



Integrated Public Sector Reform Project (P160801)

WESTERN AND CENTRAL AFRICA | Congo, Republic of | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2017 | Seq No: 11 | ARCHIVED on 25-Apr-2024 | ISR59786 |

Implementing Agencies: Ministry of Economy, Planning, Statistics and Regional Integration, Republic of Congo

Key Dates

Key Project Dates

Bank Approval Date: 04-May-2017

Effectiveness Date: 17-Jul-2018

Planned Mid Term Review Date: 30-Sep-2020

Actual Mid-Term Review Date: 23-Dec-2020

Original Closing Date: 31-May-2022

Revised Closing Date: 31-Dec-2023

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is to improve public resources management and accountability in the Republic of Congo.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components Table

Name

Strengthening Revenue Mobilization and Public Expenditure Management:(Cost \$21.20 M)

Modernization of the Public Administration:(Cost \$5.90 M)

Improving Transparency and Accountability:(Cost \$4.90 M)

Project Implementation Support:(Cost \$8.00 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate

Implementation Status and Key Decisions

The Integrated Public Sector Reform Project (PRISP) proposed a biannual work plan for 2022-2023 that was endorsed by the Steering Committee and focused on the implementation of key activities related to the results framework, in close collaboration with the World Bank (WB) team. Following the August 2023 WB supervision mission, the Project Implementation Unit (PIU) and the beneficiaries focused on boosting the disbursement and achieving the last activities aiming to deliver on the results framework.

The project has implemented many activities from a biannual work plan for 2022-2023. On Strengthening Revenue Mobilization and Public Expenditure Management, support was provided to 11 pilot ministries (planning, budget, Finance, health, primary and secondary education, and technical education) on the development of strategic plans and strategic planning tools as they move to the program budget mode in January 2024. This also included the finalization of the public investment project maturation guide, the texts setting the rules defining the maturation process of public investment projects, a preparation guide document for three-year public investment program, and the monitoring and evaluation guide for the



execution of public investment projects. The investments in government connectivity (fiscal administration), including the datacenter, fiber optic wiring and solar panels for the fiscal administration were completed.

Regarding the modernization of public administration, activities related to the deployment of HRMIS and NIU has been drawn up and adopted. The civil servant registers and HRMIS have been interfaced with the pay file, and the data harmonized and transferred to the new system. However, the system has not yet been deployed at the Ministry of Finance. Personnel data are currently being completed in the new system.

On transparency and accountability, activities related to civil society monitoring budget execution, Extractive Industries Transparency Initiatives (EITI) implementation and training and outreach to citizens and Civil Society Organizations (CSOs) for improved transparency in the extractive sector are being effectively implemented.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	High	High	High
Macroeconomic	High	Substantial	Substantial
Sector Strategies and Policies	Substantial	Substantial	Substantial
Technical Design of Project or Program	Substantial	Moderate	Moderate
Institutional Capacity for Implementation and Sustainability	High	Substantial	Substantial
Fiduciary	High	Moderate	Moderate
Environment and Social	Low	Low	Low
Stakeholders	High	Moderate	Moderate
Other	--	--	--
Overall	High	Moderate	Moderate

Results

PDO Indicators by Objectives / Outcomes

Strengthening Revenue Mobilization and Public Expenditure Management				
► PDO 1: Development of an integrated, streamlined and secure tax management system (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No effective and integrated tax management system	Digitalized and secure tax registration and tax declaration available for large taxpayers	Digitalized and secure tax registration and tax declaration available for large taxpayers	50 % of registered large taxpayers filing and paying taxes electronically



Date	29-Oct-2021	28-Feb-2023	31-Dec-2023	31-Dec-2023
Comments:	At the project closure, this indicator is partially met. 50 % of registered large taxpayers filing taxes electronically. However due to technical issues % related to the connection between E-tax platform and the Guichet "Unique de Paiement, these large taxpayers can't pay taxes electronically. Actions to stabilize E-Tax, and achieve this result will be pursued under the PAGIR. It's important to mention, investments in government connectivity, including the datacenter, fiber optic wiring and solar panels for the fiscal administration were completed and will support the modernization of the fiscal administration and e-tax implementation			
► PDO 2: Share of budget allocated to new investment projects, which have been selected based on the PIM evaluation process, in priority NDP sectors (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	30.00
Date	29-Oct-2021	01-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. Tools for selecting and prioritizing projects have been developed : General Framework for Public Investment Management (CGGIP); Decree establishing the General Framework for Public Investment Management in the Congo; Decree establishing the procedure for the maturation of public investment projects; Decree establishing the Committee for the Selection and Prioritization of Public Investment Projects; Manual of procedures for the public investment management system; Dynamic Data Collection and Management Sheet for Public Investment Projects; Description and User Guide for the Dynamic Data Collection and Management Sheet for Public Investment Projects; Multi-year operational plan for actions to be carried out in the national public investment management system; Teams from 33 (out of 35) ministries were able to put the new investment project selection procedure into practice, in particular by using the dynamic data sheet in real time for the 343 projects listed in the National Development Plan (NDP) 2022-2026			

Modernization of the Public Administration				
► PDO 3: Active civilian civil servants at central and deconcentrated levels registered in the HRMIS (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	92.00	99.00	60.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. More than 99% active civilian civil servants at central and deconcentrated levels registered in the established HRMIS. Biometric enrollment of civil servants by the NIU was carried out nationwide and 99% of the civil servants surveyed are enrolled. All enrolled civil servants are registered in the system. In addition, the salary file has been migrated to the system.			

Improving Transparency and Accountability				
► PDO 4: Number of citizens reached through workshops and awareness raising efforts on budget transparency in priority sectors (health, and education) by CSOs (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1,386.00	5,032.00	5,000.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023



Comments:

Indicator met. 5032 citizens were sensitized by CSOs on budget transparency with 211 in 2021, 2736 in 2022 and 2085 in 2023. These citizens were sensitized during the two nationwide data collection missions and the workshops on dissemination of budget monitoring reports organized by CSOs in the 12 departments of the country with the support of the project.

Intermediate Results Indicators by Components

Strengthening Revenue Mobilization and Public Expenditure Management				
► Ministries with strategic plans that are aligned with medium-term budgets (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	6.00	11.00	8.00
Date	31-Dec-2016	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. 11 ministries have prepared strategic plans to switch to the program budget mode in January 2024. These are the following ministries: Ministry of Planning, Ministry of Budget, Ministry of State Reform, Ministry of Special Economic Zones, Ministry of Health, Ministry of Primary and Secondary Education, Ministry of Technical Education, Ministry of Forestry, Ministry of Finance, Ministry of Transport and Civil Aviation, Ministry of Industrial Development.			
► Strategic revenue mobilization roadmap adoption and implementation (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No strategic revenue management or tax administration strategy	Auto-evaluation TADAT with 2 Key Performance Indicators	Strategic revenue mobilization roadmap adopted	TADAT self-assessment conducted Improvement in 2 KPIs
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator partially met. The Tax Authority adopted a strategic revenue mobilization roadmap but its implementation was not effective. The certification training followed by a self-assessment by tax managers based on the TADAT tool could not be conducted due to lack of engagement of the Tax authorities and constant changes at the leadership level of the Ministry of Finance.			
► Improved integrity of the taxpayer registry (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No centralized taxpayer registry	At least 50 percent of the large taxpayers estimated in the census are registered in the unified tax registry	100 percent of the large taxpayers estimated in the census are registered in the new tax registry which is not yet unified.	At least 50 percent of the large taxpayers estimated in the census are registered in the unified tax registry
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023



Comments:	Indicator partially met. All the large taxpayers estimated in the census (377) are registered in the new e-tax Tax registry. However, the tax registry is not unified because SYSTAF (manual registry) is still operating. The two systems (E-Tax and SYSTAF) are running in parallel until all taxes are implemented and secured in the unified E-Tax.			
► Ministries using the new selection procedure for investment projects (number) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	33.00	33.00	3.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator largely met. 33 ministries trained to use the new investment project selection procedures. A PRISP technical assistant team supported the Ministry of Planning in capacity building on investment project selection procedures. 33 ministries (out of 35) put into practice the new procedure for selecting investment projects, in particular through the real-time use of the dynamic file (fiche dynamique) on the 334 projects listed in the 2022-2026 National Development Plan (PND).			

Modernization of the Public Administration				
► Implementation of a digitalized Human Resource Management (HRM) system (SIGRHE) (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No digital HRM system in place	SIGRHE civil servant registry is interfaced with the payroll and data harmonized	SIGRHE civil servant registry is interfaced with the payroll and data harmonized	SIGRHE civil servant registry is interfaced with the payroll and data harmonized
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. The administrative management functionalities of HR are rolled out within the Ministry of civil service. A common taxonomy was adopted in June 2023. The SIGRHE civil servant registry is interfaced with the payroll (Ministry of Budget) and data harmonized between the 2 ministries in December 2023. The government is working to resolve data irregularities identified during the harmonization process.			

Improving Transparency and Accountability				
► CCDB capacity and institutional framework are strengthened (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	CCDB lacking the capacity and regulatory framework to effectively carry out its mandate	Amended CCDB legal and regulatory framework is drafted	Amended CCDB legal and regulatory framework is drafted	Amended CCDB legal and regulatory framework is drafted
Date	29-Oct-2021	31-May-2022	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. The CCDB code of ethics the audit methodology guides and procedures manual are adopted. The organic law governing the CCDB is promulgated and all preliminary drafts of the			



implementing texts are validated. In addition, the project supported the development of the CCDB website, provided equipments and adopted a capacity building strategic plan.				
► Number of civil servants, parliament and CSOs members that are trained on auditing (including ISSAI/INTOSAI) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	73.00	123.00	120.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. 123 civil servants, parliament and CSOs members were trained in audit techniques, including ISSAI/INTOSAI training. The training targeted the control entities (IGF, IGE, CCDB, Parliament commissions and CSOs) and focused on the consequences of changes in the revision of the ISSAI Standards that will affect account certification missions and other compliance and performance controls and audits. In addition, specific training on auditing contracts and revenues from the extractive industry were delivered.			
□ Percentage of women trained (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	43.00	73.83	50.00
► Budget execution monitoring reports published by CSOs on education and health sectors (number) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	4.00	3.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	Indicator met. Four reports on budget monitoring in the health and education sectors produced in 2022 and 2023 and disseminated.			
► Implementation of EITI work program (process) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	EITI reports not published in timely fashion	Timely publication of EITI report	Timely publication of EITI report and adoption of beneficiary ownership roadmap	Timely publication of EITI report and adoption of roadmap for beneficiary ownership
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	This Indicator is largely met. EITI reports for 2019, 2020, 2021 and 2022 were prepared, approved and published timely in compliance with the EITI requirement. On the beneficial ownership, a roadmap was adopted in 2002 with two workshops on reporting for administrations, CSOs, extractive and forestry companies. A beneficial ownership roadmap has been adopted and implemented by the EITI with the support of the project. A study carried out on the real beneficial owners resulted in the proposal of a national register of beneficial owners. A draft beneficial ownership register law has been drafted and submitted to parliament for review and adoption.			



► Civil society training and workshops conducted by the EITI Secretariat (Transparency in the EI, Mining sector diagnosis, Beneficiary ownership) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	15.00	19.00	3.00
Date	29-Oct-2021	15-Jun-2023	31-Dec-2023	31-Dec-2023
Comments:	<p>This indicator is largely met. In 2023, four additional CSO training workshops were held in Brazzaville and Pointe Noire on the following themes:</p> <ul style="list-style-type: none"> - two stakeholder contribution workshops to the EITI 2023-2025 three-year work plan, on 02/17/23 in Pointe Noire and 02/22/2023 in Brazzaville; - two awareness workshops on the implementation of the EITI in Pointe Noire on December 12, 2023 and in Brazzaville, on December 14, 2023 <p>In total, 19 training and workshops took place with civil society organizations on transparency in the extractive sector.</p> <p>The diagnostic of the mining sector and its dissemination was conducted by MTI during the DPO preparation and therefore was cancelled by the PRISP to avoid duplication.</p>			

Performance-Based Conditions

Data on Financial Performance

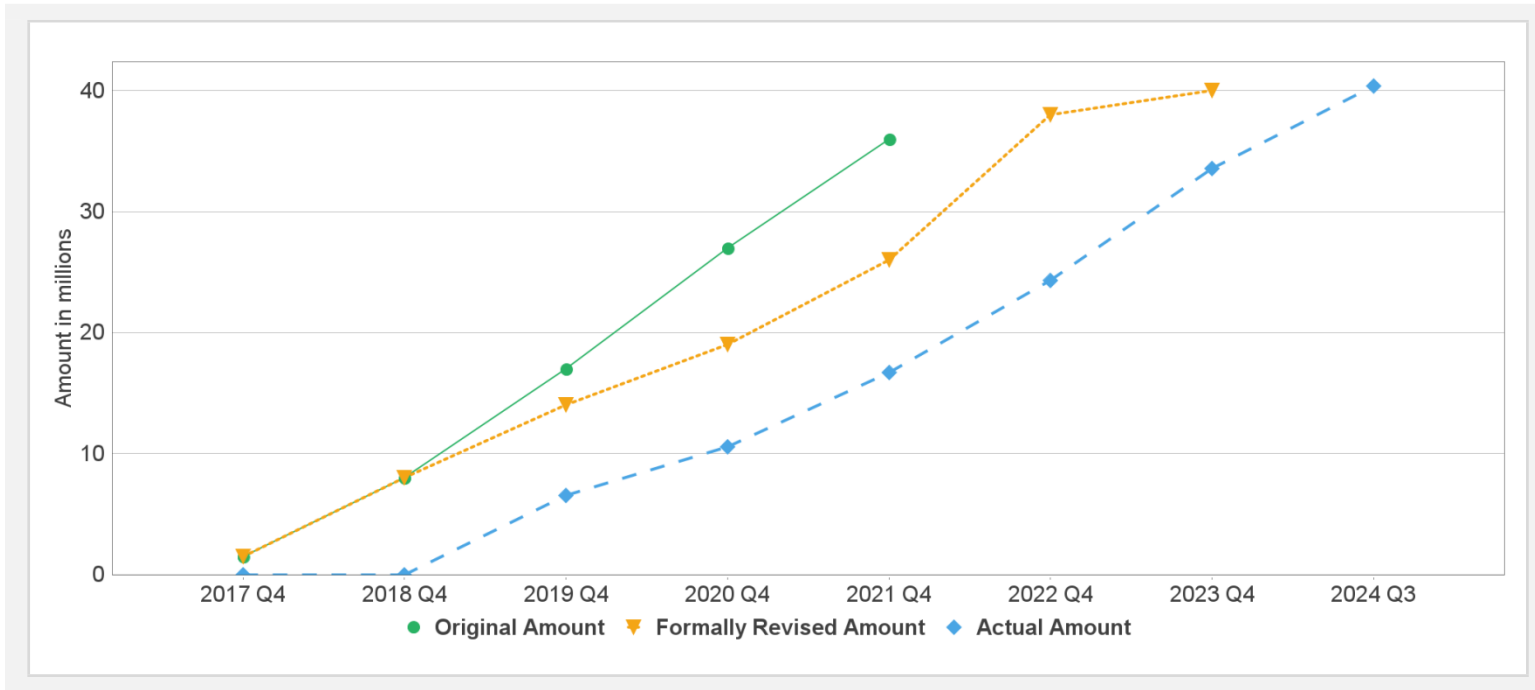
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P160801	IDA-60230	Closed	USD	40.00	40.00	0.00	40.40	0.06	100%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P160801	IDA-60230	Closed	04-May-2017	23-Jun-2017	17-Jul-2018	31-May-2022	31-Dec-2023

Cumulative Disbursements



Restructuring History

Level 2 Approved on 12-Nov-2021

Related Project(s)

There are no related projects.