Public Disclosure Authorized
Public Disclosure Copy

The World Bank

Report No: ISR3953

Implementation Status & Results
Afghanistan
PUBLIC FINANCIAL MANAGEMENT REFORM PROJECT (P099980)

Operation Name: PUBLIC FINANCIAL MANAGEMENT REFORM PROJECT (P099980) | Project Stage: Implementation | Seq.No: 8 | Status: ARCHIVED | Last Modified Date: 29-Jun-2011

Country: Afghanistan | Approval FY: 2007

Product Line: IBRD/IDA | Region: SOUTH ASIA | Lending Instrument: Technical Assistance Loan

Implementing Agency(ies): Ministry of Finance/MISFA

Key Dates

Board Approval Date	29-May-2007	Original Closing Date	31-Dec-2010	Planned Mid Term Review Date		Last Archived ISR Date	09-Mar-2011
Effectiveness Date	11-Jul-2007	Revised Closing Date	31-Dec-2011	Actual Mid Term Review Date			

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project's two development objectives are to: (i)develop an efficient and effective public financial management system; and (ii) develop the human resource capacity of the MoF and CAO to ensure better operation of public financial management.

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

○ Yes ◉ No

Component(s)

Component Name	Component Cost
Institutional Development	11.40
HR Capacity Development	5.00
Reform Management	1.00
Direct Operations Support	16.00

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Satisfactory	Satisfactory
Overall Implementation Progress (IP)	Satisfactory	Satisfactory
Overall Risk Rating	Moderate	Moderate

Implementation Status Overview

Satisfactory

Public Disclosure Copy

Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Coherence of budget, treasury and revenue estimates with ANDs priorities and MTFF.	☐	Text	Value	At risk	MTFF now aligned with ANDS	Approval by donors at annual evaluation of treasury results (expenditure and revenue) vis a vis ANDS and MTFF framework.
			Date	04-Dec-2006	29-Jun-2011	31-Dec-2011
			Comments		MTFF now aligned with ANDS.	
Timeliness of budget, treasury and revenue preparation and execution	☐	Text	Value	Irregular and Moderate		Annual cash plan realized to within 80% of forecast.
			Date	04-Dec-2006	31-Dec-2010	31-Dec-2010
			Comments		Analysis on causes of poor delev budget ex rate in 1389 points to some carry fwd of non active projects both donor funded and domestic funded and over ambitious annual disbursement amounts for all projects.	
Level and perception of good governance in PFM operations	☐	Text	Value	Moderate		15 % increase of share of donor funds through Core Budget from SY 1385 (base year).
			Date	04-Dec-2006	31-Dec-2010	31-Dec-2010
			Comments		Donors have confidence in PFM and the CAO now working to enact a new audit law. Donors still concerned with level of corruption.	
Number of ministries/agencies performing assigned treasury functions	☐	Text	Value	Zero ministries with access.		6 Line Ministries with online access for payment requests and recordingallotments directly in AFMIS.
			Date	04-Dec-2006	29-Apr-2010	31-Dec-2011
			Comments		Treasury already surpassed end of project goal.	

Public Disclosure Copy

Public Disclosure Copy

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of line ministries conducting stand alone procurement.	☐	Text	Value	1	3	7 line ministries
			Date	04-Dec-2006	29-Jun-2011	31-Dec-2011
			Comments		7 LMs were assessed; MIAL, MOEd and one Dept of MOPH were certified.	
Reliance on international technical assistance diminishing	☐	Text	Value	Number of international advisors in Treasury, CAO and RITEs.	56 International at May , 2011 vs 61 in the Base Line; reduction of 50% no longer the aim.	In PFM at 50% of levels of 1385.
			Date	04-Dec-2006	29-Jun-2011	31-Dec-2011
			Comments		With promise of more funds on budget, emphasis to reduce TA has changed to ensure that suffice TA is available to support good PFM performance.	

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of Mustofiats which have implemented restructuring and new processes of Mustofiat Reform program	☐	Text	Value	Nil	34	6 Moustoufiats
			Date	04-Dec-2006	29-Jun-2011	31-Dec-2011
			Comments		All Moustoufiats have gone through restructuring and pay and grading. Moveover, the extension of AFMIS to Mousufiats radically improves control and transparency of provincial operations.	

Public Disclosure Copy

Data on Financial Performance (as of 23-May-2011)

Financial Agreement(s) Key Dates

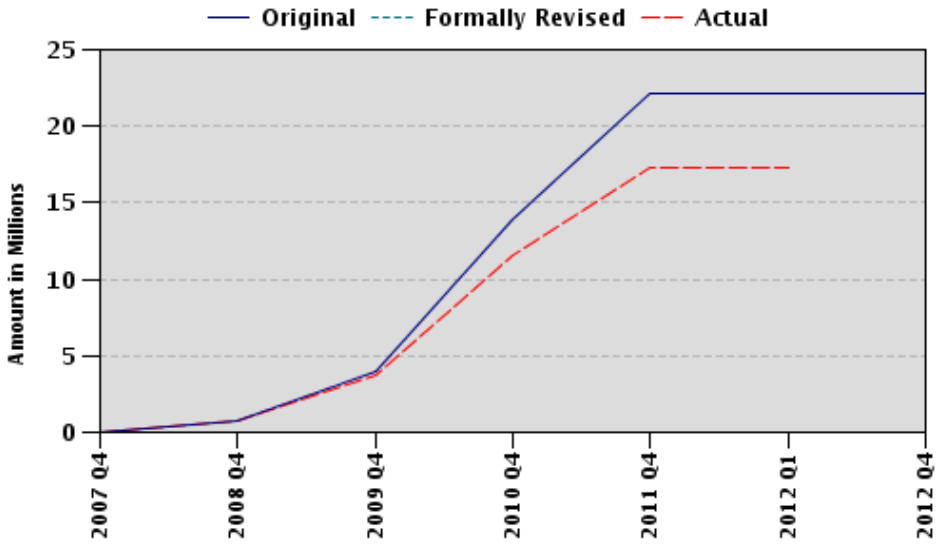
Project	Loan No.	Status	Approval Date	Signing Date	Effectiveness Date	Closing Date
P099980	IDA-H2980	Effective	29-May-2007	17-Jun-2007	11-Jul-2007	31-Dec-2011

Disbursements (in Millions)

Project	Loan No.	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P099980	IDA-H2980	Effective	XDR	22.10	22.10	0.00	17.33	4.77	78.00

Public Disclosure Copy

Disbursement Graph



Key Decisions Regarding Implementation

None

Restructuring History

There has been no restructuring to date.

Related Projects

There are no related projects.

Public Disclosure Copy