Guide for preparing form)

PAIJMANS

AUTHORIZED BY:

NAME Martijn J. Paijmans

DEPT. Western Africa

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: RAdams:pmc

ORIGINAL (File Copy)

Checked for Dispatch:

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

OUTGOING WIRE

TO: ELKOUBY

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Coble No. COTE

HAVE RECEIVED CONFIRMATION SEVEGALESE GOVERNMENT YOUR VISIT WILCOMED

PAIJMANS

DISPATCHED

Martin J. Pat COWMANICVIIONS

Mestern Arricker 9 7 10 PH 1970

SE- Volon Der. September 30, 1970 Mr. Moustepha Sar Directeur Direction de L'Amenagement du Territoire Ministere Du Plan et de Developpement Dakar, Senegal Dear Mr. Sar: I am enclosing a copy of our annual report in French which contains an essay on urbanization which may interest you (see page 71). It reflects the development of our thinking since I last had the opportunity of discussing urbanization and your work and study program with you in 1969. I would like to receive copies of any studies you may have completed since then. Sincerely, Richard M. Westebbe Chief, Economics of Urbanization Division Economics Department Encl. RMwestebbe:cc

DRAFT L. Moss

SENEGAL: Informal Request for Bank Assistance in Financing Urban Development

US\$1. = CFAF 277. CFAF 1,000 = US\$3.60

INTRODUCTION:

Between September 21-24, 1970, a mission from the Special Projects Department visited Dakar, Senegal, to discuss with government officials:

- (a) the status and quality of urban planning and related preinvestment studies now in progress or proposed in the Cap Vert Province (Dakar metropolitan area), and
- (b) the possibility of Bank participation in future urban projects in Senegal

Pursuant to these objectives the mission was informed of the government's urban development programme to accommodate the lowest income population sector of Senegal's growing urban centers, and given a dossier on the programme which included a project proposal for the Dakar metropolitan area and two regional capitals. They were asked if the Bank would consider assisting in the financing of such a project.

The basic intent is to provide infrastructure of minimal standard and some "associated social facilities" for the settlement of migrants from the rural area and urban core "slums" in planned developments on the periphery of Senegal's main cities. Infrastructure will include: water, sewerage, drainage, roads. Social facilities will include: public water fountains, lavatories, and land preparation for children's recreation areas and community assemblies.

In addition to these associated social facilities other social facilities are provided: primary school, market place, health clinic, police station, mosque. These will not necessarily be built at the time of initial settlement, but land will be allocated and reserved for these uses.

Settlers will build their own housing on the parcelled land. BACKGROUND:

The Dakar Problem

Dakar, the capital city of 500,000 inhabitants, has an annual population growth rate of about 7%; 3% due to its natural increase and 4% due to net migration. From the information given to the Bank it is unclear whether these population figures refer only to the central city, or include the rapidly growing metropolitan peripheral area. This must be clarified, as it appears that the rate of growth of the peripheral settlements are considerably higher than the figures quoted here. The majority of the migrants appear to be transfers of unemployed from the northern and central regions of Senegal.

Financially incapable of obtaining housing built by the private market or even the less expensive "low-income" housing constructed by government, most of the migrants, must reside in illegal shelters in rapidly expanding shack towns ("bidonvilles"). Some also live in privately "developed" areas. In both cases development is quite haphazard: Dwellings cover from 75-90% of the land creating extremely high densities, and sewerage, drainage and water facilities are nonexistent. The inadequate circulation systems are comprised of paths which evolve on an ad hoc basis without a view to the overall development of the settlement or its relation to the greater urban system. Despite these wretched conditions shelter in these settlements is not a free good. Most families pay rent for their illegal shelters and in the privately "developed" settlements land costs are quite high.

A 200 m² lot sells without legal formalities for CFAF 40,000, whereas a land title for the same lot would cost about CFAF 10,000. Rent for a one room shack in a bidonville is CFAF 2,000-4,000 per month in Dakar, and about CFAF 1,500 per month in suburban Pikine. (The minimum wage rate of those employed in the modern sector is about CFAF 10,000 per month).

Moreover, they also pay the price of ill health and severe discomfort.

It is reported that some migrants also locate in the central city, especially in the Medina, a core area characterized as a "slum". However, density in the Medina is so high that it cannot accommodate its own natural growth. Therefore, people from the core are also being forced to relocate in the peripheral settlements. Thus, the bulk of population growth, particularly the lowest income sector, is locating around the central city.

Given its scarce resources the government has been unable to provide the necessary urban infrastructure and housing to accommodate Dakar physical growth. As a consequence the government has had to watch the above phenomenon evolve while satisfying only a fraction of infrastructure needed. Attempts to force private land developers to provide infrastructure has resulted in curtailing this development and an increase in the growth of squatter settlements.

The Global Problem and Partial Solution

This urban condition is a problem of development confronting not only Senegal, but most low-income developing nations today. While no completely adequate low-cost solutions have been developed, some have been recently proposed that will go along way to reduce the problem3/. These solutions provide minimal standards for facilities and services that can be upgraded over time parallel to increasing incomes. The proposals are set forth within a general resource con-

^{2/} Information in the Bank's possession at present is inadequate to describe the conditions in other urban centers of Senegal.

g., Meier, Richard L., for the east Indian coast, 1966, 1968, 1969; Moss, Laurence, for Bangkok, Thailand, 1967.

serving urban modular system, through which expenditures are reduced by packaging facilities and services in a way that reduces duplication, intensifies use of facility, and realizes economics in design and maintainance. For example, in a new settlement the building of a single physical unit for primary education, community public health, public assembly and recreation realizes considerable savings. Sanitation facilities (lavatories, baths, waste disposal) should also be delivered in modular units, to serve neighborhoods not individual households. In order to maximize savings it is essential to plan the settlements before their occupation.

Suggested solutions make quite clear the inadequacy of the existing approach to urban development in the low income countries.

Standards of facilities and orthodox delivery systems based upon levels of expenditure realized in cities of the economically developed Western countries are used. They commit capital to a level and type of facility that is too expensive to result in the magnitude of cutput necessary to meet the demand in these countries. Moreover, the attitude of technicians and bureaucrats involved typically lack a necessary developmental approach.

Of equal importance to the development of these realistic solutions is the receptiveness of technicians and government officials to such solutions. A major problem in instituting them, well described by John Turner in reference to several Latin American countries, has been the tenacity of technicians and officials in low-income countries

如 Turner, J., "Uncontrolled Urban Settlement: Problems and Policies", U.N. Working Paper No. 11, Nov. 1966; also a number of articles published later.

in sticking to orthodox approaches that maintain standards and codes too high, resulting in costs far beyond the capability of their resources and procedures that are also very expensive and unduely time consuming. It is the low-income sector of the population that is especially disadvantaged by these conditions.

SENEGAL'S APPROACH:

The government of Senegal, convinced that a new approach was necessary, has integrated in its urban planning and housing programme a realistic programme for dealing with the type of problems outlined above. This programme entitled "Provision of Cleared and Drained Lots and Basic Services for Housing Low-Income Urban Population," referred to as "Parcelles Assaines," has been assigned first priority in urban sectors action to be undertaken in the Third Development Plan (1969-73) period.

Within the context of a physical plan for the growth of Dakar until 1930, during the Second Development Plan period, Senegal carried out, with its own funds, a prototype Parcelles Assaines project in Pikine, a suburb of Dakar. The operation consisted of preparing 120 ha, approximately 4,000 parcels of land, for settlement by low-income families (1 family of 9-10 persons per parcel). Included was the clearing of the land, platting, preparation for rain drainage, installation of sewerage unpaved roads, and water systems, and provision of collective public water fountains and sanitary equipment (lavatories, baths, waste disposals). The following additional social facilities were constructed on reserved land: 20 primary classrooms, 1 health clinic, 1 market place, 1 sports field,

l police station, and several mosques. The land clearing was executed by military engineers and the land used was government owned. The settlers involved in the project, called Pikine-Extension, were given some technical assistance, but no financial assistance in constructing their own housing. Settlers are allowed to build whatever shelter is within their means. It is assumed that the quality of housing will improve over time as the inhabitants' incomes increase. This assumption is based on some observations made in Senegal⁵/.

The government, concluding that the Pikine-Extension project was successful, wishes to pursue the operation on a larger scale during the Third Development Plan period, not only in the Dakar area but also in the other major urban centers of the country.

The project areas are located on the periphery of eight cities:

Dakar, the capital; Rufisque-Bargny, its satellite city; and St. Louis,

Ziguinchor, Thies, Kaolack, Diourbel and Tamboconda, six regional

capitals. In the Dakar metropolitan area 360 ha. are proposed for development, and in the rest of Senegal, 200 ha.

The dossier on the Parcelles Assaines project given to the mission had earlier been submitted as part of an application to the Fund Furopeen de Development for financial assistance. FFD did not fund this project. The mission discussed with the government only Parcelles Assaines for the Dakar metropolitan area. Whether the government is at this time interested in Bank participation in a project for the metropolitan area or one for the entire Third Plan programme must be

^{5/} In some other low-income countries low-income migrants have also been seen to follow this pattern: eg. Seoul, Korea; Santiago, Chile; Lima, Peru; Ankara, Turkey.

clarified. Also, the ranking of these operations in terms of priority would be among the fist issues for consideration if the Bank decides to pursue an interest in this project.

Institutional and Financial Aspects

The authorities responsible for the project will be the Department of Urban Planning and Housing in the Ministry of Public Vorks, Urban Planning and Transportation, assisted by the Department of Public Works for supervision of the work. It is proposed that the Parcelles Assaines will be managed and maintained by the Low Cost Housing Bureau (OHIM), a government agency that builds, using an orthodox approach, what is best characterized as moderate-income, not low-income, housing

The proto-type operation in Pikine-Extension cost per equipped hectare CFAF 2.5 million. The cost of the additional social facilities referred to in footnote No. 1 amounted to an additional CFAF 2.5 million per hectare.

Due to the involvement of private firms in land preparation, government purchase of some of the land? And cost increases, expenditure for the entire national Parcelles Assaines programme would be in the order of CFAF 5 million per hectare. These does not include the construction of the additional social facilities, referred to in footnote No. 1.

Local public contribution would consist of the purchase of land to be developed and local private contribution would come from the payment of fees to cover operating costs and part of the capital costs. The major constraint in implementing the programme

^{6/} OHLM sells and rents units. Monthly rents range from CFAF 8,000-20,000 (US\$27-72).

^{7/} In the new Pikine-Extension operation, land to be used is government owned.

is the financing of land preparation, infrastructure and "associated social facilities" (public water fountains and sanitation facilities).

The Bank is being asked to lend for this purpose.

Since the people settling in the Parcelles Assaines are the poorer segments of the urban population, a public subsidy is proposed to reduce the price of the parcels. This subsidy varies with location, e.g. 40% in the Pikine-Extension, 50% in Rufisque-Bargny. In order to assure preference for location in Parcelles Assaines over squatting some subsidy will probably be necessary. Careful consideration will have to be given to how exact amounts were arrived at.

The foreign component of the cost of such a project is low.

Bank participation would imply a substantial portion of local cost financing.

Benefits of the Project

The Parcelles Assaires programme provides the basic physical framework for a major part of urban development in a manner that is low cost and resource conserving, while substantially increasing the welfare of the low-income sector of the urban population.

Direct savings in infrastructure costs are obtained by reducing standards below orthodox levels while still adequately meeting present needs. Of equal importance, current savings are made by only providing for immediate needs while building into the operation reservation for future needs and increase in standards. Thus, resources are released for present investment elsewhere.

Considerable savings will also accrue to society by government obtaining control over the physical development of the city. At present, in Dakar, development is occuring on an ad hoc basis scattered within the metropolitan area, and without basic urban infrastructure. The costs of installing this infrastructure at a future date will be considerably higher than at the present time.

Additional expense will result from clearing for road rightsof-way, drainage, water and sewerage facilities. This cost will result
from the removal of existing structures - both in undertaking the work
and in paying compensation for relocation. Also, haphazard pattern
of development will be the cause of added expenditures. This is the
case whether the government attempts to fit facilities to such patterns
or if it trys to rationalize such patterns before installing the facilities. Moreover, in the future, when the government wishes to add
social facilities, such as schools, police, and recreational facilities,
expenditures for space will be considerably higher - due to increased
land values and relocation costs. Under such conditions society will
only be able to capture the advantages of modular community facility
packaging at a much higher price.

There are also the heavy additional social costs to individuals due to the destruction of familiar environments, particularly the home, and the stress of relocation.

If the development on the periphery of the central city is allowed to continue on an ad hoc basis, the scattered pattern that referred occurs (often / to as leap-frogging) will lead to considerably

greater costs in supplying public facilities. This results from the need to link facilities across unused or underused land between settlement concentrations. Where development is orderly and contiguous, costs of infrastructure are less. This same rationale of course applies to the supply of services, such as transportation.

The government has recognized the impossibility of providing housing for the large low-income sector of the urban population. However, by providing basic urban infrastructure for settlement it will encourage the mobilization of personal savings in housing. This not only represents tangible private savings, but allows the government to forgo investment in housing, while at the same time development of the labor intensive building materials industries is stimulated. The multiplier effect of this tactic should increase over time with improvements in the housing stock. The programme will also create jobs for construction workers and after settlement, for attendents of the collective sanitary installations and merchants.

The Parcelles Assaines scheme obviously brings with it improvements in the quality of life of the settlers - better facilities, services and better health. The latter, if not the other two factors as well, will have a positive affect on the productivity of the inhabitants.

The programme will also aid in realizing less tangible social benefits. Stress due to confronting a new physical environment and social changes brought about in the move from a more traditional rural environment to a less traditional urban one has been recognized by

behavioural scientists as a major problem for the individual involved. By providing perceptible links with familiar social and physical environments, and reducing the problem of finding adequate shelter in the city, this stress will be reduced. Some consideration of this condition by the designers of Parcelles Assaires is apparent in the inclusion of the traditional community assembly facilities as integral parts of the planned settlements, and/the provision of space for 9-10 persons per parcel, which allows entire families to locate together. From the information now in the Bank's possession it is not apparent that attention was also given to larger social units settling together, such as religious sects or tribes. This must be clarified. (It should be noted that these factors can have negative as well as positive effects). This issue of propinquity has been a major problem in settlement within existing build-up urban areas. Due to high densities and the lack of adequate contiguous units of space, socially cohesive units are forced to spatially fragment, causing among many groups severe anxieties. Some consideration of such problems can reduce their magnitude.

Of importance is the development of institutional mechanisms for the integration of the Parcelles Assaines into the greater urban society, as there is a real danger of such concentrations of low-income inhabitants developing in ghettos.

IMPLICATIONS FOR THE BANK:

If we assume continued growth and development of urban centers in low-income developing countries and one goal is to reduce the economic and social costs of this phenomenon, the Parcelles Assaines type scheme

offers one means of realizing this goal. Conditions in Senegal appear to be quite favorable for applying this kind of a solution. The government is convinced of the approach and already has a prototype in operation. There is a commitment to planning supports, now in various stages of development: a national and regional urban development policy and investment programme, and development plans and programmes for the Dakar metropolitan area and other regional capital cities. Projects have also been defined, one of major priority is Parcelles Assaines. In Senegal the Bank has an opportunity to be involved in a project that can lead the way to solving a substantial part of a problem confronting most of the low-income developing nations of the world.

This project also provides a good means of access for Bank's involvement in urban and regional development problems. The Bank has considerable experience in providing some of the major components of this project - public utilities and roads. With this foundation, and within an urban development framework of reference, action can be taken to integrate these familiar areas of operation with less familiar ones.

opment of urban centers and their inhabitants and as such may serve the Bank as a vehicle for coordinating its involvement in other urban projects, such as the building of urban industrial estates. This type of development programme, whether or not the Bank is involved, will have an impact on agriculture sector projects the Bank is involved in, such as the stimulation of the development of the Southern region of

Senegal, which includes a population relocation project. It would be wise for the Bank to consider the relationships between these operations.

At this time it is not possible to calculate the precise financial return that will result from the total investment. This will depend on the characteristics of the actual project submitted, what financial return will be considered adequate, and the means of calculating this return. Direct returns will come from rents for the lots and maintainance charges for facilities. However, the government has calculated that some subsidy will be necessary to fill the gap between economic rent and social rent (what the settler can actually afford). We should explore the use of other techniques for calculating returns; such as user benefits on major roads built, public health benefits, water fees, and future savings due to the provision of basic infrastructure now.

The Parcelles Assaines project also offers the Bank a very tangible avenue for involvement in the issue of the "quality of life" in low-income countries. A substantial percentage of the urban population, probably 30-50% in the Dakar metropolitan area, will obtain a considerably higher level of welfare.

RECOMMENDATIONS:

It is recommended that the Bank indicate to the Senegalese Government that it is prepared in principle to consider participating in a Parcelles Assaines project providing the economic return on this investment is shown to be adequate and certain points are clarified to the satisfaction of the Bank. Among these points are:

- (1) What priorities has the government established in the development of Parcelles Assaines in the region's capitals, and what is the rationale for the ranking;
- (2) What exactly will be the scope of the proposed project;
- (3) There is no mention of electrification in the Parcelles
 Assaines programme. Will this also be provided for;
- (4) What is the rationale for the government investment in housing; in particular the allocation of funds among Parcelles Assaines, moderate -income housing, and middle-income housing;
- (5) What will be the administrative framework for the implementation and management of the Parcelles Assaines programme.

Discussion should take place within the Bank among the following departments to explore opportunities for project coordination, and the implication of the various projects for regional development aims:

Agriculture Projects,

Industrial Projects,

Public Utilities Projects,

Special Projects,

Transportation Projects,

Western Africa Area.

A mission should be scheduled within three months in order to assist the government in preparing the project and to undertake field investigation of existing Parcelles Assaires and bidonville. INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: EXCELLENCE ADAMA DIALLO

SECRETAIRE D'ETAT AU PLAN

DAKAR

DATE:

3 SEPTEMBRE 1970

SE-Urban Dev.

CLASS OF

SERVICE: IT

The

COUNTRY: SENEGAL

TEXT: REFERENCE NOTRE LETTRE DIXHUIT AOUT AU SUJET MISSION PROJETS URBAINS STOP

Cable No.:

PRIERE CONFIRMER SI DATES PROPOSEES MISSION A SAVOIR VINGT ET UN VINGT DEUX

ET VINGT TROIS SEPTEMBRE CONVIENNENT STOP HAUTE CONSIDERATION

PAIJMANS INTBAFRAD

SUMMARY TRANSLATION - Not to be sent

ASKING FOR CONFIRMATION OF PROPOSED URBAN PROJECT MISSION

AUTHORIZED BY:

NAME Martijn J. Paijmans

DEPT. Western Africa

CSIGNATURE (SIGNATURE of INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: RAdavas: jod

CRIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch:

Form No. 27 (3-70))

INTERNATIONAL DEVELOPMENT - ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: EXCELLENCE ADAMA DIALLO SECHETALHE D'ETAT AU PLAN DAKAR

DATE: 13 SEPTEMBER 1970

CLASS OF SERVICE IT

COUNTRY: SEMEGAL,

PRIME CONTINUER SI DATES PROPOSEES MISSION A SAVOLR VINCT ET UN VINCT DEUK

HEFERENCE NOTHE LETTRE DIMHULT ACUT AU SUJET MISSION PROJETS URBAINS STOP

ET VINGT TROIS SEPTIMERE CONVIENNENT STOP MUTE CONSIDERATION

PALIMANS INTRAFAD

cc: Messra. Elicouby/ Yenni/ Venkateswaran

SUMMARY TRANSLATION - Not to be sent

ASKING FOR COMPILMATION OF PROPOSED UREAN PROJECT MISSION

MOT TO BE TRANSMITTED

AUTHORIZED SY.

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SEP 3 6 36 PH 1970 COMMUNICATIONS

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SIGNATURE OF INDIVIDUAL AUTHORIZED TO ATTICK

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ISE-Unban Dur. a SE-T of R

8/25/70 memo REVISED

Messrs. R. Venkateswaran and J. Yenny

September 4, 1970

R. Sadove

1 Sadove

SENEGAL - Dakar, Project Identification Mission Terms of Reference

- 1. On your way back from the Ivory Coast, on or about September 20, 1970, you will stop in Senegal for about 3 days.
- 2. The purpose of your mission will be to discuss with government officials:
 - (a) The status and quality of urban planning and of related pre-investment studies now in progress or proposed in the Cap Vert Province (Dakar Metropolitan Area).
 - (b) The possibility of Bank participation in future urban projects in Senegal.
- 3. On your return to Headquarters you will prepare a combined Back-to-Office and Full Report.

Cleared with and cc: J. Elkouby

R. Adams

cc: Messrs. Baum, Chadenet, Sadove, Strombon, Venkateswaran, Central Files, Chron. Files

JYenny/pbs

DB/AS

RÉPUBLIQUE DU SÉNÉGAL UN PEUPLE - UN BUT - UNE FOI

SECRÉTARIAT D'ÉTAT AUPRÈS DU PREMIER MINISTRE CHARGÉ DU PLAN Senegal - Urban Projects SE- Urban Dev. N

SEP/DPP/DFPE.

DAKAR, LE 3 1 4011 1970

Le Secrétaire d'État au Plan

à

)épartement

Monsieur le Directeur du Département Afrique de l'Ouest de la Banque Internationale pour la Reconstruction et le Développement

O B J E T / Financement des projets urbains .-

REFERENCE / Lettre en date du I8 Août 1970 de Monsieur le Directeur du Département Afrique de l'Ouest de la Banque Internationale pour la Reconstruction et le Développement.-

Monsieur le Directeur,

En vous accusant réception de votre lettre citée en référence, j'ai l'honneur de porter à votre connaissance que les dates retenues pour l'arrivée de MM. Elkonby et Venkateswaram, rencontrent mon agrément.

Avec mes remerciements, veuillez agréer, Monsieur le Directeur, l'assurance de ma haute considération.

WEST AFRICA DEPT.

Chaufeurnier SEP8 1970

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Other



REPUBLIQUE DU SÉNÉGAL UN PEUPLE - UN SUT - UNE POI

SECRETARIAT D'ÉTAT AUPRÈS OU PREMIER MINISTRE CHARGE DU PLAN !!

Le Secrétaire d'État au Plan

SEP/DPP/DFPE.

Monsieur le Directeur du Département Afrique de l'Ouest de la Banque Internationale pour la Reconstruction

O B J E T 8 Financement des projets urbains .-

REFERENCE / Lettre en date du IS Août 1970 de Monsieur le Directeur du Département nationale pour la Reconstruction et le Développement. --

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WEST AFRICA DEPT.

Chaufeurnier SEP 8 1970

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COLUMN TO THE PARTY OF THE PART

le 18 août 1970

Monsieur le Ministre,

Suite à la création récente d'une Division du développement urbain et régional au sein de notre Département des projets spéciaux, j'ai l'honneur de vous annoncer que Messieurs Mikouby, Yenni et éventuellement Venkateswaran comptent séjourner à Dakar les 21, 22 et 23 septembre prochain afin d'explorer les possibilités de financement de projets urbains.

Comme vous le savez, les problèmes urbains d'un certain nombre de villes, dont Dakar, ont, dans le passé, retenu l'attention de la Banque sur le plan des études d'économie urbaine. Depuis lors des décisions de principe concernant le financement de projets urbains ont été prises et l'objectif de cette mission est d'identifier d'éventuels projets se prétant à un financement du Groupe de la Banque Mondiale.

J'espère que cette mission qui répond à un désir exprimé à plusieurs reprises par les autorités sénégalaises rencontrera votre agrément. Je vous prie de bien vouloir en aviser le Directeur de l'Urbanisme dont la présence est, évidemment essentielle. Si les dates proposées vous conviennent nous vous aviserons ultérieurement par télégramme des heures d'arrivée.

Veuillez agréer, Monsieur le Ministre, l'assurance de ma haute considération.

Martijn J. Paijmans Département Afrique de l'Ouest

Son Excollence Adama Diallo Secrétaire d'Etat au Flan Dakar, Sénégal

RAdams :dj

cleared with and cc: Mr. Yenni

cc: Mr. Elkouby Mr. Westebbe

Summary Translation:

Advising Minister about mission of Urban and Regional Development Division on September 21, 22, 23, 1970.