

RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF THE
PUBLIC FINANCIAL MANAGEMENT IMPROVEMENT AND CONSOLIDATION PROJECT
APPROVED ON NOVEMBER 27, 2013
TO THE
REPUBLIC OF SIERRA LEONE

GOVERNANCE GLOBAL PRACTICE

AFRICA REGION

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ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
AfDB	African Development Bank
AGD	Accountant General’s Department
AMIS	Audit Management Information System
ASSL	Audit Services Sierra Leone
CIT	Corporate Income Tax
DfID	United Kingdom’s Department for International Development
EDMS	Electronic Document Management System
EPRU	Economic Policy and Research Unit
ESW	Electronic Single Window
EU	European Union
GFS	Government Finance Statistics
GoSL	Government of Sierra Leone
GST	Goods and Services Tax
IAD	Internal Audit Directorate
IDA	International Development Association
IFMIS	Integrated Financial Management Information System
ITAS	Integrated Tax Administration System
IPAU	Integrated Project Administration Unit
LGFD	Local Government Finance Department
MDA	Ministry, Department, and Agency
MDTF	Multi-Donor Trust Fund
MIC	Ministry of Information and Communication
NPPA	National Public Procurement Agency
NRA	National Revenue Authority
NSA	Non-State Actor
PAC	Public Accounts Committee
PAYE	Pay As You Earn (Tax)
PDO	Project Development Objective
PFM	Public Financial Management
PFMICP	Public Financial Management Improvement and Consolidation
PIT	Personal income Tax
PMU	Project Management Unit
RAIC	Right to Access Information Secretariat
RPRRS	Revenue Payment, Receipting, and Reconciliation System
SALPOST	Sierra Leone Postal Service
UAT	User Acceptance Testing



BASIC DATA

Product Information

Project ID P133424	Financing Instrument Investment Project Financing
Original EA Category Not Required (C)	Current EA Category Not Required (C)
Approval Date 27-Nov-2013	Current Closing Date 31-Mar-2020

Organizations

Borrower GOVERNMENT OF SIERRA LEONE, Government of Sierra Leone	Responsible Agency Republic of Sierra Leone, MOFED
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Project Development Objective (PDO)

Original PDO

The project development objective (PDO) is: “to improve budget planning and credibility, financial control and accountability, and legislative and public oversight in the management and use of government finances in Sierra Leone”. Through strengthened institutional capacity for the delivery of effective PFM and oversight, the project will contribute to enhancing fiscal discipline, strategic allocation of resources, and service delivery efficiency.

With this objective, a sound PFM system will be established and nurtured under the proposed project to contribute to poverty reduction as: (i) it serves as a prerequisite for long-term and sustainable poverty reduction, enabling the country to manage its own development; (ii) it helps ensure that budget planning and discipline are compatible with macroeconomic stability, resource allocation is in line with poverty reduction strategies, activities are implemented efficiently, and results are followed up; (iii) national policies are transformed into actions through the PFM system, and services are delivered; and (iv) democratic governance entails democratic control over resources.

In order to achieve the PDO, the Project will support the implementation of priority reform actions identified in the GoSL approved PFM Reform Strategy (2014-2017) which was developed under the following key themes: (i) Budget Planning, Comprehensiveness, and Credibility; (ii) Financial Control and Accountability, Service Delivery and Oversight; (iii) Revenue Mobilization; and (iv) Strengthening Local Governance Financial Management through Local Councils for Effective Decentralization. It will establish tangible improvements in budget credibility, coverage, and realism through improvements in macro-fiscal planning and forecasting, budget compilation and comprehensiveness, it will instill improved internal and external controls and accountability processes in expenditure management for enhanced service delivery, it will strengthen revenue collection, accounting and reporting as a basis for improved fiscal management; it



will strengthen the capacity of the decentralized service delivery arm of government (the local councils) to plan and account for the resources transferred to them; and it will support the overall governance and management platform for coordinating and monitoring the implementation of not only the PFM reform project but the PFM reform strategy as a whole.

The PFM Reform Strategy objectives against each of the themes have been accordingly built in the relevant components of the proposed project for efficiency and for the sake of operational implementation of the project. The strategy is anchored on five basic criteria: sequencing of major actions; simplicity and realism; lessons learned in prior reforms; ownership and sustainability; and partnership and collaboration.

Project Beneficiaries: The beneficiaries of the Project will include: the Ministry of Finance and economic Planning (Comptroller and Accountant General’s Department, Budget Bureau, PFM Reforms Unit, Aid and Debt Management Unit, and Macro-Fiscal Analysis Unit), National Revenue Authority, Audit Service of Sierra Leone, the Finance and Appropriations Committee and the Public Accounts Committee of Parliament, National Public Procurement Authority, Local Councils. MDAs will also be key stakeholders and beneficiaries of the reforms supported under the project. In addition, the Project will benefit the non-state actors in executing their demand-side oversight responsibilities in the area of PFM.

Current PDO

The modified project development objective reads as follows: to improve the public financial management system and accountability in the use of government finances.

Summary Status of Financing

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net		
					Commitment	Disbursed	Undisbursed
IDA-60780	07-Jun-2017	27-Jul-2017	27-Oct-2017	31-Mar-2020	10.00	3.93	6.19
IDA-53500	27-Nov-2013	17-Jan-2014	19-Sep-2014	31-Mar-2020	12.00	10.64	.55
TF-17201	25-Jul-2014	25-Jul-2014	19-Sep-2014	31-Mar-2018	4.60	4.60	0

Policy Waiver(s)

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

No

I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

1. **The Public Financial Management Improvement and Consolidation Project (PFMICP)** was approved by the World Bank’s Board on November 27, 2013 and became effective on September 19, 2014. This involved a US\$12 million International Development Association (IDA) credit, parallel financing from the African Development Bank (AfDB) of US\$3.5 million, and two contributors to the Multi-Donor Trust Fund (MDTF): the European Union (EU) with US\$1.81 million



and United Kingdom's Department for International Development (DfID) with US\$11.19 million. The original project development objective (PDO) was to improve budget planning and credibility, financial control and accountability, and legislative and public oversight in the management and use of government finances in Sierra Leone.

2. **On June 7, 2017, the World Bank approved a level one restructuring and Additional Financing (AF) in the amount of US\$10 million equivalent (IDA credit, IDA-60780), which became effective on October 27, 2017.** This restructuring and AF significantly altered the scope of the project, as it included: (i) addition of AF to support new subcomponents and activities requested by the Government; (ii) restructuring of existing components and subcomponents following the withdrawal by EU and DfID of all non-disbursed MDTF resources, leaving the MDTF at US\$4.6 million, down from US\$13 million; (iii) changes to the PDO formulation and the Results Framework, so as to better align project indicators and expected outcomes with the revised activities and overall financing envelope; and (iv) extension of the closing date by 24 months, from March 31, 2018 to March 31, 2020. With this restructuring, the PDO was modified to read: to improve the public financial management system and accountability in the use of government finances. The project currently has an overall allocation of US\$26.6 million, comprised of US\$22 million IDA credit and US\$4.6 million in MDTF, and is now composed of the following three components:

- Component 1: Strengthening Budget, Financial, Procurement, and Taxation Systems
- Component 2: Improving Public Financial Management (PFM) Oversight and Accountability Systems
- Component 3: PFM Reform Coordination and Project Management

3. **The overall progress towards achievement of the PDO and Implementation Progress (IP) are rated *Satisfactory*¹.** The latest disbursement rate (as at December 16, 2019) is 73.97 percent (US\$19.17 million disbursed of US\$26.60 million). Project implementation has sped up significantly in the past few months, following implementation delays suffered around the run-up to the 2018 general elections, the abrupt departure of the former Project Director and, in particular, cancellation of the initial Integrated Tax Administration System (ITAS) procurement, its relaunch, and then delayed approval of the ITAS Project Plan. The Government of Sierra Leone (GoSL) overcame these hurdles by reconstituting the Project Management Unit (PMU), doubling down on government support (particularly from the Ministry of Finance), and the active engagement on the part of implementing partners.

4. **Despite the current positive performance of the project, delays in implementation of activities²—particularly those added to the project under the AF in 2017—make it impossible for the Government to fully achieve its project development objective unless the project is extended for one year, from March 31, 2020 to March 31, 2021.**

5. **To allow for successful implementation of the remaining project activities across all project components, achievement of expected outcomes and the overall PDO, the Government has submitted an official no-cost extension request, dated November 26, 2019.** No changes to the existing project components, activities or implementation arrangements are envisaged at this stage.

6. **The latest progress against the three project components—as well as an explanation of what ongoing activities could be successfully delivered were this no-cost extension of 12 months to be granted—is as follows:**

¹ Per the latest Implementation Status and Results Report (ISR), approved by World Bank management on December 12, 2019.

² Some of the key factors that contributed to the delay in implementation of project activities included: (i) the Ebola outbreak, which took place immediately after project effectiveness and caused about nine months implementation delay; (ii) procurement delays, including cancellation of the initial ITAS procurement, its relaunch, and delayed approval of the ITAS Project Plan; and (iii) change of Government in May 2018 and new administration, which caused delays in accepting some of the project activities (i.e. the e-procurement implementation).



- **Component 1: Strengthening Budget, Financial, Procurement, and Taxation Systems.** The latest rating of this component is *Satisfactory*.
 - *Subcomponent 1.1: Budget Planning, Credibility, and Framework Foundation.* Activities under this subcomponent have been successfully completed. The Economic Policy and Research Unit (EPRU) has strengthened its macro-fiscal forecasting and public investment functions through technical assistance activities, including advanced training, support to undertake the annual Economic Prospects Survey, macro-fiscal forecasting working sessions, and support for preparation of the Fiscal Strategy Statement. The Budget Bureau has successfully undertaken activities to strengthen the budget framework and formulation through the transition to medium-term budgeting and the migration of the budget formulation classification from Government Finance Statistics (GFS) 1986 to GFS 2001 Standard. The Local Government Finance Department (LGFD) has undertaken activities to strengthen the budget credibility, comprehensiveness, and transparency of council budgets.
 - *Subcomponent 1.2: Integrated Financial Management Information System (IFMIS) and Accounting and Reporting Systems.* The Accountant General's Department (AGD) and IFMIS team are holding negotiations with the vendor on the IFMIS reimplementation/upgrade (which will be procured using counterpart funds); GoSL has already requested from the vendor a counterproposal with clearly costed deliverables and a resource plan. Development of a Call Center/Help Desk is in the late stages of procurement; critical for ensuring the consolidation of IFMIS roll-out achievements as well as the regular use of the solution, such a Help Desk will guarantee the sustainability of project and GoSL investments in the solution to date. The IFMIS change management team is implementing activities from the IFMIS Change Management Strategy, including site visits to the 57 ministries, departments and agencies (MDAs) which are connected to IFMIS to diagnose issues limiting greater usage of the system ex ante.
 - The no cost extension of the project implementation period will allow the AGD team to: (i) sign a contract with the IFMIS vendor favorable to the GoSL; (ii) launch and institutionalize the IFMIS Help Desk; and (iii) ensure that its IFMIS Change Management Team can guarantee that conditions in MDAs are robust to allow for systematic, ex ante use of IFMIS.
 - *Subcomponent 1.3: Public and Electronic Procurement Systems.* The National Public Procurement Agency (NPPA) is in its final stages of developing an electronic Government Procurement Directorate; a director has been in place since December 2019. First quarter 2020 price norms were finalized and launched in December 2019. The public procurement capacity building strategy and curriculum for public procurement have been completed and a final report of the curriculum will be completed and submitted shortly. All activities under this subcomponent, except for training of the public procurement professionals, will be delivered by March 2020. Training of professionals in e-Procurement cannot occur, even with the proposed one-year extension, given the delays in first establishing the new system.
 - *Subcomponent 1.4: Revenue Management Systems and Legal Framework.* As mentioned above, the National Revenue Authority's (NRA) delivery of ITAS—an activity added to the project during the 2017 AF—is behind schedule due to the earlier need to restart the procurement process. An accelerated plan is being implemented to ensure that User Acceptance Testing (UAT) is carried out for select modules—registration, returns processing, payment and accounting—for Corporate Income Tax (CIT), Pay as Your Earn (PAYE) Tax, Goods and Services Tax (GST) and Personal Income Tax (PIT) by close of project. However, UAT for the three remaining modules will not be possible by March 2020. Migration to ASYCUDA World has been proceeding apace. Kissy Terminal, Sierra Leone Postal Service (SALPOST), the airport, and the



Gbalamuya Customs Unit have recently come online; roll-out to Jendema Customs Unit is expected by March 2020. Activities around implementation of the Electronic Single Window (ESW) are ongoing. Pilot implementation to five MDAs— Ministry of Finance, Ministry of Trade and Industry, Ministry of Health and Sanitation, Africa Link Inspection Company, and Sierra Leones Road Safety Authority—will not be completed by March 2020 because not all of these MDAs have automated systems, complicating the reengineering of their processes to be able to receive a terminal connecting ASYCYDA World and input their inspections/actions into the system. Finally, relaunch of the procurement process for a redesigned Revenue Payment, Receipting, and Reconciliation System (RPRRS) has been delayed due to the need to receive inputs from the AGD to ensure the appropriate functional and technical system requirements and specifications.

- The no cost extension of the project implementation period will allow NRA to: (i) ensure full ITAS system operational acceptance (which would be critical to helping GoSL improve its domestic resource mobilization); (ii) completion of the ESW pilot to five critical MDAs; and (iii) procurement of the RPRRS.

• **Component 2: Improving PFM Oversight and Accountability Systems.** The latest rating of this component is *Satisfactory*.

- *Subcomponent 2.1: Strengthening Audit and Oversight.* Through the project support, the performance audit capacity of the Audit Services Sierra Leone's (ASSL) has been developed to such an extent that ASSL no longer needs to rely upon external consultants to be able to continue this critical work. Still pending is implementation of an Audit Management Information System (AMIS), due to dissatisfaction with the current state of the pilot. The Internal Audit Directorate (IAD) has concluded its activities within the scope of the project. The Public Accounts Committee (PAC) has concluded its activities within the scope of the project.
 - The no cost extension of the project implementation period will allow ASSL to implement the AMIS.
- *Subcomponent 2.2: Open/Big Data and NSA Oversight.* The NSA Secretariat has successfully completed the Second Wave Grant to NSAs; the Third Wave is on track to be completed by March 31, 2020. Ongoing is collaboration with the PAC and GoSL integrity institutions on the pilot of a system to follow up on audit recommendations in ten MDAs. The pilot can be concluded by March 31, 2020; however, to further scale up this critical activity and ensure sustainability, more time is needed. The Right to Access Information Secretariat (RAIC) has a number of activities on schedule to be completed by March 31, 2020, including: conclusion of the physical records management pilot in five MDAs; development of an open data policy; and completion of proactive disclosure scheme interventions. Pending from the Ministry of Information and Communication (MIC) is completion of the procurement processes for the pilots of a Government Electronic Time and Attendance Management System and a Government Integrated Messaging and Collaboration System; both on target to be completed by March 31, 2020. The piloting of an electronic document management system (EDMS) within the Cabinet Secretariat, a request from the Office of the Presidency, cannot be completed by March 31, 2020 due to the late nature of the request and the need to engage in consultations with the Secretariat first.
 - The no cost extension of the project implementation period will allow the: (i) NSA Secretariat, with PAC and GoSL integrity institutions, to scale up the score card of implementation of MDAs' audit report recommendations; and (ii) MIC to deliver upon its EDMS pilot in the Cabinet Secretary.



- **Component 3: PFM Reform Coordination and Project Management.** The latest rating of this component is *Satisfactory*.
 - *Subcomponent 3.1: Project Management and Coordination.* Activities under this subcomponent are ongoing.
 - *Subcomponent 3.2: PFM Reforms Directorate.* Activities under this subcomponent have been successfully completed. Activities included revision of the Government Budgeting and Accounting Act of 2005 through the PFM Act of 2016; development of a PFM Reform Strategy (2018-2021), and implementation of Petra financial information system at the local councils.

II. DESCRIPTION OF PROPOSED CHANGES

7. The proposed project restructuring:

- Provides a no cost extension of the project closing date from March 31, 2020 to March 31, 2021, to ensure that all critical activities and procurement packages across project components are finalized and implemented in a manner that positively impacts the achievement of the PDO;
- Proposes the modification of the Legal Covenant on the appointment of an international procurement specialist, two local procurement specialists, and a Project Manager through the elimination of the first requirement (appointment of an international procurement specialist). Between November 2013 and January 2018, the project relied on international procurement specialists, local procurement specialists, and procurement staff to support the procurement function. The first International Procurement Specialist was appointed before project effectiveness, meaning that this legal requirement was initially met. After his resignation, local procurement specialists employed by the Government carried on the function until January 2017, when two other international procurement specialists were engaged. In October 2017, the procurement responsibility was transferred to the Integrated Project Administration Unit (IPAU), which became the Project Fiduciary Management Unit. The IPAU now handles all procurement activities of World Bank funded projects in Sierra Leone, including the PFMICP. The establishment of this Unit has, therefore, made the hiring of an International Procurement Specialist redundant.
- Proposes minor adjustments to the Results Framework, including (i) changing the end target dates of all indicators to reflect the proposed new project end date; (ii) revising downward the end target of the PDO indicator on submission of audited reports to Parliament to reflect GoSl's statutory requirement; (iii) revising the intermediate indicator on revenue management to ensure that it measures only what is being supported by the project; and (iv) replacing the intermediate indicator on e-Procurement training with one on socialization of e-Procurement, as the e-Procurement system needs to be developed prior to the training of public servants.
- Changes being proposed apply to both existing Financing Agreements of the project.
- The proposed closing date extension meets the requirements of the World Bank Investment Project Financing (IPF) Directive regarding extension of closing dates, specifically: (i) the project objectives remains achievable; (ii) the performance of the Borrower remains satisfactory; (iii) the World Bank and the Borrower agree on actions



that will be undertaken by the Borrower to complete project critical activities; and (iv) there are no outstanding audits and/or interim financial reports.

- The following Action Plan has been agreed with the Government in order to complete critical project activities within the extended implementation period:

Activity	Due Date	Responsible Agency
<ul style="list-style-type: none"> • Non-State Actors' Secretariat scale up its pilot of following up on recommendations from audit reports 	February 28, 2020	Non-State Actors Secretariat
<ul style="list-style-type: none"> • Recruitment of Technical director for the Eprocurement Directorate 	February 28, 2020	National Public Procurement Authority
<ul style="list-style-type: none"> • Eprocurement Directorate work with the Bank's Eprocurement team and Consultants to implement various recommendations in submitted reports including setting up appropriate governance structure (committees), training, socialized programs, and other solid preparatory activities for a strong e-procurement implementation in the programme 	February 02- June 30, 2020	National Public Procurement Authority
<ul style="list-style-type: none"> • AGD signs a contract with the IFMIS vendor favorable to the GoSL 	February 28, 2020	Accountant General's Department
<ul style="list-style-type: none"> • User Acceptance Testing (UAT) is carried out for registration, returns processing, payment and accounting modules, for GST, CIT, PIT and PAYE. 	March 31, 2020	National Revenue Authority
<ul style="list-style-type: none"> • Amended Public Procurement Regulations to ensure legal coverage of electronic procurement in GOSL's legal framework submitted to Parliament and enacted 	March/April 2020	National Public procurement Authority
<ul style="list-style-type: none"> • AGD ensure that the IFMIS Help Desk be up and operable, and a circular stating that any transaction taking place outside of the system (including transactions posted ex post) be deemed ineligible for payment 	Apr 30, 2020	Accountant General's Department
<ul style="list-style-type: none"> • NSA Secretariat and Ministry of Finance complete the Third Wave Grant process and award to selected beneficiaries. 	May 31, 2020	NSA Secretariat
<ul style="list-style-type: none"> • The Government Electronic Time and Attendance Management System (GETAMS) activity concluded. 	May 31, 2020	Ministry of Information and Communication
<ul style="list-style-type: none"> • The Government Integrated Messaging and Collaboration System (GIMS) has its advert out; the tender period will close on 3 December. 	April 30, 2020	Ministry of Information



<ul style="list-style-type: none"> IFMIS Change Management Team can guarantee that conditions in MDAs are robust to allow for systematic, ex ante use of IFMIS 	June 30, 2020	Accountant General's department
<ul style="list-style-type: none"> NRA procurement of the RPRRS 	June 30, 2020	National Revenue Authority
<ul style="list-style-type: none"> NRA's completion of the Electronic Single Window pilot to five critical MDAs 	September 30, 2020	National Revenue Authority
<ul style="list-style-type: none"> ASSL implement the Audit Management Information System 	September 30, 2020	Audit Service Sierra Leone
<ul style="list-style-type: none"> MIC to deliver upon its EDMS pilot in the Cabinet Secretary Full ITAS system operational acceptance (which would be critical to helping GoSL improve its domestic resource mobilization) 	September 30, 2020 February 28, 2021	Ministry of Information and Communication National Revenue Authority

III. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Loan Closing Date(s)	✓	
Disbursement Estimates	✓	
Legal Covenants	✓	
Implementation Schedule	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓



Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)

LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-53500	Effective	31-Mar-2018	31-Mar-2020	31-Mar-2021	31-Jul-2021
IDA-60780	Effective	31-Mar-2020		31-Mar-2021	31-Jul-2021
TF-17201	Closed	31-Mar-2018	13-Sep-2018	31-Mar-2020	31-Jul-2020

DISBURSEMENT ESTIMATES

Change in Disbursement Estimates
Yes

Year	Current	Proposed
2014	3,060,000.00	0.00
2015	10,230,000.00	4,535,700.00
2016	9,820,000.00	6,947,890.00



2017	3,500,000.00	534,415.00
2018	1,890,000.00	1,981,995.00
2019	0.00	4,529,150.00
2020	0.00	5,600,000.00

LEGAL COVENANTS

Loan/Credit/TF	Description	Status	Action
IDA-53500	Finance Agreement :5.01 Description :The Trust Fund Grant Agreement has been executed and delivered and all conditions precedent to its effectiveness or to the right of the Recipient to make withdrawals under said Agreement (other than the effectiveness of the Financing Agreement) has been fulfilled. Due Date :30-Sep-2014	Complied with	No Change
IDA-53500	Finance Agreement :5.01 Description :The Recipient has adopted the Second Annual Work Plan and Budget in accordance with the provisions of Section I.B.2 of Schedule 2 to the Financing Agreement. Due Date :30-Sep-2014	Complied with	No Change
IDA-53500	Finance Agreement :5.01 Description :The Recipient has appointed an international procurement specialist, two local procurement specialists and a Project manager in accordance with the provisions of Section III.C of Schedule 2 to the Financing Agreement. Due Date :30-Sep-2014	Partially complied with	Revised
Proposed	The Recipient has appointed two local procurement specialists and a Project manager in accordance with the provisions of Section III.C of Schedule 2 to the Financing Agreement. Due Date :30-Sep-2014	Complied with	
IDA-53500	Finance Agreement :5.01 Description :The Recipient has adopted the Project Implementation Manual in accordance with the provisions of Section I.B.1 of	Complied with	No Change



Schedule 2 to the Financing Agreement. | Due Date :30-Sep-2014

IDA-53500	Finance Agreement :5.01 Description :The Recipient has established a procurement directorate within MoFED with a composition, mandate, terms of reference and resources satisfactory to the Association. Due Date :30-Sep-2014	Complied with	No Change
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Results framework

COUNTRY: Sierra Leone

Public Financial Management Improvement and Consolidation Project

Project Development Objectives(s)

The modified project development objective reads as follows: to improve the public financial management system and accountability in the use of government finances.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	Intermediate Targets	End Target
			1	
To improve the public financial management system				
Average time of quarterly budget release to MDAs within start of quarter (Weeks)		5.00	3.00	2.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.</i>			
Increase in customs revenues paid into the Consolidated Revenue Fund, adjusted for inflation (Percentage)		20.00		50.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.</i>			
Percentage of contracts (by value) awarded in the fiscal year through open competitive procurement (Percentage)		0.00		95.00
<i>Action: This indicator has been Revised</i>	<i>Rationale:</i>			



Indicator Name	DLI	Baseline	Intermediate Targets	End Target
			1	
<i>End target date revised from 31-Mar-2020 to 31-Mar-2021.</i>				
To improve accountability in the use of government finances				
Timely submission of the audited report of the public accounts to the legislature (in months from submission of the audit report by the Auditor General) (Months)		12.00		8.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021 and modified to better reflect GoSL's statutory requirement. In addition, the baseline was corrected to 12 months, as applicable at the time of the project's preparation.</i>			
Non-state actors and citizens participating in annual budget discussions (Number)		0.00		250.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.</i>			

Intermediate Results Indicators by Components

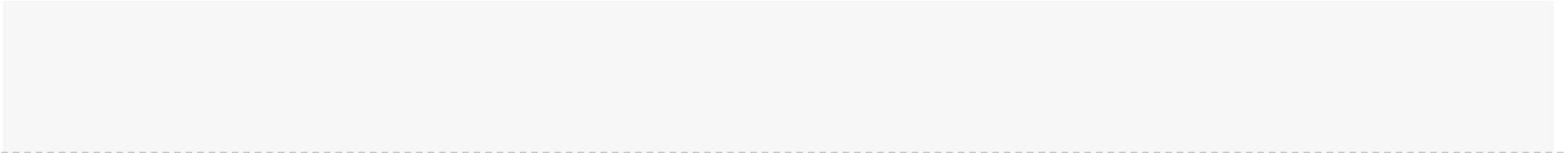
Indicator Name	DLI	Baseline	End Target
Component 1: Strengthening Budget, Financial, Procurement, and Taxation Systems			
30 largest MDA budget heads with annual procurement plans within annual budget ceiling (Number)		4.00	30.00



Indicator Name	DLI	Baseline	End Target
Action: This indicator has been Revised		Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.	
MDAs processing transactions real-time from IFMIS at respective rolled-out site (Number)		7.00	54.00
Action: This indicator has been Revised		Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.	
Ratio between actual primary expenditure and original budgeted primary expenditure (Percentage)		121.00	107.00
Action: This indicator has been Revised		Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021.	
Daily report of revenues based on ASYCUDA++, DTIS (or substitute), and CS DRMS (Yes/No)		No	Yes
Action: This indicator has been Revised		Rationale: End target date revised from 31-Mar-2020 to 31-Mar-2021. Reference to BoSL interface with IFMIS was eliminated, as this falls outside of the scope of the project. The National Revenue Authority, through its modernization efforts, has chosen two systems i.e. ASYCUDA & ITAS which are fully interfaced with commercial banks and IFMIS to record, account, and report revenues. Old systems, such as the DTIS and CS DRMS, will be decommissioned while interface with commercial banks replaces a need to interface with BoSL. Further, the project is not supporting any activity with the Central Bank to ensure such an interface materializes.	
Public procurement professionals socialized to e-Procurement (Number)		0.00	250.00



Indicator Name	DLI	Baseline	End Target
<i>Action: This indicator has been Revised</i>	<p>Rationale: <i>As the e-procurement activity was delayed and resources are not sufficient to achieve a fully operational e-procurement for training to be based on, the project's target has been revised to focus on the creation of awareness through socialization/sensitization of a large number of the public procurement professionals on the e-procurement initiative.</i></p>		
Percentage of professionals socialized who are female (Percentage)		0.00	50.00
<i>Action: This indicator has been Revised</i>	<p>Rationale: <i>This indicator is revised to reflect the project's revised e-Procurement activities</i></p>		
Component 2: Improving PFM Oversight and Accountability Systems			
Percent of Audit Committee recommendations on quarterly internal audit reports of MDAs that are implemented (Percentage)		0.00	50.00
<i>Action: This indicator has been Revised</i>	<p>Rationale: <i>End target date revised from 31-Mar-2020 to 31-Mar-2021.</i></p>		
Coverage of internal audit (as % of total expenditures) (Percentage)		10.00	65.00
<i>Action: This indicator has been Revised</i>	<p>Rationale: <i>End target date revised from 31-Mar-2020 to 31-Mar-2021.</i></p>		





The World Bank

Public Financial Management Improvement and Consolidation Project (P133424)
