



Public Sector Performance Project (P150116)

AFRICA | Madagascar | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2016 | Seq No: 1 | ARCHIVED on 12-Oct-2016 | ISR25263 |

Implementing Agencies: PREA - Programme des réformes pour l'efficacité de l'administration

Key Dates

Key Project Dates

Bank Approval Date:13-Jun-2016

Effectiveness Date:--

Planned Mid Term Review Date:29-Jun-2018

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2020

Revised Closing Date:30-Jun-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is to improve revenue management, and local service delivery nationwide and in the education sector in Selected Regions.

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

No

Components

Name

Improving Revenue Management:(Cost \$16.80 M)

Improving Service Delivery Capacity of Local Governments:(Cost \$12.00 M)

Improving Governance Mechanisms in the Education Sector:(Cost \$7.80 M)

Improving Controls and Performance Monitoring:(Cost \$3.40 M)

Overall Ratings

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



Implementation Status and Key Decisions

The Madagascar Public Sector Performance Project (PASP) was approved by the Bank's Board of Executive Directors on June 13, 2016; however, it has yet to become effective as Madagascar's Parliament will only convene to vote on the approval of the project in October 2016. In the interim period, a Project Preparation Advance (PPA) has begun to disburse in order to fund preparatory activities—a number of which have already been achieved, including: (i) the adoption of performance contracts in the customs administration (DGD); (ii) the mobilization of stakeholders for the rollout of the unique identifier numbers under the leadership of the Tax Department (DGI); (iii) the launch of a national process to improve the local governance index (IGL) under the leadership of the Ministry of Interior and Decentralization (MID); and (iv) the mobilization of civil society to monitor the project.

Risks

Systematic Operations Risk-rating Tool

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

Results

Project Development Objective Indicators

► Increased tax revenue collection (Domestic tax revenue/GDP ratio) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	10.00	--	10.00	11.80
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.



► TADAT PO-8 indicators "Efficient Revenue Management" rated B (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	D	--	D	B
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.

► Communes with IGL higher than 6 (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	60.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.

► Availability of a teachers' information management system (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	None	--	None	Yearly update of teachers' database
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.

► Direct Project Beneficiaries (number), of which female (percentage) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	0.00	--	0.00	3277.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020
Comments As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.				

Overall Comments

As the project has not yet become effective, PDO indicators have not changed or been measured for this ISR.

Intermediate Results Indicators

► Modernization of the Integrated Tax Administration System (ITAS) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	None	--	None	ITAS operational (in pilot tax centers covering 90% of tax revenue)
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020
Comments As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.				

► Increased rate of confirmed suspicious customs transactions related to home use at Tomasina Custom Office (in case of physical examination). (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	--	5.00	15.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020
Comments As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.				



► Number of revenue offices that have been subject to external evaluation of their performance contracts/program (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	6.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Improved taxpayers registration (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	200000.00	--	200000.00	320000.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Establishment of a single administrative identification number (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	2500000.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.



► Improved formalization of small-scale miners (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	15000.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Improved timeliness of service-delivery fiscal transfers to local governments (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No standard available to measure acceptable delays for transfer execution	--	No standard available to measure acceptable delays for transfer execution	Completion of the transfer program with a tolerance threshold of 30 days on average
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Improved recovery of revenue (not including grants) by local governments (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	--	30.00	50.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.



► Share of schools targeted by the component with an operational FEFFI, planning and implementing PECs (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	75.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Percentage of FRAM teachers in the areas selected by the component receiving subsidies with less than two months of delay (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	--	5.00	50.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Timely availability of the Court of Account (CA) public report (process indicator) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	None	--	None	Yes
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.



► High/substantial risks audits completed by Internal Audit Departments (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	6.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

► Semiannual public debates on the budget law, the performance of revenue agencies and project performance led by CSOs. (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	--	1.00	2.00
Date	31-Mar-2016	--	30-Sep-2016	30-Jun-2020

Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

Overall Comments

As the project has not yet become effective, intermediate indicators have not changed or been measured for this ISR.

Data on Financial Performance

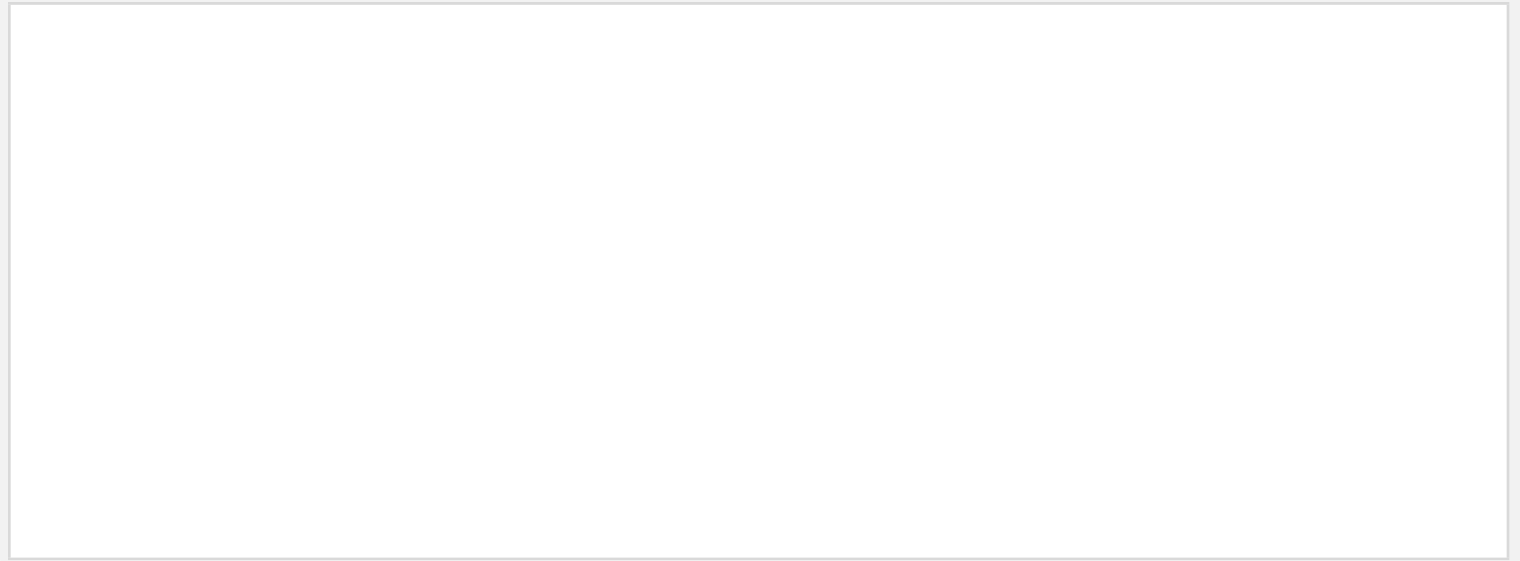
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P150116	IDA-58350	Not Effective	XDR	28.40	28.40	0.00	0.00	28.40	0%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P150116	IDA-58350	Not Effective	13-Jun-2016	--	--	30-Jun-2020	30-Jun-2020

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.
