

I. COUNTRY REFORM PROGRESS

This Global Public Finance Partnership (GPFP) project for Côte d'Ivoire worked to improve revenue mobilization to reinforce macro-fiscal stability, and mainstream climate change into the country's public financial management (PFM) and public investment management (PIM).

On tax policy, progress continued in FY26 with the implementation, through the 2026 Budget Law, of important changes to the property tax base, following advice from the IMF's Fiscal Affairs Department (FAD) provided in 2024–25. In particular, the tax base is now the market value for both developed and undeveloped properties. Some exceptions remain, however, notably for rented properties for which the rental value continues to apply. More broadly, the tax policy dialogue advanced in FY26, largely through interactions with the IMF program team, including on other tax measures included in the 2026 Budget Law (notably value added tax (VAT) in the financial sector, tourist taxes, and the streamlining of VAT exemptions). These measures are consistent with the 2024 medium-term revenue strategy (MTRS). FAD also coordinated with key development partners active in tax policy in Côte d'Ivoire, within the MTRS framework: the World Bank (on tax expenditure costing and corporate income tax (CIT) reform) and the African Development Bank (on property taxation). There was no additional capacity development (CD) on tax policy provided in FY26.

On revenue administration, overall Côte d'Ivoire has achieved meaningful and measurable progress in both tax and customs administration, supported by a clear strategic framework under the MTRS. The authorities have accelerated the digital transformation of the tax administration, a central pillar of the MTRS. A major milestone was the launch of electronic VAT invoicing in November 2025, which strengthens transaction traceability, supports risk-based audits, and is expected to improve VAT compliance over time while reducing compliance costs for taxpayers. Reforms have strengthened revenue performance, advanced digitalization, and improved institutional capacity. Going forward, consolidating digital reforms, deepening risk-based compliance management, and strengthening coordination between tax and customs administrations will be critical to sustaining gains and supporting the authorities' medium-term revenue objectives.

Under the IMF-supported Resilience and Sustainability Facility (RSF), Côte d'Ivoire has made tangible progress in integrating climate and environmental considerations into PFM and PIM. Building on IMF CD, the authorities adopted a ministerial decree in October 2024 introducing climate tagging of public investment expenditure, followed by a decree in May 2025 establishing a national transition taxonomy and climate disclosure framework. GPFP-funded FAD missions in FY26 directly supported the operationalization of these reforms, including the preparation and quality assurance of the country's first climate budget document, and a quantitative assessment of climate-related fiscal risks in the 2026 fiscal risk statement. Both documents have been annexed to the 2026 Budget Law, qualifying the country for the related RSF reform measures. These reforms were implemented in close coordination with development partners, notably the World Bank on disaster risk financing and the United Nations Office for Disaster Risk Reduction (UNDRR) on risk profiling, ensuring complementarity and avoiding duplication.

II. PROJECT DELIVERY HIGHLIGHTS

RM I: Revenue Module I – Tax Policy

Key Progress in FY26: FAD did not provide direct CD support during FY26. A mission planned on the CIT was postponed but not cancelled, reportedly to accommodate the changing TA priorities of the authorities.

Previous Progress: The Medium-Term Revenue Strategy was adopted in May 2024, outlying key tax policy reforms on the property tax and the CIT, as well as setting goals in improving tax expenditure costing and reporting. The market value has been adopted as the tax base for the property tax on both built and unbuilt property, in line with FAD recommendations made in FY24—with the important exception of property rented out, for which the tax base remains the 'valeur locative' (rental value). In FY25, follow-up assistance was provided on a phased introduction of the reform.

Next Steps: CD in FY27 will focus on executing the MTRS, with particular emphasis on implementing the CIT reform. The CIT CD has been delayed mainly because of the October 2025 presidential election and is now planned for late 2026.

RM II: Revenue Module II – Revenue Administration

Key Progress in FY26: In September 2025, the IMF Regional Technical Assistance Center for West Africa (AFW) conducted a scoping mission to prepare future customs related project activities. At the authorities' request—aimed at allowing sufficient time to assess ongoing support from other development partners and to confirm new commitments—no additional capacity development activities in tax or customs administration were undertaken during the reporting period.

Previous Progress: Project activities were initially planned to commence in July 2025 for tax administration and in August 2025 for customs administration. However, implementation was postponed at the authorities' request (see above).

Next Steps: Support to the tax and customs administrations is expected to resume in FY27. Planned activities will focus on (1) the assessment of the MTRS and the tax administration's strategic reform plan, and (2) the development of a comprehensive AI and data governance framework for customs administration.

SM II: Spending Module II – Managing Public Finance

Key Progress in FY26: The GFPP project supported the Ministry of Finance and Budget (MFB) in improving the 2026 budget documentation. FAD trained staff on fiscal risk assessment for natural disasters, reviewed relevant fiscal risk statements section, and developed tools to measure government exposure. FAD also conducted quality control on the green budget document. Both documents were published as annexes to the annual budget law, helping the country qualify for related RSF reform measures.

Previous Progress: The development of a robust quantitative model aimed at assessing fiscal risks associated with climate change-related natural disasters have been initiated to support the authorities in achieving the RSF reform measure on climate related fiscal risks. Activities benefited from coordination with the World Bank on disaster risk management and financing and with the UNDRR on disaster risk profile.

Next Steps: The CD activities under this project will continue to strengthen staff ownership of fiscal risk management and green budget tagging methodologies, while also enhancing relevant budget

documentation. In the coming months, targeted training sessions and workshops will be organized to build technical skills among staff, focusing on the integration of climate-related fiscal risks into budgeting processes. These efforts are intended to foster a deeper understanding of the methodologies and ensure that staff are fully equipped to apply them in practice. Additionally, the project will support the revision and improvement of budget documents to better reflect climate risk considerations and green financing measures.

III. LOGICAL FRAMEWORK

Country – Cote d'Ivoire		
RM I: Objective – Improve Tax Policy Design - TPD		Rating - 3
Outcome	Rating	Narrative
Increased economic efficiency by minimizing economic distortions or addressing externalities or market failures	3 Largely Achieved	The MTRS was adopted in May 2024. Property tax reform initiated following FY24 TA and was continued FY25. No activities in FY26.
RM II: Objective – Strengthened revenue administration management and governance arrangements (SDG 17.1) - RAM		Rating - 1
Outcome	Rating	Narrative
Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	2 Partially Achieved	Implementation of the MTRS is ongoing, alongside continued implementation of the tax administration strategic reform plan. However, the planned evaluation of the first two years of MTRS implementation could not be carried out during FY26 as no formal request was submitted by the authorities. Similarly, the framework for the Joint Domestic Resource Mobilization Initiative (JDRMI), aimed at strengthening support from the World Bank Group and the IMF, has not yet been formally endorsed as of that time. With the electoral period concluded and the government formed, the environment is expected to be more conducive to engagement in FY27.
Digital technologies are better aligned with strategic objectives	1 Not Achieved	The project planned for customs administration has not yet started due to unresolved governance and coordination issues between key directorates competing over data ownership and control. The absence of unified data and AI governance framework has prevented the establishment of the institutional conditions required to launch technical activities. The recent AFW mission focused on addressing these structural constraints as a prerequisite for project implementation

RM II: Objective – Improved customs administration functions (SDG 17.1) - CAD		Rating - 0
Outcome	Rating	Narrative
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	1 Not Achieved	The absence of a unified data and AI governance framework has prevented the establishment of the institutional conditions required to launch technical activities. Addressing these structural constraints is a prerequisite for project implementation and constitutes the next step.
Customs control during the clearance process more effectively ensures accuracy of declarations	1 Not Achieved	Same as above
Foreign trade operators better comply with their reporting and payment obligations	1 Not Achieved	Same as above
SM II: Objective – Objective – Build Sustainable Fiscal Institutions - SFI		Rating - 3
Outcome	Rating	Narrative
Strengthened capacity to plan, implement and sustain priority area reforms including climate, gender, and SDGs	3 Largely Achieved	With support from FAD missions, a fiscal risk section on natural disasters has been added to the 2026 Annual Fiscal Risk Statement. Additionally, FAD performed quality control of the first green budget document. Both documents were included in the 2026 budget documentation, qualifying the country for the related RSF reform measures.

IV. RISK ASSESSMENT

Description	Rating	Mitigation Measures
External Climate/Conditions		
RM II: Tax administration component - External climate/conditions, including social protestations, armed conflicts, insufficient telephone networks or internet connections, can slow down or even stop reforms implementation	Low	Ensure sufficient flexibility in program execution and allow for ability to adjust activities in the case of adverse events

Description	Rating	Mitigation Measures
Political Support		
RM I: Political instability may slow down and even stop implementation of reforms.	Low	Focus on strategic advice and hands-on capacity building to have a more permanent impact. Close consultation with AFR team and the authorities.
RM I: Reform proposals to reduce TE under the MTRS may trigger opposition from beneficiaries.	Low	Consultation with relevant internal and external stakeholders to help ensure reflect broad consensus across government.
RM I: This is in support of a large lending program, under a MTRS. Political support is expected.	Low	Work with MoF on analytics and preparation of reforms.
RM II: Tax administration component - Limited political support, political instability or weak coordination between cabinet and tax administration may delay or even stop reforms implementation	High	Focus on both strategic advice and hands-on capacity development to improve operational impact. Maintain close coordination with the AFR Department and the authorities to resolve coordination challenges between the cabinet and the tax administration, thereby preventing impasses, including those related to engagement with the MTRS
RM II: Customs administration component - Change in political priorities or leadership could deprioritize customs digitalization or shift focus to other reforms	Medium	Engage key stakeholders early; align the project with national development and digital transformation strategies; ensure visible results in the short term to maintain interest
Management and Technical Staff Support and Commitment		
RM I: Lack of coordination across senior level staff in relevant counterpart agencies (ministries of finance, economy; tax administration; investment promotion), which is critical for delivery	Low	Using the MTRS process to organize consultations across government agencies to ensure close coordination.
RM II: Tax administration component - Senior management and senior technical staff are not sufficiently committed, lack leadership and change management capacity to create an impulsion and implement key reforms in a sustainable way	Low	Strengthen efforts to enhance commitment, leadership, and change management culture, as well as to monitor reforms, including building capacity in data governance and artificial intelligence
RM II: Customs administration component - Limited familiarity with data governance and AI tools among mid- and senior-level managers could slow adoption and implementation	High	Include awareness-raising and capacity-building activities targeted at managers from the beginning of the project; conduct workshops on the benefits and use cases of AI in customs
RM II: Customs administration component - Inadequate internal coordination between	High	Establish a dedicated Data Governance and Processing Committee to centralize the management

Description	Rating	Mitigation Measures
departments (e.g., IT, risk management, operations) may impede project execution		of customs data, facilitate coordination across departments, and ensure the application of consistent governance standards and procedures.
SM II: Due to lack of designated focal point, early confirmation of the request and of the best slots for the missions, activities planned are organized with short notice	Medium	Organization of remote meetings with authorities in charge of receiving missions. Organization of remote discussion with the help of the AFW long-term resident advisor
Resource Adequacy		
RM II: Tax administration component - Scarcity, misuse, inadequacy relative to needs, and continual rotation of resources hinder absorption capacity and cause inefficiency and permanent discontinuity.	Low	Strengthen resources, training and initiate a real forward-looking management of jobs and skills to prepare the administration of tomorrow
RM II: Customs administration component - Insufficient funding for necessary IT infrastructure	Medium	Engage early with technical and financial partners to mobilize financial and technical resources; explore phased implementation options to align with available funding and prioritize high-impact, cost-effective components
Other Risks		
RM II: Tax administration component - Other risks, including inadequacy or insufficient tax administration's IT systems to support reforms, as well as overlapping activities with other CD providers		Improve tax administration's adaptability to unexpected challenges and coordinate continuously with other development partners under the local structure led by the WBG and EU at the ministerial level, particularly regarding IT-related matters
RM II: Tax administration component - Absences and quarantines due to a potential resurgence of pandemic can slow down or even stop reforms implementation	Low	Implement a business continuity and recovery plan and build on progress achieved with remote CD delivery

V. PROJECT MANAGERS: CONTACT INFORMATION

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