



Enhancing Government Effectiveness for Improved Public Services (P164302)

AFRICA | Cote d'Ivoire | Governance Global Practice | Requesting Unit: AFCE2 | Responsible Unit: GGOAW
IBRD/IDA | Program-for-Results Financing | FY 2019 | Team Leader(s): Keith W. McLean, Maimouna Mbow Fam, Maria Eileen Pagura

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Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The PforR development objective is to strengthen government capacity in program-based budgeting and procurement, delivery of selected education services, management of roads contracts, and facilitating access to financial services.

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	--	● Satisfactory
Overall Implementation Progress (IP)	--	● Satisfactory

Implementation Status and Key Decisions

The Operation was approved by the World Bank's Board on April 5, 2019 and signed by the Government and the Bank on April 19, 2019. There were no conditions of effectiveness for the operation required by IDA, and the Government submitted to the Bank evidence of fulfillment of its formal internal requirements with its transmittal letter date June 11, 2019. The supporting documentation included the signed Decree No. 2019-392 of May 8, 2019, ratifying the Financing Agreement of the Operation, the legal opinion of the Supreme Court (Consultation No. 2019-018). The names and specimen signatures for the three authorized signatures for withdrawal applications were also submitted in through the same correspondence. Consequently, IDA declared the project effective on June 24, 2019.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P164302	IDA-63930	Not Effective	USD	100.00	100.00	0.00	0.00	97.46	0%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P164302	IDA-63930	Not Effective	05-Apr-2019	19-Apr-2019	--	31-Dec-2023	31-Dec-2023

Program Action Plan

Action Description	Bi-annual joint technical, procurement and financial internal audit and inspection missions of the Program to ensure efficient use of the Program funds (e.g. IGF/DMP and IGM of MER and MENET-FP).				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		IGF, DMP, IGM, MEER, MENET-FP	Recurrent	Semi-Annually	Not Yet Due
Completion Measurement	Copy of the reports of inspections and review of the Program activities implemented by the implementing entities submitted within the specified time period to MEF, HABG, and the Bank				
Comments					

Action Description	Create and or strengthen the capacity of the procurement units in all implementing entities of the Program				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		ARMP, DMP	Due Date	31-Jul-2019	Not Yet Due
Completion Measurement	Staff for the implementing entities trained on procurement related to activities to be procured in the Program				
Comments					

Action Description	Include the budget and annual plan of the Program in the annual Finance Law				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Directorate of Budget, MEF	Recurrent	Quarterly	Not Yet Due
Completion Measurement	Unaudited financial report of the first quarter of each fiscal year of the Program implementation period				
Comments					

Action Description	Annual external audit of annual financial statements of the program implemented by the participating ministries				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Court of Accounts	Recurrent	Yearly	Not Yet Due
Completion Measurement	Audit reports submitted to the Bank and published on the websites of MEF and Court of Accounts				
Comments					

Action Description	Increase prior review threshold of AGEROUTE for works from XOF 100 million to XOF 1 billion.				
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Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		DMP, Ministry of Budget	Recurrent	Continuous	Not Yet Due
Completion Measurement	No AGEROUTE managed contract less than XOF 1 billion is subjected to prior review during the implementation of the program				
Comments					

Action Description	Staff the DAF and MEF with Focal Point and program ST in MEF with dedicated procurement, FM and internal control staff				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		DAF/MEF and TS of the Program	Due Date	31-Jul-2019	Not Yet Due
Completion Measurement	Core staff in place				
Comments					

Action Description	Strengthen the capacity of the IGF, IGE, DMP, and ANRMP to enable these institutions to conduct the bi-annual inspections and internal audit missions (e.g. training and/or additional staff)				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MEF/ST	Due Date	31-Dec-2019	Not Yet Due
Completion Measurement	Annual plan of the IPF component includes budget line for payment of targeted non-staff capacity strengthening costs of IGF, IGE, DMP and ANRMP.				
Comments					

Action Description	Install SIGFIP, ASTER, and SIGMAP in the premises of the Technical Secretariat (ST) of the Program				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MEF, SNDI and ST of the Program	Due Date	31-Jul-2019	Not Yet Due
Completion Measurement	Budget executed through SIGFIP and IFR and annual statement prepared through information derived from SIGFIP and ASTER				
Comments					

Action Description	Recruitment of the Independent Verification Agent (IVA)				
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Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		ST of the Program at the MEF	Due Date	30-Sep-2019	Not Yet Due
Completion Measurement	Contract signed with the IVA				
Comments					

Action Description					
Source	DLI#	Responsibility	Timing	Timing Value	Status
Recruit an external firm to audit the Program annual accounts under the responsibility of the Court of Accounts.					
Fiduciary Systems		Court of Accounts supported by TS	Recurrent	Yearly	Not Yet Due
Completion Measurement	Copy of audit reports submitted to the Bank six months after the end of the audited year.				
Comments					

Action Description					
Source	DLI#	Responsibility	Timing	Timing Value	Status
Prepare and submit on a semi-annual basis, a detailed report on the training and capacity building activities conducted by the auditing firm supporting the Court of Accounts to audit the annual financial statements of the Program.					
Fiduciary Systems		Court of Accounts and TS	Recurrent	Semi-Annually	Not Yet Due
Completion Measurement	Copy of the training and capacity building reports submitted by the audit firm.				
Comments					

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● Substantial	--	● Substantial
Macroeconomic	● Substantial	--	● Substantial
Sector Strategies and Policies	● Substantial	--	● Substantial
Technical Design of Project or Program	● Substantial	--	● Substantial



Institutional Capacity for Implementation and Sustainability	● Moderate	--	● Moderate
Fiduciary	● Substantial	--	● Substantial
Environment and Social	● Low	--	● Low
Stakeholders	● Moderate	--	● Moderate
Other	● Moderate	--	● Moderate
Overall	● Substantial	--	● Substantial

Comments

There are no changes in the risk ratings at this time.

Results

PDO Indicators by Objectives / Outcomes

Performance Based Budgeting				
▶ Production of annual performance reports for all ministries publicly accessible within 6 months after the end of the fiscal year (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	40.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Production of annual performance reports for target sectors publicly accessible within 6 months after the end of the fiscal year			

Modernization of public procurement systems				
▶ Reduction in the average time to complete the procurement process through contract award stage (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	198.00	--	198.00	100.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Reduction of 20 percent of the average time to complete the procurement process and clearances compared to the baseline average of 198 days.			

Improved Management of General Education Resources and Services				
▶ Reduction in the time required to confirm student attendance in private schools (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	--	60.00	30.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023



Comments	Reduction in the time required to confirm student attendance in private schools and pay per student subsidies. This requires at minimum of quarterly monitoring through the electronic monitoring system which will serve as the basis for verification of student attendance.			
►Primary students in CP1 and CP2 that receive the required reading and mathematics textbooks at the beginning of the school year (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	61.00	--	61.00	90.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Percentage of primary students in classes CP1 and CP2 that receive the required reading and mathematics texts at the beginning of the school year (within the first 30 days).			

Improved management of the road network

►Reduction in roads contracts that are implemented with time and/or cost overruns (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	100.00	--	100.00	20.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Reduction in the percentage of roads contracts that are implemented over-time and over-budget. This will include the reduction of variation orders which will change the original budget and costs, that do not relate to cases of force majeure.			

Increased Access to Financial Services

►Increase in digitization of selected government to person (G2P) and person to government (P2G) payment streams (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	30.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Increased percentage digitization of 3 payment streams (i) payment of local taxes, (ii) payment of student bursaries, and (iii) payment of mission fees of civil servants and other state employees.			

Intermediate Results Indicators by Results Areas

Improved Management of the Road Network				
►Roads contracts monitored through on-line performance monitoring tool for works contracts, and publication of data including classification of all service providers (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Implementation of on-line performance monitoring tool for works contract, and publication of data including classification of all service providers (100%) based on performance			



▶Non-performing contractors provided capacity building to improve (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Percentage of contractors who score below the line based on the performance management tool and are classified as non-performing who are provided with capacity building to raise awareness on performance standards and requirements.			
▶Signature of Framework Contracts for Emergency Road Infrastructure (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	--	No	Yes
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Implementation of Framework Contracts for Emergency Road Infrastructure			
Improved Management of General Education Resources and Services				
▶Students in secondary school in subsidized private placements who are registered online by their parents (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Percentage of students assigned places in private schools whose parents register them in private schools using the online system.			
▶Students assigned places in private secondary schools who are effectively placed and electronically monitored (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	28-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Percentage of students assigned publicly subsidized places in private secondary schools who are effectively placed and electronically monitored at least once every 3 months.			
▶Signature of Multi-annual contracts validated for school kits and textbooks (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	--	No	Yes
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Signature of Multi-annual contracts for supply of school kits and textbooks			



Strengthened Performance-based budgeting and procurement				
▶Adoption of a new procurement code incorporating provisions for the use of an electronic system of procurement and multi-year and framework contracts (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	--	No	Yes
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Implement of new procurement code that modernizes available procurement tools, including incorporating provisions for the use of an electronic system of procurement and multi-year contracts and framework agreements.			
▶Production of monthly performance report of the procurement system (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	48.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Production of performance monthly report of the procurement system; 12 reports per calendar year			
▶Cumulative deployment of the recipient's e-procurement system to all ministries for electronic review of bidding documents and award of public procurement contracts (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	28-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Cumulative deployment of the recipient's e-procurement system to all ministries for electronic review of bidding documents and award of public procurement contracts. Currently 40 central government ministries.			
▶Annual Finance Law executed through execution module of Budgetary Information System (SIB) and quarterly budget execution reports generated. (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	--	No	Yes
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Annual Finance Law is executed through the execution module of the Budgetary Information System (SIB) and quarterly budget reports generated for budget years 2020-2023			

Increased Access to Financial Services				
▶Digitization and integration of Records of RCCM with Commercial Court/Tribunals (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023



Comments	The RCCM archive/records and the court cases are digitized and integrated with the Tribunal of Commerce (Abidjan) including the records from the tribunaux d'instances de Youpougon and Plateau and available online. Percentage of 302,000 files to be digitized as of December 2018.			
►Monthly users of the online comparator tool for consumers to evaluate financial services (Observatory) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	10,000.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Number of monthly users of the online comparator tool for consumers to evaluate financial services that is implemented as part of the Financial Services Observatory			
►Consumers provided access to online financial education materials and training (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	1,000.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Number of consumers provided access to online financial education materials and training annually			
►Users of Financial Observatory services reporting satisfaction with the available financial tools, information, and services (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	31-Dec-2018	--	20-Jun-2019	29-Dec-2023
Comments	Share of users of Financial Observatory services reporting satisfaction with the available financial tools, information, and services. This includes the satisfaction with the consumer service, financial comparators, and financial education services.			

Disbursement Linked Indicators

►DLI 1 Annual Finance Law executed through execution module of Budgetary Information System (SIB) and quarterly budget execution reports generated. (Intermediate Outcome, 20.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	No	--	No	Yes
Date	--	--	20-Jun-2019	--
Comments				

►DLI 2 Cumulative deployment of the recipient's e-procurement system to all ministries for electronic review of bidding documents and award of public procurement contracts (Intermediate Outcome, 12.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	0.00	--	0.00	100.00



Date	--	--	20-Jun-2019	--
Comments				

►DLI 3 Students assigned places in private secondary schools who are effectively placed and electronically monitored (Intermediate Outcome, 9.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	0.00	--	0.00	100.00
Date	--	--	20-Jun-2019	--
Comments				

►DLI 4 Primary students in CP1 and CP2 that receive the required reading and mathematics textbooks at the beginning of the school year (Outcome, 9.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	61.00	--	61.00	90.00
Date	--	--	20-Jun-2019	--
Comments				

►DLI 5 Operationalization of an on-line performance monitoring tool to track implementation of roads works contracts (quality, cost and delays); with classification of contractors based on performance (Intermediate Outcome, 18.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	0.00	--	0.00	100.00
Date	--	--	20-Jun-2019	--
Comments				

►DLI 6 Increase in digitization of selected government to person (G2P) and person to government (P2G) payment streams (Outcome, 17.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	CY2023
Value	0.00	--	0.00	30.00
Date	--	--	20-Jun-2019	--
Comments				