



RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF THE
RIO GRANDE DO NORTE: REGIONAL DEVELOPMENT AND GOVERNANCE PROJECT
APPROVED ON JUNE 25, 2013
TO THE
SECRETARIAT OF PLANNING AND FINANCE
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Agriculture Global Practice

Latin America and Caribbean Region

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ABBREVIATIONS AND ACRONYMS

ATER	Technical Assistance and Rural Extension
CAPAG	Capacity to Pay (<i>Capacidade de Pagamento</i>)
COFIEX	Financing Committee of the Ministry of Economy (<i>Comissao de Financiamento Externo External</i>)
FPO	Family Producer Organization
GRM	Grievance Response Mechanism
PDO	Project Development Objective
PGFN	General Attorney of the Ministry of Economy (<i>Procuradoria Geral da Fazenda Nacional</i>)
RAP	Resettlement Action Plan
RF	Results Framework
RN	State of Rio Grande do Norte
SEEC	State Secretariat for Education and Culture (<i>Secretaria Estadual da Educacao e da Cultura</i>)
SEPLAN	State Secretariat of Planning (<i>Secretaria Estadual de Planejamento</i>)
SIGEF	Integrated System for Fiscal Planning and Management (<i>Sistema Integrado de Planejamento e Gestao Fiscal</i>)



BASIC DATA

Product Information

Project ID P126452	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 25-Jun-2013	Current Closing Date 31-May-2019

Organizations

Borrower Secretariat of Planning and Finance	Responsible Agency Project Management Unit
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Project Development Objective (PDO)

Original PDO

The objective of the Project is to support the Borrower’s efforts to: (i) increase food security, access to productive infrastructure and markets for family agriculture; (ii) improve the quality of, and access to, health, education and public security services; and (iii) improve systems for public expenditure, human resource and physical asset management in the context of a results-based management approach.

Summary Status of Financing

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IBRD-82760	25-Jun-2013	04-Oct-2013	29-Oct-2013	31-May-2019	360.00	195.33	164.67

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No



I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

1. The purpose of this restructuring is to formally revise the closing date, the allocation of loan resources among categories of expenditure, and the Results Framework for the multi-sector Rio Grande do Norte: Regional Development and Governance Project (P120139, Loan 8276). The over-riding goal is to complete all planned and ongoing project activities and achieve the PDO.
2. The original Loan of US\$360 million was approved on June 25, 2013, became effective on October 29, 2013, and is scheduled to close on May 31, 2019. The total project cost is US\$400 million, to be executed over a five-year period. The Project Development Objective (PDO) is to “support the Borrower’s efforts to: (i) increase the food security, access to productive infrastructure and markets for family agriculture; (ii) improve the quality of, and access to, health, education and public security services; and, (iii) improve systems for public expenditure, human resource and physical asset management in the context of a results-based management approach.” A first, Level 2 restructuring effective June 1, 2017 revised the disbursement estimates and the Results Framework.
3. **Disbursement:** To date disbursements stand at US\$195.3 million, 54% of the US\$360.00 million Loan. The undisbursed balance of US\$164.6 million has been 100% committed or firmly scheduled. Both the IP and Development Objective (DO) ratings remain **Moderately Satisfactory**.
4. Factors affecting project implementation: These have, over time, included:
 - (a) coordination difficulties and capacity constraints, given the project’s multi-sector design and complexity (involving nine state secretariats and departments);
 - (b) lack of an integrated “vision” of project activities, delayed identification of problems leading to the need to re-execute works, as well as bureaucracy and high transaction costs;
 - (c) over-estimated disbursement projections which did not account for the time needed for lower-cost foundational (soft) activities in the pre-investment phase, e.g., structuring and strengthening responsible sector teams, complex investment planning and procurement;
 - (d) the national and sub-national elections, all of which diverted the attention of state leaders and involved secretariats from the project and, in the post-electoral period, turnover of secretariat leadership and technical teams, which affected the pace of project implementation; and,
 - (e) the financial crisis affecting the State’s ability to allocate adequate funds to project activities, complicated by the continuous devaluation of the Brazilian Real in relation to the US Dollar.
5. **Implementation progress:** Based on a Bank supervision mission in April 2019, implementation progress (IP) of the project’s three components has advanced since the Mid-term Review based on SEPLAN’s adoption of a series of practices and mechanisms to accelerate project execution. Inter alia, SEPLAN ranked all investments by priority and eliminated non-essential, low impact activities, thereby ensuring close alignment of activities with the PDO. SEPLAN also established realistic physical and financial targets, which are being monitored closely. The proposed reallocation of resources between categories of expenditure, as well as the change in the Results Framework and Monitoring Matrix, were based on this analysis.
6. The project has progressed rapidly in the past year with many more works finalized, under execution, or in the final stages of procurement processing. As a result, Implementation Progress (IP) is currently rated **Moderately Satisfactory**, based on the following status of each component/subcomponent:

Component 1: Sustainable Regional Development



7. *1.1 Strategic Investments and Local Governance Strengthening:* Overall progress is rated **Satisfactory**. Work started last year under seven contracts and good progress has been made. One of the seven contracts was procured but is now being revised to make needed technical adjustments. Works under this contract are scheduled to start by June 2019. All seven works will be finalized by November 2019.

8. *1.2 Productive, Social and Environmental Subprojects:* Overall progress is rated **Moderately Satisfactory**. A total of 325 subproject investments are benefiting 10.5 thousand Family Producer Organizations (FPO). Completed pilot irrigated fruticulture subprojects are generating strong producer buy-in and would benefit from more technical assistance and extension support. Following Bank recommendations, attention is being focused on: marketing and brand identity for project-supported products, improving ATER (Technical Assistance and Rural Extension) services for beneficiaries through closer analysis of supplier quality and beneficiaries' capacity to manage and monitor ATER provision, and strengthening the PMU's capacity to ensure ATER quality.

Component 2: Improving Public Services

9. *2.1 Health:* Overall progress is rated **Moderately Satisfactory**: (i) all works associated with emergency services infrastructure in seven hospitals, the women's hospital, and 21 laboratories and maternity units are either concluded or under implementation; (ii) work on the women's hospital in Mossoro is progressing and is expected to be finished by June 2020; (iii) the two Oncology Reference Centers are almost finished and are expected to be operational by the end of 2019. Both of the Oncology Reference Centers will be managed, staffed, operated, and maintained by the beneficiary municipalities. Lack of working capital for the Oncology Centers is however a pressing issue, implying additional costs for the system. Various options for the management and operation of the two Oncology Reference Centers are under urgent review; and, (iv) the Anatomy-Histopathology Laboratory is expected to be concluded by the end of 2019. Procurement has been generally smooth, and all project-supported health facilities will have adequate infrastructure for full operations.

10. *2.2 Education:* Overall progress is rated **Satisfactory**: (i) eight of 10 major "soft" activities associated with this sub-component have been executed or are near conclusion. The main issue is their sustainability and continuity; (ii) progress on physical construction, renovation, and expansion of urban and rural schools is satisfactory, with Bank oversight of technical specifications/quality and procurement; (iii) the youth and adult literacy program is making progress and literacy classes have started in 29 municipalities; (iv) the Bank is working with SEEC to ensure technical support for monitoring and impact evaluation of education activities; and, (v) the information technology laboratories to develop teaching strategies are making adequate progress. It was agreed that the emphasis needs to be on teaching, evaluation of learning, and development of adaptive learning software.

Component 3: Public Sector Management

11. *3.1 Integrated and Results-Oriented Planning, Budgeting and Finance Management:* Overall progress is rated **Satisfactory**. The SIGEF (Integrated System for Fiscal Planning and Management) was finalized as planned in November 2018. SEPLAN has already met all the agreed targets in the two areas being targeted (contracts and processes). It is currently in the final evaluation stage of the 2018 contracts. SEPLAN proposes to use the State's Multi-Year Development Plan (PPA) construction process to ensure that upcoming management contracts with individual Secretariats are closely linked to the PPA, and that the contracts in question have a four-year duration with annual monitoring. This reflects the World Bank's recommendation that the implementation of the redesigned processes be embodied in management contracts to ensure that they are implemented.



12. **3.2 Modernization of State Institutions and Administrative Systems:** Overall progress is rated **Moderately Satisfactory**. Some 3,700 state employees have received training, accounting for 74% of the target; mapping of administrative micro-processes is complete and 56% implemented, and SEPLAN is establishing the institutional structure to continue this work; and, the Government has contracted the first-level results work (nine agreements covering 100% of state institutions). Implementation of the proposal is being revised by the State Government to adapt to the current fiscal and civil service staffing situation.
13. **3.3 Efficient Human Resources and Assets Management.** Overall progress is rated **Moderately Unsatisfactory:** (i) contracting of key consultancies is in progress including for assets management/registration; (ii) the Human Resources (HR) consultancy is underway with the Government still needing to define how recommended reforms would be implemented given its lack of personnel. The Bank advised the State that it would need to assume financial responsibility for implementing HR reforms if this effort extends beyond the project closing date; and, (iii) implementation of the State Procurement System is delayed by lack of a support team. There are also concerns about the viability of centralizing state procurement in one system, and there is a high risk of the system becoming obsolete. The State has no procurement policy, nor the legal and institutional arrangements to support one. Concerning the HR system, the Secretariat will negotiate with the company that owns the system to assess the possibility of implementing new modules in the system contracted by the state. In addition, the company undertaking the HR assessment will prepare the financial impact of the project and the law will be prepared by the State General Attorney (*Procuradoria Geral do Estado*, PGE).
14. **Fiscal diagnosis of the State:** The project-supported Fiscal Diagnosis of the State has been completed, and the National Treasury has prioritized the State of Rio Grande do Norte for fiscal adjustment. Initial findings show that the public payroll has increased sharply: while the number of active state workers is decreasing, average salaries have increased 5% per year in real terms. Furthermore, the State shows an exponential increase in expenditures for retired public employees, the numbers of which have doubled over the past five years. Thus, even though the state debt is low, the State has a primary structural deficit preventing it from securing federal guarantees for new investments (classified as *Capacidade de Pagamento* - CAPAG C). An action plan with policies, targets and indicators is under discussion with the State Government and Federal Treasury. The Bank will prepare an operation – with the Federal Government’s guarantee – to reverse this situation. The goal is to reclassify the State’s payment capacity from CAPAG C to B.
15. **Financial Management and Audit:** The most recent FM supervision rated the arrangements for financial management as Satisfactory. Minor deficiencies were identified, none of which was considered sufficient to compromise the provision of information needed for project FM monitoring, the adequate management of project financial resources, and project implementation. Corrective actions were agreed with the Borrower’s FM team. Fiduciary risk is rated Low.
16. The 2017 project audit report prepared by the *Tribunal de Contas/RN* was reviewed by the Bank. The audit was conducted under Bank-approved terms of reference, submitted to the Bank on time, and accorded with acceptable auditing standards. The audit showed an opinion of Qualified Exception. Issues raised in the Bank’s letter to the Borrower of December 21, 2018 are being resolved. Currently, there are no overdue audit reports.
17. **Procurement:** The most recent Procurement Post Review (April 2019) rated procurement performance as **Satisfactory**, having determined that procurement is being conducted in accordance with Bank procurement rules and procedures.
18. **Safeguards:** Environmental and social safeguards risk is rated **Moderate**. Four environmental managers were hired through the company supervising structural works, and overall environmental management has improved. With regard to social safeguards, some project activities require the acquisition of small areas of rural land, partially affecting landholdings through the establishment of rights of way without interfering in productive activities. In the case of road paving, some cases requiring resettlement were identified, and Resettlement Action Plans (RAP) were prepared.



19. The Secretariat of Education and Culture (SEEC) submitted a plan to accommodate students and ensure their safety during the execution of works in the 20 selected schools. Social safeguards support to the project-supported productive groups has been of high quality, focused on supporting beneficiaries among indigenous peoples and afro-descendant communities (quilombolas).

20. **Grievance Response Mechanism (GRM):** The project has a formal GRM in place. The GRM is widely accessible to project-affected people and is receiving and processing consultations/requests. The project has a website with an ombudsman tab (*Fale Conosco*), Twitter, Instagram, and Facebook pages accessible through internet and cell phones to receive complaints, comments, and other enquiries. Phone and email accounts are also publicly available. The project team disseminates this information during home/technical visits, social work, and training events. The project recorded 523 consultations – mostly on how to present proposals for project financing – through the *Fale Conosco* channel between 2013 and 2018.

II. DESCRIPTION OF PROPOSED CHANGES

21. **Extension of the closing date:** Approval for extending the closing date by 22 months to March 31, 2021 was obtained via COFLEX Resolution 01/0295 of October 31, 2018 and PGFN approval (*Parecer SEI 5/2019*).

22. **Reallocation of Loan Proceeds:** Some US\$56 million would be reallocated from Category 1 to Category 2, with the amounts allocated to each category of expenditure shown in Table 1 below and Section IV.

Disbursement Category	Original	Proposed Allocation	Change	Percentage to be Financed
(1) Goods, Works, Non-Consultant Services, and Consultant Services required to implement Subprojects	91,076,000	34,298,902	-62.7%	Up to 100% of amount disbursed for a Matching Grant
(2) Goods, Works, Non-Consultant Services, and Consultant Services required to implement the Project, except those covered by Category (1) above; and, Training and Operational Costs	268,024,000	324,801,097	+21.3%	100%
(3) Front-end Fee	900,000	900,000	--	--
TOTAL:	360,000,000	360,000,000	--	--

23. **Change in Component Cost.** In order to adjust to the current scenario and proposed new activities, the amounts allocated to each component will also be revised as follows:

Components	Original	Proposed
Component 1: Sustainable Regional Development	180.295.760	145.727.411
Component 2: Improving Public Services	116.936.063	132.140.701
Component 3: Public Sector Management	58.918.177	81.231.888
Front-End Fee	900.000	900.000
Total Amount	360.000.000	360.000.000



24. Approval for these changes was obtained via COFIEX Resolution 01/0295 of October 31, 2018, and PGFN (General Attorney of the Ministry of Economy) Legal Opinion SEI Nº 5/2019/COF/PGACFFS/PGFN-ME.

25. **Adjustments to the Results Framework (RF):** The Project Development Objective is considered achievable and remains unchanged. Revisions are proposed to both the Project Development and Intermediate Outcome Indicators with new indicators added, the wording of existing indicators clarified to more closely align with project objectives and activities financed, and targets re-set to increase relevance, realism, clarity, and/or measurability. The RF was previously revised by the first Level 2 restructuring, approved on June 1, 2017.

26. The PDO Indicators would be revised, as follows: (i) three new indicators will be added to report on the Food Security, Public Security and Improve systems for public expenditure and physical asset management elements of the project’s PDO: (a) number of people benefited by subprojects promoting food security; (b) percentage of people assisted locally (municipal level) by preventive public security activities financed by the project; and (c) Number of Systems improved and operational; and (ii) two indicators would be revised: (a) number of regional socio-economic infrastructure implemented will be increased; and (b) number of Direct Project Beneficiaries will be reduced, as this will only measure the Direct Beneficiaries of Part I of the PDO (increase access to productive infrastructure and markets for family agriculture).

I. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Components and Cost	✓	
Loan Closing Date(s)	✓	
Reallocation between Disbursement Categories	✓	
Disbursement Estimates	✓	
Implementation Schedule	✓	
Implementing Agency		✓



DDO Status		✓
Project's Development Objectives		✓
Cancellations Proposed		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)

COMPONENTS

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
Component 1: Sustainable Regional Development	180.30	Revised	Component 1: Sustainable Regional Development	145.73
Component 2: Improving Public Services	116.90	Revised	Component 2: Improving Public Services	132.14
Component 3: Public Sector Management	58.90	Revised	Component 3: Public Sector Management	81.23
TOTAL	356.10			359.10



LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IBRD-82760	Effective	31-May-2019		31-Mar-2021	31-Jul-2021

REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

	Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
				Current	Proposed
IBRD-82760-001 Currency: USD					
iLap Category Sequence No: 1		Current Expenditure Category: GO, CW, Non-CS, CS for Subprojects			
	91,076,000.00	34,298,902.39	34,298,902.39	100.00	100.00
iLap Category Sequence No: 2		Current Expenditure Category: GO, CW, CS, Non-CS, OP and TRG			
	268,024,000.00	118,617,203.76	324,801,097.61	100.00	100.00
Total	359,100,000.00	152,916,106.15	359,100,000.00		

DISBURSEMENT ESTIMATES

Change in Disbursement Estimates

Yes

Year	Current	Proposed
2013	0.00	0.00
2014	15,000,000.00	22,620,000.00
2015	30,000,000.00	7,076,000.00
2016	15,000,000.00	26,210,000.00
2017	38,700,000.00	27,910,000.00
2018	217,800,000.00	39,050,000.00
2019	43,500,000.00	124,490,000.00



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2020	0.00	108,100,000,000.00
2021	0.00	3,650,000.00



Results framework

COUNTRY: Brazil

Rio Grande do Norte: Regional Development and Governance

Project Development Objectives(s)

The objective of the Project is to support the Borrower’s efforts to: (i) increase food security, access to productive infrastructure and markets for family agriculture; (ii) improve the quality of, and access to, health, education and public security services; and (iii) improve systems for public expenditure, human resource and physical asset management in the context of a results-based management approach.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	End Target
Increase food security (Action: This Objective has been Revised)			
People benefited by subprojects promoting food security (Percentage)		0.00	50.00
Action: This indicator is New	Rationale: This is a new indicator, and the measurement is being done now; it will be reported in the second semester of 2019.		
Increase access to productive infrastructure and markets for family agriculture (Action: This Objective has been Revised)			
Regional socioeconomic infrastructure implemented (Number)		0.00	50.00
Productive Investments for market access with sanitary compliance (Number)		5.00	60.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Direct project beneficiaries (Number)		0.00	180,000.00
Action: This indicator has been Revised	Rationale:		



Indicator Name	DLI	Baseline	End Target
		<i>Number of Direct Project Beneficiaries will be reduced, as this will only measure the Direct Beneficiaries of Part I of the PDO (increase access to productive infrastructure and markets for family agriculture).</i>	
Female beneficiaries (Percentage)		0.00	50.00
<i>Action: This indicator has been Revised</i>		<i>Rationale: The percentage was reduced since this will only measure beneficiaries of the Part 1 of the PDO (increase access to productive infrastructure and markets for family agriculture).</i>	
Improve the quality and access to health (Action: This Objective has been Revised)			
Increase the provision of health services related to prioritized health care networks at the regional level (maternal and infant, urgency and emergency, and oncological health care networks) (Percentage)		76.64	82.00
Improve the quality and access to education (Action: This Objective has been Revised)			
Decrease in dropout rates of the state's secondary schools benefiting from the project (Percentage)		12.30	8.00
Improve systems for public expenditure and physical asset management (Action: This Objective has been Revised)			
Systems improved and operational (Number)		0.00	2.00
<i>Action: This indicator is New</i>			
Improve the quality of and access to public security services (Action: This Objective is New)			
People assisted locally (municipal level) by preventive public security activities financed by the project (Percentage)		0.00	65.00
<i>Action: This indicator is New</i>		<i>Rationale: This will be the ratio between the number of people being assisted by preventive security measures and the total number of people in the state.</i>	



Indicator Name	DLI	Baseline	End Target

Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	End Target
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Component 1: Sustainable Regional Development

Productive investments supported by the project adopting sustainable social, crop production, and/or environmental practices (Percentage)	0.00		50.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: The end target/date was updated.</i>		
Studies, diagnoses and strategic plans financed by the Project, linked to the regional development, completed and reflected in the investments of the Project and / or in the Multi-Year State Plan (Number)	0.00		4.00
<i>Action: This indicator has been Marked for Deletion</i>			
Extension of State roads improved by the project (Kilometers)	0.00		200.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: The end target/date was updated.</i>		
Business plans for market access and for socio-environmental approved and under implementation (Number)	0.00		390.00



Indicator Name	DLI	Baseline	End Target
Action: This indicator has been Marked for Deletion			
Investments in productive infrastructures for market access concluded by the end of the project (Percentage)		0.00	100.00
Action: This indicator has been Marked for Deletion			
Number of people in rural areas provided with access to Improved Water Sources under the project (Number)		0.00	15,300.00
Action: This indicator has been Revised <i>Rationale: The end target/date was updated.</i>			
Community organizations with fee collection arrangements for the management and maintenance of the water supply subprojects financed by the project. (Percentage)		0.00	80.00
Action: This indicator has been Revised <i>Rationale: The end target/date was updated.</i>			
Productive and socio-environmental investment organizations/groups led by women (Percentage)		0.00	35.00
Action: This indicator has been Revised <i>Rationale: The end target/date was updated.</i>			
Tourism and Cultural Infrastructure created / improved by the project (Number)		0.00	16.00
Action: This indicator is New			
Component 2: Improving Public Services			



Indicator Name	DLI	Baseline	End Target
Proportion of women whose births were performed in the region where they live, in relation to the total number of births performed in the state. (Percentage)		71.98	85.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Proportion of hospitalizations due to clinical complications during gestation and post-partum, in relation to total hospitalization for obstetric procedures. (Percentage)		14.12	8.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Reference center for the early detection of cancer, renovated, equipped and operational. (Number)		0.00	2.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Proportion of women who performed Pap smear and mammography in the target population in relation to the total population of women who underwent these examinations (Oncology Centers region). (Percentage)		46.40	80.00
Action: This indicator has been Marked for Deletion			
Hospital Emergency rooms renovated, equipped, and concluded by the project. (Number)		0.00	7.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		



Indicator Name	DLI	Baseline	End Target
Proportion of biopsies done after the cervical cancer screening - pap smear. (Percentage)		0.00	2.15
Action: This indicator is New	Rationale: <i>To evaluate the quality of the services being provided by the new oncology centers being implemented.</i>		
Proportion of biopsies done after mammography (Percentage)		0.00	5.00
Action: This indicator is New	Rationale: <i>To evaluate the quality of the services being provided by the new oncology centers being implemented.</i>		
Guidelines and curricular matrices disseminated in state schools (Percentage)		0.00	80.00
Action: This indicator has been Revised	Rationale: <i>The end target/date was updated.</i>		
Schools of Pedagogical Innovation Projects (PIP) that have satisfactorily implemented subprojects. (Percentage)		0.00	90.00
Action: This indicator has been Revised	Rationale: <i>The end target/date was updated.</i>		
Schools with computer labs with adequate use (Percentage)		0.00	70.00
Action: This indicator is New	Rationale: <i>To evaluate the adequate use of the computer labs, having a pedagogical strategy for it and having regular teachers using it weekly.</i>		



Indicator Name	DLI	Baseline	End Target
Schools using the results of the SIMAIS System (Institutional Assessment Instrument) in its Teaching Process Planning. (Percentage)	0.00		75.00
Action: This indicator has been Marked for Deletion			
Schools (constructed, reformed and / or expanded) financed by the Project, meeting the main requirements of minimum operational physical standards (non-cumulative goals). (Percentage)	0.00		90.00
Action: This indicator has been Revised Rationale: The end target/date was updated.			
Percentage increase of population locally attended by CIOSP (expansion of CIOSP services beyond the capital and metropolitan region) (Percentage)	40.00		57.00
Action: This indicator has been Marked for Deletion			
Component 3: Public Sector Management			
Number of secretariats with second level contracting (Number)	0.00		5.00
Action: This indicator has been Revised Rationale: The end target/date was updated.			
Percentage of priority macroprocesses refurbished in the priority Government Institutions of the Project. (Percentage)	0.00		60.00
Action: This indicator has been Revised Rationale: The end target/date was updated.			



Indicator Name	DLI	Baseline	End Target
Percentage of critical audit recommendations implemented (Percentage)		0.00	50.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Regularized properties surveyed and registered in the Computerized System (Percentage)		0.00	70.00
Action: This indicator has been Revised	Rationale: The end target/date was updated.		
Non- Regularized properties surveyed and registered in the Computerized System. (Percentage)		0.00	40.00
Action: This indicator has been Marked for Deletion			



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