



Public Sector Performance Project (P150116)

AFRICA | Madagascar | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2016 | Seq No: 2 | ARCHIVED on 24-Mar-2017 | ISR27317 |

Implementing Agencies:

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	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Risk Rating	● High	● 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 several conditions have not yet been met, including the elaboration of the Project Manual, and recruitment of the disbursement-linked indicators (DLI) independent verifier. Despite this delay, all project components are performing moderately satisfactorily or higher, and one Project Development Objective (PDO) indicator (improvement of tax revenues in comparison with the Gross Development Product - GDP) has already reached its annual target. With the support of ongoing activities financed under the Project Preparation advance (PPA), the other PDO indicators are in the course of being measured, and values will likely be available at the time of the next Implementation Status and Results Report (ISR).

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● High	● High	● High
Macroeconomic	● Substantial	● Substantial	● Substantial
Sector Strategies and Policies	● Moderate	● Moderate	● Moderate
Technical Design of Project or Program	● High	● High	● High
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● High	● High	● High
Other	--	--	--
Overall	● High	● 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	--	06-Feb-2017	30-Jun-2020

Comments

End of Year Target Met.



► 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	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	60.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

► 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	--	06-Feb-2017	30-Jun-2020
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Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3,277.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

Overall Comments

One PDO indicator (improvement of tax revenues in comparison with GDP) has already reached its annual target. With the support of ongoing activities financed under the PPA, the other PDO indicators are in the course of being measured, and values will likely be available at the time of the next 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	--	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.



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► 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	9.60	15.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020
Comments Annual Target Met.				

► 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	2.00	6.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020
Comments Annual Target Met.				



► Improved taxpayers registration (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	200,000.00	200,000.00	254,584.00	320,000.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

Annual Target Met.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2,500,000.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	15,000.00
Date	31-Mar-2016	--	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.



► 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	--	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	30.00	30.00	50.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

► 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	--	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.



► 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	5.00	50.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	None	--	The 2015 public report has been prepared and will be published at the end of the first quarter of 2017; the 2016 report will likewise be published before the end of 2017.	Yes
Date	31-Mar-2016	--	06-Feb-2017	30-Jun-2020

Comments

Annual Target Met.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020



Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

- 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	1.00	2.00
Date	31-Mar-2016	30-Sep-2016	06-Feb-2017	30-Jun-2020

Comments

This Indicator is Not Yet Able to Be Measured or No Data Currently Exists.

Overall Comments

Intermediate indicators related to an increase in the confirmation of suspect customs transactions (IRI 7), the number of performance contracts in place (IRI 8), and the number of registered taxpayers (IRI 9), have met their end of year targets. Likewise, the indicator measuring the availability of Court of Accounts reports (IRI 17) was achieved as the 2015 public report has been prepared and will be published at the end of the first quarter of 2017; the 2016 report will likewise be published before the end of 2017. With the support of ongoing activities financed under the PPA, the other intermediate indicators are in the course of being measured, and values will likely be available at the time of the next 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	28-Oct-2016	--	30-Jun-2020	30-Jun-2020

Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.
