



## Niger - Public Sector Capacity and Performance for Service Delivery Project (P145261)

AFRICA WEST | Niger | Governance Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 12 | ARCHIVED on 29-Jun-2021 | ISR46828 |

Implementing Agencies: Republic of Niger, Ministry of Finance

**Key Dates****Key Project Dates**

Bank Approval Date: 31-Mar-2014

Effectiveness Date: 29-Sep-2014

Planned Mid Term Review Date: 29-Oct-2018

Actual Mid-Term Review Date: 31-Oct-2018

Original Closing Date: 31-Dec-2018

Revised Closing Date: 31-Dec-2021

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

The project development objective is to strengthen public investment management capacity and civil servant performance evaluation processes in targeted ministries in order to improve service delivery outcomes

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

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

The revised project development objective is "to strengthen public finance and human resource management to improve service delivery capacity in selected sectors".

**Components Table**

Name

Improve Human Resources Management:(Cost \$15.00 M)

Strengthening Public Financial Management:(Cost \$12.90 M)

Change Management:(Cost \$12.10 M)

**Overall Ratings**

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

**Implementation Status and Key Decisions**

The Public Sector Capacity and Performance for Service Delivery (PCDS) Project became effective on September 29, 2014. The seven-year project is financed through a US\$40 million International Development Association (IDA) credit.

The PCDS's Project Development Objective (PDO) is to strengthen public finance and human resource management to improve service delivery capacity in selected sectors. Progress towards achievement of the PDO of the PCDS project is currently rated as Moderately Satisfactory. Three (3)



out of 5 PDO indicators have been met. The exceptions are the PDO indicator on expenditure outturn in education and health and the indicator on the implementation of Western African Economic and Monetary Union (WAEMU) directives on Public Finance Management. The first one has not achieved its target (63.36 percent compared to a target of 30 percent), due to Corona Virus Disease 2019 (COVID-19) emergency expenditures requiring significant unplanned budget reallocation. The second one is progressing well having reached 79 percent in December 2020 against an end target of 80 percent. The 2021 achievement of this indicator will only become available in November 2021.

Overall Implementation Progress (IP) is rated as Satisfactory. The project’s main achievements to date are summarized as follows:

- i. the national budget has been adopted and executed on a program basis since January 2018.
- ii. the civil servants’ biometric census is completed with an extension to the security sector since the beginning of 2021.
- iii. the software SICA and STAR (dematerialization of the Treasury operation) have been implemented allowing improvements in transparency, payments delays and fraud issues.
- iv. 6,745 public agents had been trained and certified on public finance management which improves the quality of the human resources in the country for better service delivery.
- v. the Tax and Customs General Directorates capacity has been strengthened in tax evaluation and performance improvement.

**Risks**

**Systematic Operations Risk-rating Tool**

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

**Results**

**PDO Indicators by Objectives / Outcomes**

Improved Human Resource Management of Civil Service			
▶ Share of public sector agents paid through the Human Resource Management Information System (HRMIS) (Percentage, Custom)			
	Baseline	Actual (Previous)	Actual (Current)
			End Target



Value	25.00	99.43	98.40	85.00
Date	31-Dec-2015	31-Dec-2019	31-Dec-2020	31-Dec-2021

## Improved Public Finance Management

## ► Expenditure outturn in education and health (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	45.00	56.33	63.36	30.00
Date	31-Dec-2015	31-Dec-2019	31-Dec-2020	31-Dec-2021
Comments:	COVID-19 pandemic response required significant unplanned budget reallocation and therefore affected the indicator.			

## ► VAT efficiency (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	42.32	36.23	34.00
Date	31-Dec-2015	31-Dec-2019	31-Dec-2020	31-Dec-2021

## ► Access of the public to the budget documentation (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	52.00	100.00	52.00
Date	30-Dec-2016	31-Dec-2019	01-Jan-2021	31-Dec-2021

## ► Implementation of WAEMU directives on Public Finance Management (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	74.33	79.00	80.00
Date	31-Dec-2015	31-Dec-2019	31-Dec-2020	31-Dec-2021
Comments:	The 2021 indicator will be available in November 2021.			

## Intermediate Results Indicators by Components

## Improve Human Resources Management



►HR and wage regulations, procedures and information management systems (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Obsolete RF	The TA has produced all the required deliverables to update the HR management and information systems as well as the framework for an integrated system. A contract for its implementation was negotiated for an amount of 750 million FCFA. However, the COVID pandemic and restructuring of the project have led to the cancellation of the implementation of the integrated system.	The TA has produced all the required deliverables to update the HR management and information systems as well as the framework for an integrated system. However, the COVID pandemic and restructuring of the project have led to the cancellation of the implementation of the integrated system.	HRMIS deployed in targeted Ministries (Finance, Plan, Civil Service and Administrative Reforms, Health and Education (basic, secondary and higher) at the regional level
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
►Biometric census of public sector agents (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No census	Enrollment operations were paused March 27, 2020 due to COVID-19, restarted in June 2020, and completed in Oct 2020. The data cleaning has begun.	Biometric census of public agents is completed and the data cleaning is ongoing.	Audit report of 2019 HRMIS exercise available
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
Comments:	The database cleaning will be finalized no later than end of October as all required information are available and the team has an action plan.			
►Public sector agents trained (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1,856.00	6,745.00	1,250.00
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
□Public sector agents trained of which women (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	638.00	1,835.00	300.00
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021



► Pilot incentive system for improving staff deployment in the education sector (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	In April 2020, the deployment strategy in the health and education sectors was validated. The pilot was delayed due to COVID19 and is now planned to begin by December 2020	The pilot was delayed due to COVID19 and the reorganization of the Ministry of Education and is now planned to begin in 2021.	Impact assessment and strategy to scale-up the pilot incentive system available
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021

Strengthening Public Financial Management				
► Reform of the planning and budgetary process (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Organic BL	The Annual Project of the Performances of the Health and Education ministries have been submitted to the Finance Ministry for inclusion in the 2021 Finance Law	Annual Project of the Performances of the Health and Education ministries for 2018 and 2019 finalized and on-going for 2020. Achieved.	2019 Annual performance reports (PR) of the education and health ministries available
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
► Public investment selection and monitoring system (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	PIM Decree	The deployment of the platform and support are conditioned by the adoption of the strategy by the GoN and the signing of decrees on the staffing of a SNISE team.	The deployment of the platform and support are conditioned by the adoption of the strategy by the GoN and the signing of decrees on the staffing of a SNISE team.	Report on the implementation of the public investment projects published (covering 2014-19)
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
► Information on public procurement (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	PMIS not oper	The results of public procurement performance audits from 2014 to 2018 were published on the ARMP website. The publication of the 2019 audit has been impacted by the COVID-19 crisis	The results of public procurement performance audits from 2014 to 2018 were published on the ARMP website. The publication of the 2019 audit has been impacted by the COVID-19 crisis	Performance audits (2014 and onwards) of public procurement published



Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021
<b>Change Management</b>				
▶ Implementing ICT solutions for egovernance and government continuity during the COVID-19 crisis (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Obsolete regulatory framework for information system management and low interconnexion capabilities.	Regarding the egov / Covid system, the acquisition of equipment and video conferencing system are effective.	Achieved.	Video conference and networking equipment acquired an deployed in the identified agencies (ANSI, Min Secondary Education, Min. Primary Education, Min. of Planning, Min. Finances).
Date	31-Dec-2015	20-Nov-2020	31-Mar-2021	31-Dec-2021

**Performance-Based Conditions**

▶ PBC 1 The tax reform unit in the Tax Department (Direction Générale des Impôts) of the Ministry of Finance is made operational (Yes/No, Process, 280,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	September 2019
Value	No	Yes	Yes	No
Date	--	20-Nov-2020	20-Nov-2020	--

▶ PBC 2 The Ministry of Finance has adopted a three year Strategic Action Plan for the Tax Directorate (Direction Générale des Impôts) (Yes/No, Output, 550,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	September 2019
Value	No	Yes	Yes	No
Date	--	20-Nov-2020	20-Nov-2020	--

▶ PBC 3 System of VAT reimbursement Operational (Yes/No, Intermediate Outcome, 550,000.00, 0.00%)				
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	Baseline	Actual (Previous)	Actual (Current)	September 2019
Value	No	No	No	Yes
Date	--	20-Nov-2020	20-Nov-2020	--

► PBC 4 The results of the User Survey of the Performance of the Tax Administration are published (Yes/No, Intermediate Outcome, 550,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	September 2019
Value	No	No	No	Yes
Date	--	20-Nov-2020	20-Nov-2020	--

### Data on Financial Performance

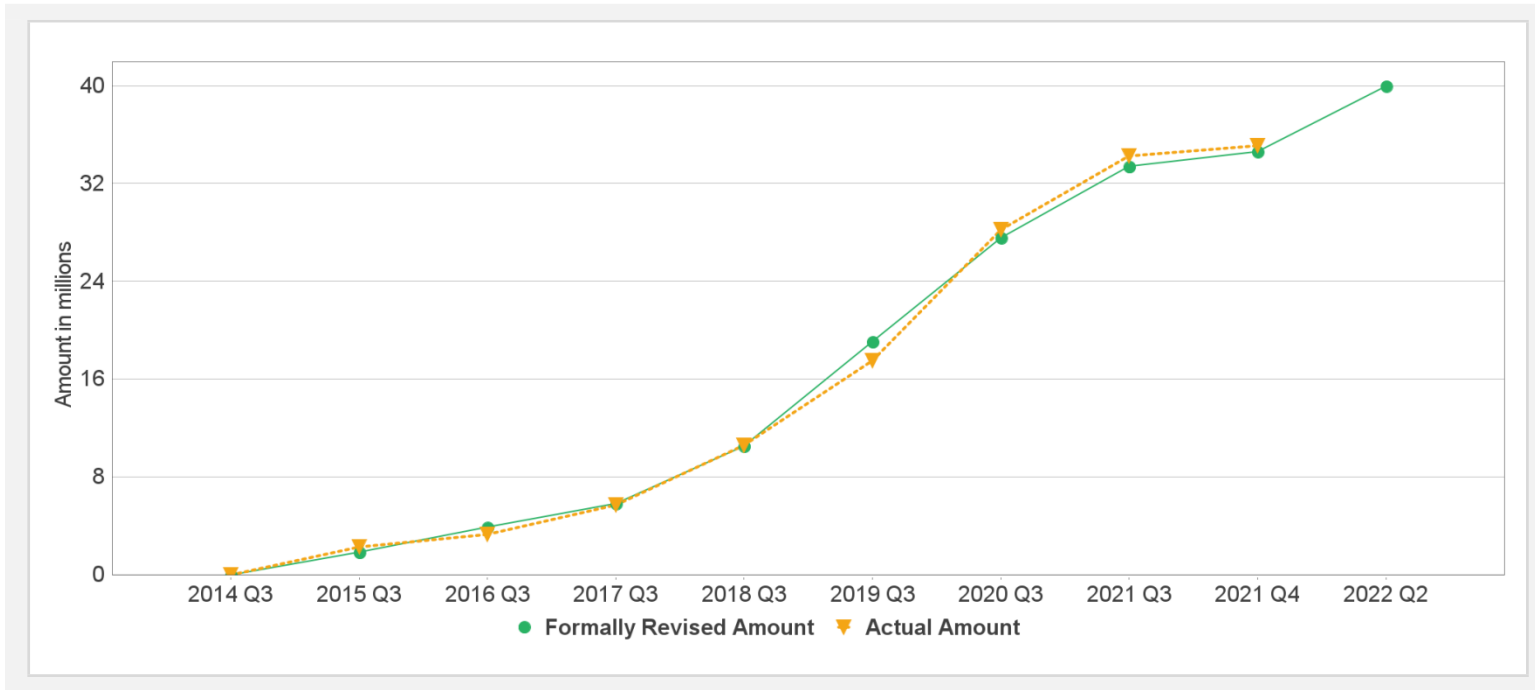
#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P145261	IDA-H9310	Effective	USD	40.00	40.00	0.00	35.09	1.48	96%

#### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P145261	IDA-H9310	Effective	31-Mar-2014	29-Apr-2014	29-Sep-2014	31-Dec-2018	31-Dec-2021

#### Cumulative Disbursements



**PBC Disbursement**

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC
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**Restructuring History**

Level 1 Approved on 24-Oct-2016 ,Level 2 Approved on 17-Jul-2020

**Related Project(s)**

There are no related projects.