The World Bank
Public Finance Management Modernization Project 2 (P150381)

Implementation Status & Results Report

Public Finance Management Modernization Project 2 (P150381)

EUROPE AND CENTRAL ASIA | Tajikistan | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2015 | Seq No: 5 | ARCHIVED on 01-Dec-2017 | ISR30252 |

Implementing Agencies: Republic of Tajikistan, Ministry of Finance

Key Dates

Key Project Dates

Bank Approval Date:01-Jun-2015   Effectiveness Date:10-May-2016

Planned Mid Term Review Date:01-Oct-2018   Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2021   Revised Closing Date:30-Jun-2021

Project Development Objectives

Project Development Objective (from Project Appraisal Document)
<p>The development objective of the project is to improve effectiveness, control and accountability of public expenditure of the Republic of Tajikistan.</p>

Has the Project Development Objective been changed since Board Approval of the Project Objective?
No

Components

Name
1. Public Finance Management Modernization:(Cost $8.80 M)
2. Strengthening Public Procurement:(Cost $2.50 M)
3. Strengthening External Audit:(Cost $2.70 M)
4. Managing Public Administration Reforms:(Cost $4.90 M)
5. Project Management:(Cost $2.10 M)

Overall Ratings

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

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Overall Risk Rating	● Substantial	● Substantial

Implementation Status and Key Decisions

Component 1. Public Finance Management Modernization

Additional project activities are needed to improve effectiveness of public expenditure. The project provides for limited activities on the first PDO indicator, which is to improve effectiveness of public expenditure, measured by the increased alignment of expenditure with policy priorities. The only activity implemented to achieve this PDO indicator is associated with the PFMMPII/CQS-1/2015 development of training program to improve the skills of personnel involved in the public financial management, the training modules on updated planning and execution of the budget processes, and developing training modules for distance learning. The supplier supported the MoF in piloting the "top-down" budgeting method in four ministries and Dushanbe municipality, and developed several training modules. During the pilot the budget data for the 2017 annual budget was utilized, and recommendations were developed to strengthen the TFMIS functionality on budget preparation. The mission recommended the MoF to consider a possibility for providing additional project activities to improve efficiency of public expenditure.

1 . <u>Building Capacity to Implement PFM Reforms</u>.

Good progress is observed in acquisition and installation of training equipment and video-conferencing facilities for MoF Training Center (TC) and four regional training centers. The planned equipment was purchased and installed in the Centers. The communication channels to provide distance learning in the four regional training centers were being installed. Currently, the Center uses only face-to-face mode to train the servants. The new equipment and the established channels will improve the MoF TC capacity to provide training for the regional staff on PFM matters through easing access to training facilities. This improvement may facilitate smooth and uniform implementation of the reforms throughout the country.

All training materials developed within the project are transferred to the TC. APST informed the mission that all training materials, developed within the project, are transferred to the TC. The mission has endorsed the approach and recommended the TC and APST to develop standards for developing training materials, based on which the TC could develop its own training courses. This approach will ensure effective use of the project funds.

<u>1.2. Development of Tajikistan Financial Management Information System (TFMIS).</u>

A new procurement approach will be applied during the second tendering to procure additional modules of the TFMIS. The first procurement tendering on development of the additional modules of the TFMIS was unsuccessful. No bids were submitted during the first tender. According to APST, the reason could be associated with "strict-rigid requirements" envisaged in the bidding documents. To attract more bidders and expedite the second bidding processes, MoF and mission agreed to "soften" some of the requirements and merge some of the procurement packages[1]. As it is an important package, the mission highlighted the need to expedite the procurement processes to complete this assignment by the end of the project.

MoF has developed payment advice (purchase ordering processing) with its own resources. Due to urgent needs, the MoF has developed the payment advice (purchase ordering processing) module with its own resources. The mission endorsed the progress, and recommended APST to update accordingly the bidding documents for the new tendering process.

An IT consultant has been hired who is responsible for the development of IT procurements that will be undertaken in this sub-component including the establishment of the backup **data center.** Initiatives to expand the number of modules within TFMIS (e.g.: cash, commitment management, payment advice and payroll) are in the planning stage. In addition, interfacing TFMIS with the human resources management and e-procurement systems is being coordinated with the implementation plans of those project sub-components.

The proposed location for the new Ministry of Finance data center has significant deficiencies and <u>is not recommended</u>. The proposed location is in the basement of the new Ministry of Finance building which is only 10km away from the existing data center. This subjects it to the same environmental risks (i.e.: telecommunication disruption, power disruptions, demonstrations, weather related events such as flooding, etc.) as the current data center. In addition, placing a data center in a basement is never recommended due to the risk of flooding from either a water break in the building or in the surrounding area. International best practices required the disaster data center to be at least 50 – 75km away from the primary data center, use a different power gird and telecommunication infrastructure and be located outside of a flood plain or earthquake area. The Tax Committee primary data center located in the President Office building, nearby the new MoF building, is on the 3rd floor with a disaster recovery data center in Khujand, approximately 200km away.

<u>1.3. Implementation of IPSAS.</u>

The mission reviewed and discussed the draft roadmap prepared by International and Local Consultants for technical assistance, starting with preparatory work on translating IPSAS to TPSAS and overseeing training and their application.

The mission observed that limited progress had been achieved mainly focused on translating standards, identifying compliance gaps and

staff training. The consultants' plan proposes deferring practical application of IPSAS-compliant standards to December 2018. We observed that no substantive effort had been made to independently reassess the status of activities and agree a more comprehensive roadmap for more timely transition to IPSAS.

The mission reiterates previous recommendations that the Ministry of Finance reexamines progress attained so far, including the need for enhanced quality assurance reviews to monitor implementation progress and the overall integrity of deliverables. We recommend convening a Working Group comprising appropriately experienced independent professionals to monitor progress and provide timely advise to the First Deputy Minister of Finance and MoF's Department of Accounting Methodology.

As previously suggested, the mission recommends a two-phased approach (see Figure 1) intended to achieve more timely and practical transition. In the first phase, the process would develop arrangements for cash-basis accounting and reporting, seeking to ensure that:

- All major budget organizations attain requisite technical capacity to prepare respective cash-basis IPSAS compliant financial statements;
- Arrangements for identification and isolation of intergovernmental transactions and balances are established and implemented; and
- Technical capacity for preparation of all-of-government consolidated financial statements using the cash-basis IPSAS financial statements is established and implemented as a final step.

In the second phase, processes would develop arrangements for accrual-based accounting and reporting. This would seek to ensure:

- Establishment and implementation of arrangements for identifying and recording payables and receivables at all reporting entities;
- Technical capacity for preparation of all-of-government consolidated financial statements using the modified cash-basis IPSAS financial statements is established and implemented;
- Establishment and implementation of arrangements for identifying and recording inventories and property, plant and equipment at all reporting entities;
- Technical capacity for preparation of all-of-government consolidated financial statements using the accrual-basis IPSAS financial statements are established and implemented.

The first phase of activities is expected to complete by December 31, 2018 and the second one by December 31, 2019.3

1.4.Accounting and Financial Reporting by State-Owned Enterprises

This subcomponent supports implementation of requirements of the 2011 Accounting Law requirement for all Public Interest Entities, including all major State-Owned Enterprises, to apply International Financial Reporting Standards (IFRS). The project supports knowledge and capacity building in two ways: strengthening the regulator, the Ministry of Finance (Department of Accounting Methodology and Department of SOE Supervision); and by assisting up to three SOE transition to the IFRS.

The mission was pleased with notable progress towards determining the selection criteria for priority SOEs to be supported, with preference for medium sized, high visibility entities. The main activities to be supported comprise:

- Advisory services and training to support the Ministry of Finance's regulatory function including the development of typical accounting policies, model chart of accounts, accounting manuals for SOEs and revision of reporting templates and analysis of the software requirements for processing and analysis of SOE financial statements by the Ministry of Finance. *The process of hiring a consultant to provide technical advisory support had been completed.*
- Training, by the Ministry of Finance Training Center, on IFRS and proposed accounting policies for key accounting and financial reporting personnel of SOEs, Government officers and non-financial managers, to raise awareness of the importance of correct and transparent financial information to public finance and proper governance standards and develop capacity to use financial statements to inform decision making. *The process of hiring a consultant to provide technical advisory support had been completed.*
- Assistance on translation and adoption of IFAC/IAASB ISA's into Tajik legislation, followed by respective training by the Ministry of Finance Training Center and external providers such as the Public Institute of Professional Accountants and Auditors of the Republic of Tajikistan under contract. *Terms of reference for this activity had been reviewed by the Bank and clearances provided, subject to recommended revisions.*

At the mission's inception meeting, the First Deputy Minister of Finance, Mr. Karimzoda Jamshed, requested additional World Bank assistance in strengthening the capacity for financial reporting of SOEs to achieve greater coverage of IFRS adoption and improved integrity of financial reporting. He emphasized the significant role played by SOEs in the economy of the country, in terms of market share, employment, and as a source of fiscal risks, and the importance of this component of the project in contributing to fiscal performance. In response, the mission proposes pursuing the following approaches:

- In addition to the three SOEs to be supported in full adoption and application of IFRS, three other entities that the Bank was assisting would be included in the scope of MoF's financial reporting and compliance monitoring. These were: (i) Open Joint Stock Holding Company Barqi Tojik – the national energy utility; (ii) SUE Dushanbevodokanal – the Dushanbe Municipality water and sewerage utility; and (iii) SUE Khojagii Manziliyu-Kommunali – the national rural water utility.
- The Bank would explore opportunities to provide additional assistance to supplement project activities, with the objective of increasing capacity of SOEs' financial reporting and monitoring capacity focusing on the 24 largest SOEs and the MoF oversight function.

4.3. Development of Human Resource Management System. This activity, which is linked to Component 1, consists of two tasks: the upgrading of

the secondary legislation; development of a TRMIS payroll module.

The terms of reference and the invitation for expression of interests for development of a solution for an upgraded, but still basic, Personnel Register and Payroll (further HRMIS), to be linked with MOF TMIS system, have been prepared and Bank's no objection issued. The bidding documents for a firm to provide an HRMIS solution shall be submitted to the Bank for No Objection in October. It is anticipated that this procurement will result in the delivery of the Government of Tajikistan HRMIS system by mid-2019 with full deployment in 2020. The equipment required to run the system will be acquired in a separate procurement closer to the time of deployment – this will ensure that the equipment specifications are current with what is offered in the market and will benefit from current pricing for the equipment.

The Ministry of Finance and its Information Technology Center will take the lead in implementing the HRMIS and will engage the Civil Service Agency (CSA) for a review of business processes related to appointment, registration of personnel data, promotion, leave management, attendance record, and salary calculation. If needed, additional IT specialists can be hired to support the system implementation and future maintenance. The transfer of personnel data for some 19,000 civil servants from the existing Register to the new system was discussed. Presently the personnel data for only 40 percent of civil servants has been entered the existing system; explained by inefficient enforcement at the local level. The Bank team requested that CSA develop a plan and monitor data entry to facilitate the population of the new HRMIS and thus enable salaries to be administered automatically through the system. The CSA and MOF shall resolve the issue on acquisition of secure tokens to sign up to the Register, as well as provide user training, as required.

An important issue impacting the use of the current web-based civil service register is access to internet. The Ministry of Finance has resolved the connectivity issue with its Financial Departments in localities, including even satellite connection in three high mountainous regions. The CSA and MOF shall jointly consider and find a solution for HR managers being able to have an access to the register through the MOF's communication channel. Currently, the civil service operates in 52 central, 72 local administrations and 428 jamoats. Completion of the populating of the civil service registry will require each of these entities to possess a token, communication channel, as well as user training, and call center support. The Bank team asked the Project Manager to address these issues together with CSA management.

Presently, civil service employment statistics are collected manually on a quarterly level. The absence of a complete data base on civil service employment makes civil service oversight inefficient. It also impacts the correctness of wage bill administration. Also, it makes it difficult to design and implement gender-sensitive policies aimed at increasing the share of women in the civil service.

The CSA has established a technical group to revise three regulation on civil service related to competitive selection, rotation of high-level civil servants and performance evaluation (with reference to performance incentives). An international consultant to support the work of the working group has been selected and the first data gathering visit has been completed. Presently, the regulations that are in force are not fully implemented, which calls for a revision and amendments, or designing enforcement mechanisms. To gain awareness of how other countries address similar issues, the CSA completed study visits to Finland and Estonia.

Component 2. Improving e-Procurement system and infrastructure

2.1. Legislative and Regulatory Framework.

The new Public Procurement Law (PPL) continues to be under internal government review. The mission expressed concerns with the delayed review process and departure from the earlier agreed schedule according to which the draft PPL should have been already submitted to the Government for endorsement. Currently the SAPP is aimed to finalize the draft PPL (by November 2017); complete internal discussion with the ministries (by December 2017); submit to the Government for discussion and endorsement (by January 2018); submit to the Parliament (1st quarter 2018) with following approval by the Parliament (by June 2018).

SAPP has decided to start work on review and development of a comprehensive package of by-laws and regulations in parallel to the finalization of the Public Procurement Law. Selection process for International legal consultant to support the PPA in preparation of secondary legislation and regulations, development of manuals for procurement procedures and contract management, and update/preparation of Standard Bidding Documents for different procurement categories has been completed and the contract will be signed by October 5, 2017.

2.2. Capacity Building for the State Agency for Public Procurement.

Discussion of activities aimed at capacity building of the SAPP revealed the necessity to focus on e-procurement users' certification and, in the first turn, on training and certification program for the SAPP staff and procurement officers from the key procuring entities. Capacity building approach shall be based on combination of e-learning and face-to-face trainings. For that International consultant should be hired to assess the SAPP training needs, develop curriculum, develop testing tools and assist the SAPP to launch the e-procurement users' certification process.

2.3. Development of E-Procurement System.

The mission conducted extensive technical discussions with the SAPP on design of the sub-component. The main agreements reached during the discussions were to revisit the design in order to get the best benefit from the project and ensure comprehensiveness of the e-procurement system.

- *Conceptual aspects of e-Procurement system.* Three ways forward with the e-Procurement system as proposed by the SAPP were discussed: i) enhance the e-procurement system developed under the ongoing IDF Grant that supplements the project; ii) purchase a Commercially Off-the-self e-procurement system in line with the FMIS system; and (iii) build an e-Procurement system from scratch. The Bank has supported the option (i) to

enhance the IDF e-procurement system, as the main stakeholders will have been trained and the system will be up and running quickly. There is nvo need to stop the momentum with another change in systems.

• *Development of e-procurement business model.* SAPP will have to develop a business model. This could be done through hiring of International consultant to support development of the procurement strategy, identification of needs in resources, workforce, support, reporting, operational maintenance, training plan and roll out and communications. The business model can be updated with grow of the e-procurement systems.

• *Establishing Help Desk/Call Center.* The activity would support functioning of e-Procurement system to be launched in January 2018 and implementation of the new Public Procurement Law. It provides for hiring of local consultants and acquisition of equipment (hardware and call center software and phones). The SAPP plans to put Help Desk/Call Center in place by November 30, 2017, upon completion of a pilot phase under the IDF contract.

• *Enhancements to e-procurement system.* An International e-procurement consultant will l be hired to help the SAPP to create the TOR (functional and technical specifications) for the enhancement of the e-procurement system, including: e-reverse auction; framework agreements; catalogues; online complaints handling; contract management; procurement cycle with integration with Treasury systems; and development of estimated costs for the enhancements. Since development of the e-Procurement system needs to be aligned with the requirements of the new PPL this activity is planned for the first quarter of 2018 when adoption of the PPL is expected.

• *E-Learning Platform.* To sustain capacity building program in the country a full-fledged e-learning platform (preferably in local language) based on the local laws and local e-procurement system shall be created. The existing e-certification module to assess the knowledge of the current PPL and to certify as a Procurement Specialist may be used as a basis. To upgrade the existing module hiring of a consulting firm shall be initiated promptly to be in line with the launch of e- Procurement system.

• *Procurement Indicators.* Development of a performance management framework for the public procurement system provides for building a set of e-procurement adoption indicators and e-procurement public performance indicators. Data generated by the e-Procurement system will be used to monitor and report on various performance dimensions of the public procurement system. Hiring of an International procurement consultant shall be started in January 2018 to have him in place by the end of the first quarter of 2018.

Component 3. Strengthening External Audit

This component supports the institutional development of the Chamber of Accounts towards achieving institutional capacity and capability to apply auditing methodologies promulgated by the International Organization of Supreme Audit Institutions (INTOSAI). Its two subcomponents support: organizational development of the Chamber of Accounts, including establishing a governance and management framework that conforms to INTOSAI standards and practices; and development of professional auditing capacity including updating operational manuals and practice guidelines to reflect generally accepted auditing standards, including acquisition and customization of software for computer assisted audit techniques, work planning, tracking of progress against audit recommendations, report databases and a web-portal to facilitate public disclosure.

The mission was pleased with commendable progress had been made towards finalizing contracting of an international firm to provide required technical assistance. Technical and financial proposals had been received from four firms and evaluations completed. It is expected that the firm to be appointed will support the CoA towards implementing a comprehensive capacity building roadmap. The technical evaluation report has since been submitted to the Bank for review and clearance to proceed.

Component 4. Managing Public Administration

4.1. Strengthening Strategic Planning Function.

The selection of a consulting firm under the QCBS procurement process has been delayed over 90 days since July 6. There is a risk that unless the bid validity is extended, the procurement process may be declared void. The Department of Strategic Planning and Reforms (DSPR) of the Executive Office of the President (EOP) has conducted technical evaluation of proposals for Strengthening Strategic Planning consultancy assignment over the summer and screened the firms for security purposes, as if selected, they would have an access to sensitive government information during the implementation of the assignment. The internal EOP approval procedures are also contributing to the delays. The DSPR has requested the Bank to make an exception and give no objection to extension of the procurement process so as to finalize the selection. The Bank team consulted the procurement specialist and discussed the case with the Project Manager. The Bank advised the Project Manager in writing (on October 3) that they should submit a formal motivated request for no objection to the extension of the procurement process before the expiration of deadline on October 6. Finally, the Bank provided No Objection for extension of procurement deadline till the end October.

The mission discussed with the Deputy Ministry of Economic Development and Trade (MEDT) the future delineation of roles and responsibilities on strategic and medium-term socio-economic forecasting, strategic planning and monitoring of program results between the MEDT and the EOP. An agreement was reached with MEDT leadership that they will cooperate with the consulting firm (when selected) to develop an optimal institutional structure that supports efficient mutual cooperation and avoid duplication.

4.2. Development and Implementation of E-Government Roadmap.

Procurements have been completed that **acquired the services of an international consultant and two local consultants to undertake the following:**

• A review of the existing e-government initiatives, the legal authorities supporting or limiting the expansion of e-government initiatives and develop a

roadmap for e-government over the next five years.
- A review of intra and interagency electronic documents circulation in the Executive Office of the President of RT and the development of bidding document to establish the portal of e-public services along with the requirements to establish intra and interagency electronic documents circulation and participate in the evaluation of the bids received under these procurements.

It is expected that the roadmap and e-document exchange reports will be available by December 2017. Once these reports have been internally reviewed and accepted, the consults will produce the specifications for procurement of e-document software and associated hardware to be implemented by the end of 2018.

An e-government portal is being proposed that will bring 5 services under it. The selected services will be currently available from those Ministries that are currently presenting an internet presence (e.g., Ministry of Finance, Tax Committee, Ministry of Foreign Affairs – for e-visa). This will allow the e-government portal to lever existing services to tune its service offerings and ensure that it is functioning effectively as a "flow-through" or central access point to the operational systems that the Ministries maintain.

[1] **PFMMPII/ICB-5/2015 -** The development, testing, training and introduction of the payment management module, cash and liabilities management module and other as well as their implementation in the existing public financial management information system merged with **PFMMPII/QCBS-1/2015** Overview of PFM additional processes and preparation of functional specifications for 3 modules of PFMIS

Risks

Systematic Operations Risk-rating Tool

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

Results

Project Development Objective Indicators

▶ Improved effectiveness of public expenditure measured by the increased alighnment of expenditure with policy priorities (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	10.00	16.00	75.00

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▶ Improved control of public expenditure measured by the stock of expenditure payment arrears (in percent of total expenditure by period) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	13.00	11.00	2.00
Date	01-Jan-2013	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Improved accountability of public expenditure measured by the quality of annual financial reports (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	12.00
Date	01-Jan-2013	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Improved accountability of public expenditures measured by the quality of financial audit (PI-26i) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	50.00	50.00	75.00
Date	01-Jan-2013	11-May-2017	06-Nov-2017	30-Jun-2021

Overall Comments

Intermediate Results Indicators

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▶ Beneficiaries satisfied with systems and procedures implemented by the project, as measured by user satisfaction surveys (percent of users surveyed) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	60.00
Date	01-Sep-2015	11-May-2017	06-Nov-2017	30-Jun-2021

◢ Percent of women beneficiaries satisfied with systems and procedures implemented by the project, as measured by user satisfaction surveys (Percentage, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	01-Sep-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Additional functionalities (modules) of TFMIS (commitment control, cash management, payment order processing, assets management andpayroll management) installed and operational (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.25	2.00	5.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Timeliness of annual financial reports (PI-25ii) (Months, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	9.00	9.00	9.00	6.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Key procurement information is made available to the public in a timely manner through appropriate means (PI-19iii) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	10.00	21.00	22.00	100.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Total value of contracts that were awarded through an open and competitive process (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	85.00	98.00	100.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Evidence of follow up on audit recommendations (in percent of audit recommendations) (PI-26iii) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	25.00	25.00	80.00
Date	01-Jul-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▶ Coverage of external audit (in percent of total expenditure) (PI-26i) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	50.00	50.00	75.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

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▸ Timeliness of changes to personnel records and the payroll (months) (PI-18ii) (Months, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	4.00	4.00	4.00	0.00
Date	01-Jan-2013	01-Nov-2016	06-Nov-2017	30-Jun-2021

▸ The number of services available through e-Governance system (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Jan-2015	11-May-2017	06-Nov-2017	30-Jun-2021

▸ Project supported NGO publishing reports on feedback received and how this feedback has been used. (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	01-Sep-2015	11-May-2017	11-May-2017	30-Jun-2021

Overall Comments

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P150381	IDA-56310	Effective	USD	5.50	5.50	0.00	0.00	5.65	0%
P150381	IDA-D0550	Effective	USD	4.50	4.50	0.00	1.31	3.14	29%

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P150381	TF-A1735	Effective	USD	9.77	9.77	0.00	1.34	8.43		14%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P150381	IDA-56310	Effective	01-Jun-2015	17-Feb-2016	10-May-2016	30-Jun-2021	30-Jun-2021
P150381	IDA-D0550	Effective	01-Jun-2015	17-Feb-2016	10-May-2016	30-Jun-2021	30-Jun-2021
P150381	TF-A1735	Effective	17-Feb-2016	17-Feb-2016	10-May-2016	30-Jun-2021	30-Jun-2021

Cumulative Disbursements
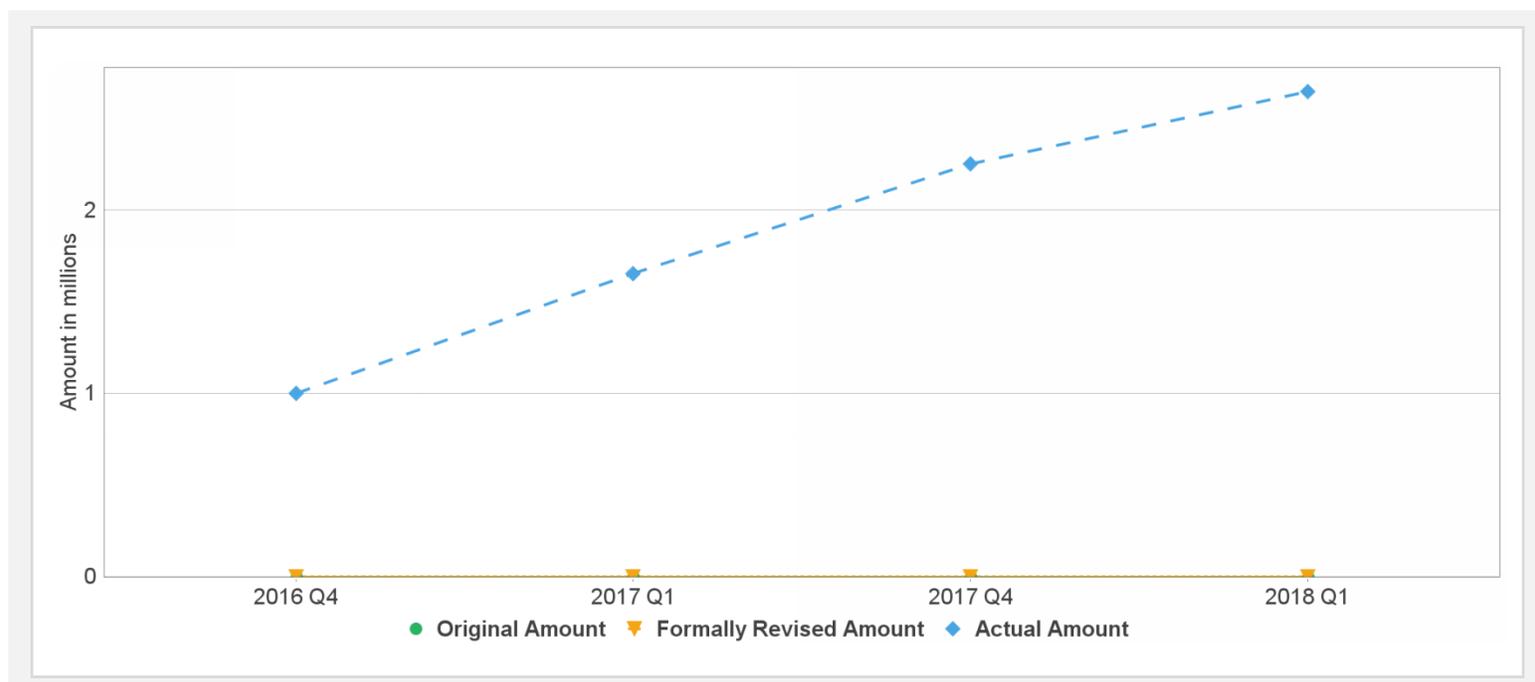
Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.