



## MG-Electricity Sec Operations &amp; Governance Improvement Project(ESOGIP) (P151785)

AFRICA EAST | Madagascar | Energy & Extractives Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2016 | Seq No: 11 | ARCHIVED on 20-Aug-2021 | ISR45877 |

Implementing Agencies: JIRAMA, Ministry of Water Energy and Hydrocarbons, Ministry of Economy and Finance

**Key Dates****Key Project Dates**

Bank Approval Date: 22-Mar-2016

Effectiveness Date: 24-Aug-2016

Planned Mid Term Review Date: 31-Dec-2021

Actual Mid-Term Review Date:

Original Closing Date: 30-Jun-2020

Revised Closing Date: 31-Dec-2021

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

The Project Development Objective is to improve the operational performance of the national electricity utility (JIRAMA) and improve the reliability of electricity supply in the project area and, in the event of an eligible crisis or emergency, to provide immediate and effective response to said eligible crisis or emergency.

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

No

**Components Table**

Name

Improving electricity sector planning and financial sustainability:(Cost \$5.98 M)  
Strengthening operational performance and governance of JIRAMA:(Cost \$17.56 M)  
Investing in enhanced reliability of electricity:(Cost \$78.12 M)  
Project management:(Cost \$3.34 M)  
Immediate Response Mechanism

**Overall Ratings**

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> High	<input type="checkbox"/> High

**Implementation Status and Key Decisions**

Overall, the project is progressing well. However, the COVID-19 pandemic has had an impact on the implementation progress as some activities have been delayed due to constraints posed to contractors, consultants and the project team. The Bank is working with JIRAMA to mitigate the delays. The Project Development Objective remains relevant and the project is in progress of achieving it in a satisfactory manner



**Risks**

**Systematic Operations Risk-rating Tool**

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

**Results**

**PDO Indicators by Objectives / Outcomes**

Reliability of electricity supply in the project area improved				
▶ Total electricity losses per year in the project area (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	35.00	27.00	25.00	24.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Aug-2021
▶ Interruptions in electricity service per year in the project area (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	870.00	600.00	600.00	450.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Aug-2021



▶ Direct project beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	300,000.00	300,000.00	350,000.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Aug-2021
□ Female beneficiaries (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	50.00	50.00	50.00

**Intermediate Results Indicators by Components**

Improving electricity sector planning and financial sustainability				
▶ Completion of key studies: Least Cost Power Development Plan (LCPDP), Tariff Study (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	yes	yes	LCPDP and Tariff Studies completed and published
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	30-Jun-2020
▶ Percentage of total sales (kWh) covered by the Revenue Protection Program (RPP). (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	40.00	40.00	40.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
▶ Competitive Bidding process for the development of one priority small hydro site launched (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	1.00	1.00
Date	09-Mar-2018	31-Dec-2020	02-Aug-2021	31-Dec-2021
Strengthening operational performance and governance of JIRAMA				
▶ Percentage of technical positions held by females that report directly to Directors in JIRAMA (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	5%	0%	20%	Increased by 15%
Date	23-Mar-2018	31-Dec-2020	02-Aug-2021	31-Dec-2021
► JIRAMA customer satisfaction survey undertaken in project area and report on customer feedback and how it was addressed by JIRAMA (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No survey	Customer Satisfaction Baseline survey completed	Customer Satisfaction Baseline survey completed	Customer satisfaction survey administered by JIRAMA
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
Comments:	<ol style="list-style-type: none"> <li>1. First study completed and published in June 2018</li> <li>2. Second study completed June 2020 - Pending implementation of recommendations</li> </ol>			
► Installation of Management Information System (MIS) at JIRAMA, and populated with data (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes. The installation of the MIS is completed in Tana. The deployment in secondary cities has started.	Yes. The installation of the MIS is completed in Tana. The deployment in secondary cities has started.	MIS functioning and used for sector monitoring and reporting
Date	30-Nov-2015	30-Jun-2020	02-Aug-2021	30-Jun-2020
► JIRAMA's Management Improvement Plan (MIP) completed and key management positions recruited (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	MIP adopted by Government, key management positions advertised	MIP adopted by Government and New organizational chart for JIRAMA adopted by its Board of Directors. DG, DGA, and 05 Principal Directors were removed. New DG, COO and CFO have been appointed . Waiting for the appointment of new Directors.	MIP adopted by Government and New organizational chart for JIRAMA adopted by its Board of Directors. DG, DGA, and 05 Principal Directors were removed. New DG, COO and CFO have been appointed . Waiting for the appointment of new Directors.	JIRAMA business plan published, Director-level and above competitively recruited
Date	30-Nov-2015	30-Jun-2020	02-Aug-2021	30-Jun-2020
► Public availability of customer satisfaction survey (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	26-Mar-2018	31-Dec-2020	02-Aug-2021	31-Dec-2021



Investing in enhanced reliability of electricity				
<b>▶ Dispatching Center and Distribution Control Center constructed and commissioned (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	09-Mar-2018	31-Dec-2020	02-Aug-2021	31-Dec-2021
<b>▶ Transmission lines constructed or rehabilitated under the project (Kilometers, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	134.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
<input type="checkbox"/> Transmission lines constructed under the project (Kilometers, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	34.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
<input type="checkbox"/> Transmission lines rehabilitated under the project (Kilometers, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	100.00
Date	09-Mar-2018	31-Dec-2020	02-Aug-2021	31-Dec-2021
<b>▶ Distribution lines constructed or rehabilitated under the project (Kilometers, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	126.00	220.00	300.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
<input type="checkbox"/> Distribution lines constructed under the project (Kilometers, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	95.00	145.00	165.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021
<input type="checkbox"/> Distribution lines rehabilitated under the project (Kilometers, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	31.00	95.00	135.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021

#### Contingent Emergency Response



► Time taken for first disbursement of funds requested by Government for an eligible emergency or crisis (Weeks, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	8.00
Date	30-Nov-2015	31-Dec-2020	02-Aug-2021	31-Dec-2021

### Performance-Based Conditions

#### Data on Financial Performance

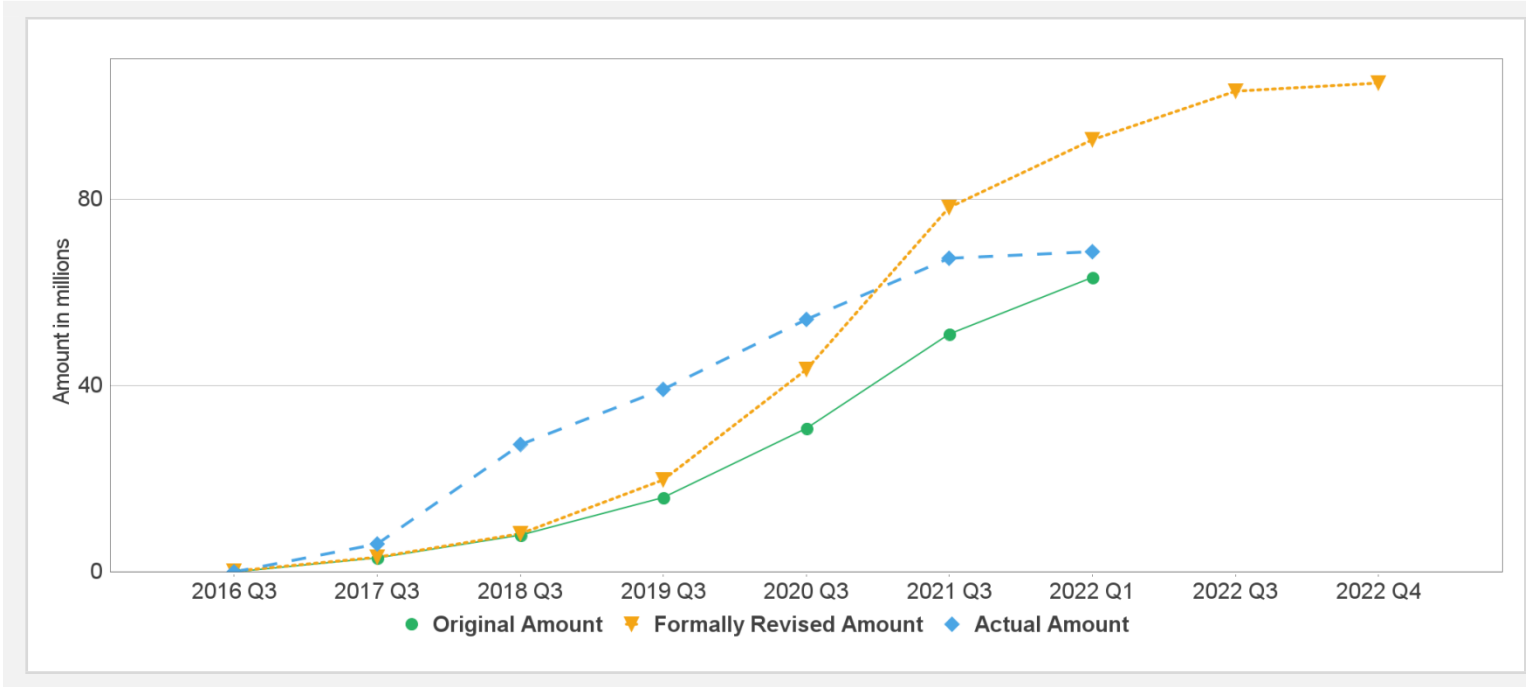
##### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P151785	IDA-57730	Effective	USD	65.00	65.00	0.00	53.95	12.07	 82%
P151785	IDA-62800	Effective	USD	40.00	40.00	0.00	14.73	24.88	 37%

##### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P151785	IDA-57730	Effective	22-Mar-2016	08-Apr-2016	24-Aug-2016	30-Jun-2020	31-Dec-2021
P151785	IDA-62800	Effective	14-Jun-2018	05-Oct-2018	29-Apr-2019	31-Dec-2021	31-Dec-2021

### Cumulative Disbursements



**PBC Disbursement**

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC

**Restructuring History**

There has been no restructuring to date.

**Related Project(s)**

P164318-Madagascar Electricity Sector Operations and Governance Improvement Project - AF to ESOGIP