

Implementation Status & Results
Madagascar
Governance and Institutional Development Project II (P103950)

Operation Name: Governance and Institutional Development Project II (P103950) Project Stage: Implementation Seq.No: 10 Status: ARCHIVED Archive Date: 09-Dec-2013

Product Line: IBRD/IDA Country: Madagascar Approval FY: 2008
 Region: AFRICA Lending Instrument: Technical Assistance Loan
 Implementing Agency(ies):

Key Dates

Board Approval Date 03-Jun-2008 Original Closing Date 31-Aug-2012 Planned Mid Term Review Date 31-Oct-2013 Last Archived ISR Date 13-Mar-2013
 Effectiveness Date 13-Oct-2008 Revised Closing Date 31-Aug-2014 Actual Mid Term Review Date

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To strengthen the Recipient's public financial management and social accountability at the central government and at the Communal levels.

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

Yes No

Component(s)

Component Name	Component Cost
Component 1 – REVISED: Improvement of Public Financial Management.	13.33
Component 2 – REVISED: Improvement of Local Governance	8.38
Component 3 - NEW: Institutional Strengthening & Knowledge Management.	4.90
Component 4 – NEW: Project Coordination	4.00

Overall Ratings

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

Implementation Status Overview

The progress towards the achievement of the project's development objectives of strengthening the efficiency and transparency of Government at the central and communal level is unsatisfactory. As only one of the four project development objective (PDO) level indicators progressed during the period covered by the report, it is unlikely that the project will achieve its objectives by August 2014. Over the period, progress was made essentially in the area of budget transparency with the Ministry of Finance and Budget (MFB) publishing

regularly quarterly budget execution reports. However, the Government has yet to launch the Public Expenditure Framework Assessment (PEFA), which is essential in informing current as well as future public financial management reforms. As a result of the political crisis, the Local Governance Index (IGL), which measures transparency, accountability, and participation at the communal level have regressed, and the number of project beneficiaries stagnated. The recruited agencies should accelerate the implementation of the activities supporting local governance to achieve results before project closing in August 2014.

Locations

Country	First Administrative Division	Location	Planned	Actual
Madagascar	Not Entered	Fort Dauphin		
Madagascar	Not Entered	Nosy Be		
Madagascar	Not Entered	Moramanga		
Madagascar	Diana	Antsiranana		
Madagascar	Analamanga	Antananarivo		

Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of selected indicators that increase their rating in the PEFA self evaluation report	<input type="checkbox"/>	Number	Value	0.00	0.00	3.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		PEFA Self-Assessment delayed to November 2013 following a request from the client to conduct the Assessment after the first round of the Presidential elections (October 25) to avoid potential reputational risks for the client.	
Number of ministries publishing quarterly budget execution report through media or internet.	<input type="checkbox"/>	Number	Value	1.00	35.00	10.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		The Ministry of Finance and Budget is publishing on the web a quarterly budget execution report which includes information on budget execution for 35 Ministries and the Prime	

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					Minister's Office. The Bank team will engage with the client to revise target. New target will be reported in the December 2013 ISR.	
The Local Governance Index (IGL) average is increased in targeted Local Governments.	<input type="checkbox"/>	Number	Value	3.90	3.70	4.50
			Date	31-Aug-2013	31-Oct-2013	31-Aug-2014
			Comments		The Local Governance Index (IGL) measuring transparency, accountability and participation at the communal level declined as a result of the political crisis.	
Direct Project Beneficiaries	<input type="checkbox"/>	Number	Value	0.00	7400.00	8000.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments	- Persons trained: 6800 - Commune befitting from communal grants: 0 - OSC benefiting from Social Accountability grants: 0	- Persons trained: 7400 - Commune befitting from communal grants: 0 - OSC benefiting from Social Accountability grants: 0	- Persons trained: 8000 - Commune befitting from communal grants: 100 - OSC benefiting from Social Accountability grants: 45
					Both thecommunal and social accountability grants have not been allocated yet. The decision on not distribute the grants was motivated by the risk of political capture during the Presidential electoral campaign (October – December, 2013).	

Intermediate Results Indicators

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of PEFA audited self-evaluation reports published and discussed	<input type="checkbox"/>	Number	Value	0.00	0.00	2.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		PEFA Self-Assessment delayed to November 2013 following a request from the client to conduct the Assessment after the first round of the Presidential elections (October 25) to avoid potential reputational risks for the client.	
Number of IFMIS Centralization/integration indicators rated « satisfactory »	<input type="checkbox"/>	Number	Value	1.00	1.00	8.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		Note the IFMIS module on Revenues is partially integrated.	
Number of bids , of the central Government, awarded under open competition	<input type="checkbox"/>	Number	Value	58.00	27.00	75.00
			Date	31-Aug-2012	31-Dec-2012	31-Aug-2014
			Comments		Decline in performance is explained by the internal auditor's strike (between June and early October 2013).	
The Number of Public Institutions that endorse, publicly, the "Access to information and Knowledge Sharing Charter"	<input type="checkbox"/>	Number	Value	0.00	0.00	60.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		"Access to information and Knowledge Sharing Charter" drafted. Currently under review by 45 government institutions prior to approval.	
Percentage of FDL communes with an improved CGF score (D+) (FDL communes)	<input type="checkbox"/>	Percentage	Value	39.00	0.00	50.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		Tender completed and executing agencies selected. However, activities supporting this indicator have not started yet. December 2012 ISR reported	

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					based on data collected from a sample of 27 communes.	
Percentage of communes publishing information on public service in compliance with BIANCO recommendations.	<input type="checkbox"/>	Percentage	Value	0.00	0.00	100.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		Tender completed and executing agencies selected. However, activities supporting this indicator have not started yet.	
Number of land parcels recorded for local taxation	<input type="checkbox"/>	Number	Value	3000.00	3000.00	8000.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		Tender completed and executing agencies selected. However, activities supporting this indicator have not started yet.	
Number of land parcels with secured ownership rights registered	<input type="checkbox"/>	Number	Value	2500.00	5000.00	7500.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments		Success of the communal land registration operation exceeds expectations.	
Number of social accountability initiatives implemented at the local level	<input type="checkbox"/>	Number	Value	169.00	169.00	450.00
			Date	31-Aug-2012	31-Dec-2012	31-Aug-2014
			Comments		Tender completed and executing agencies selected. However, activities supporting this indicator have not started yet.	
Percentage of GDLN budget that is covered by own resources.	<input type="checkbox"/>	Percentage	Value	40.00	39.00	60.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments			
Number visitor of the INSTAT Website	<input type="checkbox"/>	Number	Value	40000.00	163000.00	90000.00
			Date	31-Aug-2012	31-Oct-2013	31-Aug-2014
			Comments			
Knowledge management database available and accessible via internet	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Aug-2012	31-Dec-2012	31-Aug-2014
			Comments		On-going tendering process.	

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Data on Financial Performance (as of 26-Aug-2013)

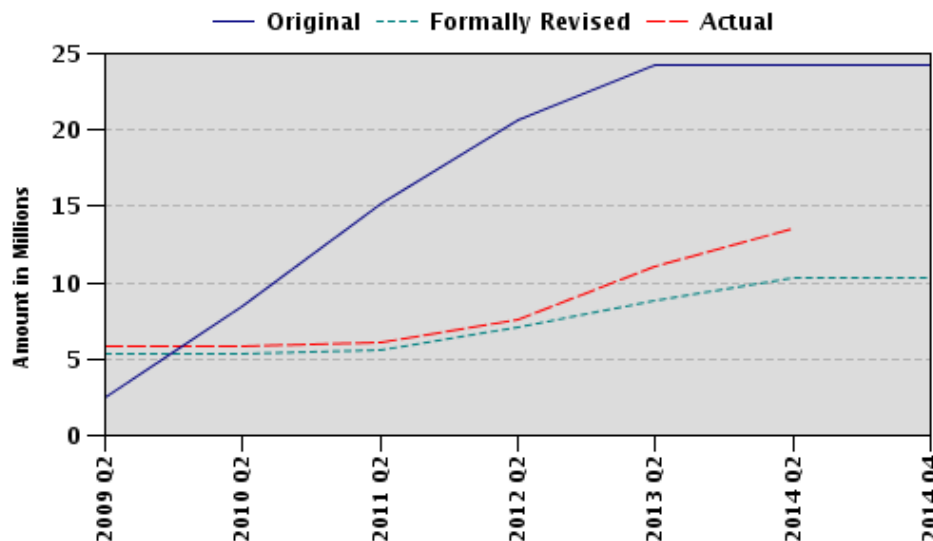
Financial Agreement(s) Key Dates

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P103950	IDA-44110	Effective	03-Jun-2008	15-Jul-2008	13-Oct-2008	31-Aug-2012	31-Aug-2014

Disbursements (in Millions)

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P103950	IDA-44110	Effective	XDR	24.30	19.10	5.20	13.53	5.57	71.00

Disbursement Graph



Key Decisions Regarding Implementation

The Bank missions (June and October 2013) agreed with the government that they would focus on implementing the following activities by agreed upon deadlines: Conduct PEFA self-assessment (November 2013); Recruit firms responsible for consolidating the IFMIS integration and proposing priorities for future PFM reforms (November 2013); Revise the PFM stakeholders training plan (November 2013); Recruit a consultant responsible to set-up the knowledge platform (December 2013); Recruit a firm responsible for conducting a custom institutional assessment/HR study aimed at increasing revenue collection (January 2014); Launch the “Listening to Madagascar” Survey (January 2014); and Accelerate the roll-out of two Integrated Communal Development Operations (ICDO) (On-going), including the training of local government officials in the area of public financial management and anti-corruption, the launch of participatory budgeting activities in selected communes before the end of December 2013 and cash transfers (communal grants) to local government in January 2014. The detailed action plan was discussed at length during the June and October missions and reflected in the revised Project Implementation Plan (PIP) cleared by the Bank on October 15, 2013.

Underpinning these activities, the project team also reached an agreement with the World Bank Institute (WBI) Governance and Leadership Team to use the Rapid Results Approach (RRA) to speed-up project implementation and accelerate disbursements before the project’s closure in August 2014.

The Bank encourages the Government to call a meeting of the project's Steering Committee (Comité d'Oriention et Suivi) by November 20th, 2013. The objective of the meeting will be to approve the revised Project Implementation Plan (PIP) and ensure all stakeholders will facilitate the implementation of all project activities.

Restructuring History

Board/AOB Decision on 15-Jul-2012

Related Projects

There are no related projects.