



PforR on Modernization and Optimization of Public Administration (P155172)

EUROPE AND CENTRAL ASIA | Serbia | Governance Global Practice |
IBRD/IDA | Program-for-Results | FY 2016 | Seq No: 1 | ARCHIVED on 08-Nov-2016 | ISR25449 |

Implementing Agencies:

Program Development Objectives

Program Development Objective (from Program-for-Results Appraisal Document)

To improve efficiency in public sector employment and finances in the Serbian public sector. This will be done through: improved management of employment and staffing; improving public investment management; strengthening commitment control and cash management; and improving public procurement management.

Overall Ratings

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

Implementation Status and Key Decisions

Implementation of the Program has not started. The relevant parliamentary committees responsible for ratification of the loan agreement are already handling the matter, and ratification is expected in due course. Program effectiveness and implementation will commence as soon as parliament ratifies the loan agreement. The authorities, however, are making progress in some of the areas covered by the project as part of the Government's reform program.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P155172	IBRD-86080	Not Effective	USD	75.00	75.00	0.00	0.00	75.00	0%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P155172	IBRD-86080	Not Effective	20-Apr-2016	16-May-2016	--	29-Feb-2020	--

Risks



Systematic Operations Risk-rating Tool

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

Disbursement Linked Indicators (DLI)

► Percentage of Public Administration Employee Positions assigned to pay grades as per the Law on Public Sector Employees Salary System. (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	0.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLI #1: Not scalable.

► Percentage of Redundant Public Administration Employees receiving Redundancy Payments pursuant to provisions of Law on Ceilings on the Number of Employees, Civil Servants Law, and Labor Law. (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	0.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLI#4: Not scalable for the first 99% in each calendar year 2017 and 2018;

Scalable for the next 1% in each calendar year 2017 and 2018;

Amount equal to EUR 136,275 / 1% of number of Redundant Public Administration Employees, on a per capita basis.



► Percentage of Public Administration Employees assigned to pay grades as per the Law on Public Sector Employees Salary System. (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	0.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLR#2: Scalable: EUR122,667 per each 1% of Public Administration Employees assigned to new pay grades as per the Law on Public Sector Employees Salary System.

► Total number of Public Administration Employees at or under annual ceiling prescribed by the Law on Ceilings on the Number of Employees (Yes/No)

	Baseline	Actual (Previous)	Actual (Current)
Value	N	--	Y
Date	28-Mar-2016	--	31-Oct-2016

Comments

DL#3: Not scalable.

The target for this indicator is set every year once the parliament sets the target per the Law on the Ceiling on the Number of Public Employees. It is denoted "Yes" when number of employees is at or below the ceiling.

► Percentage of Public Procurement Contracts within the category of public authorities over 5,000,000 RSD in value, signed in a Fiscal Year of the Borrower, in 90 days or less between the date of Issuan (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	62.00	--	87.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLR#5.1: Scalable: EUR 613,333 per percentage point increase, up to and including 65%.

DLR#5.2: Scalable: Amount per percentage point increase, up to and including 68%, equal to: (total percentage point increase) / (balance of EUR5,520,000 – amount paid under DLR# 5.1).

DLR#5.3: Scalable: Amount per percentage point increase, up to and including 71%, equal to: (total percentage point increase) / (balance of EUR5,520,000) – (amount paid under DLR#5.1 + amount paid under DLR#5.2)



► Value of Public Procurement Contracts awarded through Framework Agreements (Amount(USD))

	Baseline	Actual (Previous)	Actual (Current)
Value	235000000.00	--	395000000.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLR#6: Scalable. EUR78,521 per each 1 billion RSD.

Data for this indicator is requested in RSD but should be converted to USD for purposes of the ISR.

► Number of Indirect Budget Beneficiaries included in the FMIS. (Number)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	247.00
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLR#7: Scalable. EUR10,494 per each Indirect Budget Beneficiary.

► Percentage of commitments in budget execution system entered within the required deadline per the Law on Deadlines for Payment in Commercial Transactions. (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	60.00	--	76.22
Date	28-Mar-2016	--	31-Oct-2016

Comments

DLR#8: Scalable EUR 368,000 per percentage point increase.

Results

Results Area

Intermediate Results Area



Improved Human Resource Management

Improved Financial Management

Improved Procurement Management

Project Development Objective Indicators

► Share of public administration employees assigned to new pay grades as per the Law on Public Sector Employees Salary System (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	0.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Total number of employees at or under annual ceiling prescribed by the Law on Ceilings on the Number of Employees (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	Y	Y
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Share of redundant public administration employees receiving redundancy payments pursuant to provisions of Law on Ceilings on the Number of Employees, Civil Servants Law, and Labor Law (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	100.00	100.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

Comments

There are 2583 employees separated as of September 2016. All are receiving severance payments.

► Share of public procurement contracts within the category of public authorities over 5,000,000 RSD in value, signed in a Fiscal Year of the Borrower, in 90 days or less between the date of Issuance o (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	62.00	--	87.00	65.00



Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016
------	-------------	----	-------------	-------------

► Value of Public Procurement Contracts awarded through Framework Agreements (Amount(USD), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	235000000.00	--	395000000.00	258000000.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

Comments

The data are received in RSD and converted to USD using rate of 113.4 (the exchange rate at appraisal).

► Percentage of commitments in budget execution system entered within the required deadline per the Law on Deadline for Payments in Commercial Transactions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	--	76.22	70.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

Overall Comments

Intermediate Results Indicators

► At least 70% of public administration employee positions assigned to new pay grades according to the Law on Public Sector Employees Salary System (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016



► Share of public administration employees assigned to new pay grades as per the law on Public Sector Employees Salary System (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	0.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Employee Registry functioning according to defined criteria in the Law on Registry of all Employees, Elected, Nominated, Appointed, and Engaged Persons within Public Funds Beneficiaries (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	N
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Share of public administration employees paid according to new pay grades as per the Law on Public Sector Employees Salary System (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	0.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Ministries with retrenchment plans, identifying redundant positions (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	5.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

► Indirect Budget Beneficiaries included in the FMIS (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	247.00	247.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016



▶ Budget inspections conducted (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	--	40.00	35.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

▶ Public procurement contracts awarded through framework agreements for all contracting authorities (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	3300.00	--	9739.00	3600.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

▶ Public Procurement Officers Certified (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1810.00	--	3218.00	2000.00
Date	28-Mar-2016	--	31-Oct-2016	30-Dec-2016

Overall Comments