



Guinea-Bissau Public Sector Strengthening Project (P150827)

AFRICA | Guinea-Bissau | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2015 | Seq No: 4 | ARCHIVED on 30-Sep-2016 | ISR25183 |

Implementing Agencies: Ministry of Finance

Key Dates

Key Project Dates

Bank Approval Date:24-Mar-2015

Effectiveness Date:22-Jun-2015

Planned Mid Term Review Date:22-Mar-2017

Actual Mid-Term Review Date:--

Original Closing Date:31-Dec-2018

Revised Closing Date:31-Dec-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is to assist the Government to re-establish basic systems for public financial management.

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

No

Components

Name

Performance, Control and Transparency of the Public Revenues:(Cost \$2.40 M)

Expenditure Control, Procurement, Accounting and Reporting:(Cost \$1.10 M)

Public Financial Management Reform Coordination and Project Management:(Cost \$1.50 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Unsatisfactory	● Moderately Unsatisfactory
Overall Implementation Progress (IP)	● Moderately Unsatisfactory	● Moderately Unsatisfactory
Overall Risk Rating	● Substantial	● Substantial

Implementation Status and Key Decisions



During the last implementation support mission, the World Bank team observed some positive implementation efforts, including: (i) the training of more than 100 government officials at the Tax Administration Directorate; (ii) the procurement of furniture, hardware and software, computers, cars, and generators for the Ministry of Finance, Customs and Tax administration; (iii) the new Minister of Finance has agreed to lead the reform process by calling regularly Public Financial Management Reforms Steering Committee (RSC or Comité de Pilotagem) meetings; (iv) RCU is working more closely and effectively with beneficiaries, including customs, tax policy and administration, macroeconomic management, treasury, ICT, and debt management teams and international partners. The disbursement rate has also improved, and now stands 21 percent for the overall IDA allocation. In spite of the progress noted to date, the project implementation rate remains low. The Bank disbursement and fiduciary teams have helped the Reform Coordination Unit (RCU) to advance on some administrative fiduciary issues e.g. opening the special account, request withdrawals. Now, the RCU has the capacity to fully implement the project. The RCU has hired a Deputy Project Coordinator and accountant, and has a permanent arrangement to have procurement support. The RCU has focused on drafting and reviewing the Technical Assistance Terms of Reference (TORs); broad publication of positions and initiation of the selection process of customs and macroeconomic management candidates. The team had a discussion with the new Minister of Finance, who was very supportive and optimistic about project and expected outcomes





Risks

Systematic Operations Risk-rating Tool

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

Results

Project Development Objective Indicators

► Proportion of extra budgetary expenditures (DNT) in relation to total budgetary expenditures (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	--	24.50	15.00



Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018
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► Increase in level of consolidation of cash balances as measured by the proportion of total revenues managed through the Treasury Single Account (TSA) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	--	94.80	70.00
Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018

► Timely reporting of budget execution (Months, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	48.00	--	12.00	6.00
Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018

Overall Comments

Intermediate Results Indicators

► The tax and customs revenue increase by 30% (baseline in XOF billion nominal) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	38.16	--	61.50	49.66
Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018



► Tax arrears collection improvement (Percentage of recuperated arrears over total arrears) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	16.00	0.00	0.00	50.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018

► Customs arrears collection improvement (Percentage of recuperated arrears over total arrears) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	0.00	0.00	60.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018

► Number of bank accounts in commercial banks reduced (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	100.00	0.00	10.00	60.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018

► Bank reconciliations are performed on a regular basis (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	15.00	90.00	7.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018



► The budget is executed with less than 20% deviations (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	24.00	24.50	20.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018

► Reduction of payment arrears as % of GDP (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.70	--	0.30	0.30
Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018

► Quarterly then monthly budget execution statements are published out of SIGFIP (Months, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	3.00	--	3.00	1.00
Date	16-Dec-2015	--	15-Sep-2016	31-Dec-2018

► Reform focal points in place in the Tax, Customs, Budget and Treasury Directorates (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3.00	3.00	4.00
Date	16-Dec-2015	06-Apr-2016	15-Sep-2016	31-Dec-2018

Overall Comments

Data on Financial Performance



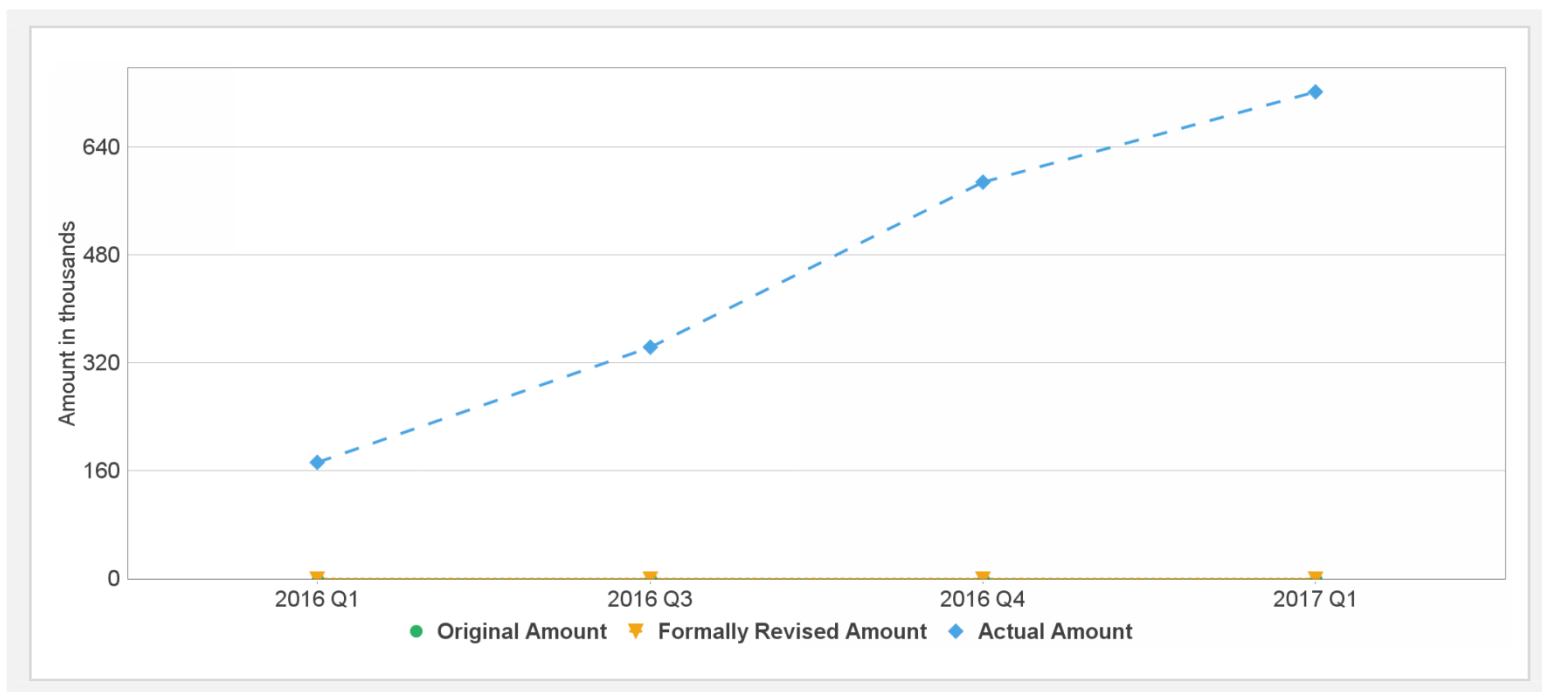
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P150827	IDA-55950	Effective	XDR	1.90	1.90	0.00	0.17	1.73	9%
P150827	IDA-D0310	Effective	XDR	1.60	1.60	0.00	0.55	1.05	34%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P150827	IDA-55950	Effective	24-Mar-2015	18-May-2015	22-Jun-2015	31-Dec-2018	31-Dec-2018
P150827	IDA-D0310	Effective	24-Mar-2015	18-May-2015	22-Jun-2015	31-Dec-2018	31-Dec-2018

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)



There are no related projects.
