



1. Project Data:		Date Posted : 02/13/2003	
PROJ ID: P041971		Appraisal	Actual
Project Name: Tap li	Project Costs (US\$M)	58.2	na
Country: Haiti	Loan/Credit (US\$M)	12	0
Sector(s): Board: PS - Central government administration (100%)	Cofinancing (US\$M)	45.01	na
L/C Number: C2919; CP929			
	Board Approval (FY)		97
Partners involved : UNDP, CIDA, IDB, IMF, Japan, USAID	Closing Date	06/30/2002	06/30/1998
Prepared by : Alice C. Galenson			
Reviewed by : John R. Heath		Group Manager : Kyle Peters	Group: OEDCR
2. Project Objectives and Components			
a. Objectives			
The Second Technical Assistance Project (TAP2) aimed to (i) strengthen the government's capacity to design and implement policy reforms (to be supported by the Second Economic Recovery Credit, ERC 2) in the areas of public finance and privatization; and (ii) provide the analytical base for further structural adjustment measures, particularly public sector modernization.			
b. Components			
<i>Public finance:</i> strengthening of property tax system and administration, and creation of a land registry; design and implementation of an integrated financial management system, reform of expenditure management and accounting, reform of auditing practices and legislation, strengthening of debt and asset management, and training; civil service census, implementation of a human resources information system, and training for staff involved in managing human resources. <i>Private sector development.</i> establishment and operation of a technical secretariat to oversee private sector participation, formulation and execution of a public information campaign, and implementation of legal and regulatory reforms. <i>Public sector modernization:</i> preparation of a public sector modernization action plan, training, and service delivery survey to establish benchmarks for performance of public sector agencies. <i>Implementation:</i> support to the programming and planning unit in the Ministry of Finance.			
c. Comments on Project Cost, Financing and Dates			
TAP2 was approved by the Board in September 1996, but was never ratified by Parliament; it therefore never became effective and was cancelled at the end of FY 98.			
3. Achievement of Relevant Objectives:			
Political fragmentation and a loss of support from the government for both ERC 2 and TAP2 (particularly for the privatization component), led to the cancellation of ERC 2 before Board presentation, and eventual cancellation of TAP2, in the absence of a functioning Parliament to ratify it. Although the project never became effective, the PPFs did contribute to an employment generation component, which became a self-standing project, and to public expenditure management through a Bank-managed USAID grant.			
4. Significant Outcomes/Impacts:			
None.			
5. Significant Shortcomings (including non-compliance with safeguard policies):			
The project never became effective.			

6. Ratings:	ICR	OED Review	Reason for Disagreement /Comments
Outcome:	Not Rated	Not Rated	
Institutional Dev.:	Not Rated	Not Rated	
Sustainability:	Not Rated	Not Applicable	
Bank Performance:	Not Rated	Satisfactory	This project was the only TA project

			prepared during the 1994-97 period that attempted to improve the accountability and transparency of governance in Haiti on an appropriate scale.
Borrower Perf .:	Not Rated	Highly Unsatisfactory	The borrower failed to maintain government and popular support for the project, and there was no functioning Parliament to ratify it.
Quality of ICR .:		Satisfactory	

NOTE: ICR rating values flagged with '*' don't comply with OP/BP 13.55, but are listed for completeness.

7. Lessons of Broad Applicability:

The Bank cannot implement projects in a situation of political fragmentation, corruption, and lack of ownership of proposed reforms from both the government and civil society . Along with other donors, the Bank should first work to strengthen the country's governing system, including a dialogue with civil society; without improvements in these areas, no project can be implemented satisfactorily .

8. Assessment Recommended? Yes No

9. Comments on Quality of ICR:

The PCN is of satisfactory quality .