Implementation Status & Results
Mauritania
Public Sector Capacity Building Project (P082888)

Operation Name: Public Sector Capacity Building Project (P082888)
Project Stage: Implementation
Seq.No: 11
Status: ARCHIVED
Archive Date: 09-Sep-2012

Country: Mauritania
Approval FY: 2007
Region: AFRICA
Lending Instrument: Specific Investment Loan
Implementing Agency(ies): Government

Product Line: IBRD/IDA

Key Dates
Board Approval Date 06-Jul-2006
Original Closing Date 31-Dec-2009
Planned Mid Term Review Date 07-Mar-2011
Last Archived ISR Date 12-Dec-2011

Effectiveness Date 16-Jan-2007
Revised Closing Date 29-Mar-2014
Actual Mid Term Review Date 07-Mar-2011

Project Development Objectives
Project Development Objective (from Project Appraisal Document)
The development objective of the project is to contribute to the improvement of performance, efficiency, and transparency of public resources management in Mauritania.

Has the Project Development Objective been changed since Board Approval of the Project?
○ Yes ○ No

Component(s)
Component Name Component Cost
A. Improvement of public finance management 5.84
B. Support to local development 0.90
C. Mainstreaming Environment into development management 0.99
D. Improvement of HRM in public administration 2.70
E. Support to project implementation, monitoring and evaluation 1.81
Refinancing of the PPF (6 percent of total project costs) 0.76
Price and Physical contingencies (10 percent of total project costs) 0.00

Overall Ratings
Progress towards achievement of PDO Satisfactory Moderately Satisfactory
Overall Implementation Progress (IP) Satisfactory Moderately Satisfactory
Overall Risk Rating

Implementation Status Overview
This project was approved by the Board on July 6, 2006 and became effective on January 16, 2007. Project implementation has coincided with political and institutional instabilities marked by the formation of a number of entirely new governments and other frequent changes in ministerial assignments as well as several instances of merging and de-merging of ministerial departments. Due to the political and institutional context, the Bank’s activities were suspended in the country for 15 months between August 2008 and October 2009. The original closing date of the project, December 31, 2009, was thereafter extended for two years to December 31, 2011, and for another interim period of 3 months to March 30, 2012. Implementation of the project has significantly improved but could not fully recover the initial delay. As a result of a restructuring of March 2012, the project was therefore extended for a third and final time to the new project closing date of March 29, 2014. The project development objective remained unchanged, but resources were further focused on the components Public Finance & Public Procurement; Human Resources Management (HRM); and Monitoring & Evaluation and implementation capacity. Specific activities resulting from the restructuring include: the functional review of selected ministries; support to the population census; implementation of the public procurement reform; and support to environment strategy and identification of financial resources related to climate change.

The project has five components, namely: (i) Public Finance (45% after restructuring); (ii) Local Development (7%); (iii) Environment (8%); (iv) Human Resources Management (21%); (v) Support to project implementation, monitoring and evaluation (14%). Remaining 5% correspond to project preparation and contingencies.

The disbursement rate of the project as of today reaches 50% and commitment represents above 60% of total project. Main project achievements include: computerization of the public financial management system and network linkage between budget, treasury, Central Bank and commercial banks; enhanced delegation for payment orders and financial control; the completion of a civil servants census; the harmonization HR and Payroll databases.

New activities introduced as part of the restructuring include: (i) a functional review for the Ministry of Civil Service; (ii) support to the population census; and (iii) capacity building activities for the Ministry of Environment for a sector strategy and related sector programs.

### Locations

<table>
<thead>
<tr>
<th>Country</th>
<th>First Administrative Division</th>
<th>Location</th>
<th>Planned</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mauritania</td>
<td>Wilaya du Trarza</td>
<td>Rosso</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mauritania</td>
<td>District de Nouakchott</td>
<td>Nouakchott</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mauritania</td>
<td>Wilaya de Dakhlet Nouadhibou</td>
<td>Nouadhibou</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mauritania</td>
<td>Not Entered</td>
<td>Islamic Republic of Mauritania</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Results

<p>| Project Development Objective Indicators |</p>
<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline</th>
<th>Current</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR #1: Budget preparation is improved through enhanced linking with policy priorities.</strong></td>
<td></td>
<td>Number</td>
<td>0.00</td>
<td>0.00</td>
<td>8.00</td>
</tr>
<tr>
<td><strong>INDICATOR #2: Budget execution is improved through a more efficient payment process at Treasury.</strong></td>
<td></td>
<td>Number</td>
<td>48.00</td>
<td>48.00</td>
<td>36.00</td>
</tr>
<tr>
<td><strong>INDICATOR #3: Tax collection is improved.</strong></td>
<td></td>
<td>Number</td>
<td>183.70</td>
<td>183.70</td>
<td>211.26</td>
</tr>
<tr>
<td><strong>INDICATOR #4: Percentage of civil servants effectively monitored by the Ministry of Civil Service.</strong></td>
<td></td>
<td>Percentage</td>
<td>0.00</td>
<td>0.00</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>INDICATOR #5: Public Procurement executed in compliance with the adopted institutional procurement plans.</strong></td>
<td></td>
<td>Number</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>INDICATOR #6: There is a decreasing percentage of single source contracting.</strong></td>
<td></td>
<td>Percentage</td>
<td>6.00</td>
<td>6.00</td>
<td>3.00</td>
</tr>
</tbody>
</table>

**Comments**
- REVISED - Number of sector MTEF updated
- NEW - Payment executed in number of hours
- NEW - Billion Ouguiya
- Target equals an increase of 15% compared to the baseline.
- REVISED - % of civil servants registered in and monitored through HR system
- NEW - Number of ministries executing their procurement in compliance with their procurement plan
- NEW - Single source contracting as % of total
<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline</th>
<th>Current</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tax office is equipped with a computerized revenue management tool.</strong></td>
<td></td>
<td>Text</td>
<td>Value</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>The issuance of orders of payment is delegated to sector ministries through RACHAD, in accordance with adopted norms and regulations.</strong></td>
<td></td>
<td>Number</td>
<td>Value</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>There is an increased number of Sector Ministries using the RACHAD software for the management of their budget.</strong></td>
<td></td>
<td>Number</td>
<td>Value</td>
<td>0.00</td>
<td>26.00</td>
</tr>
<tr>
<td><strong>Network connection between Treasury, Central Bank and commercial banks is in place.</strong></td>
<td></td>
<td>Text</td>
<td>Value</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>The Fiscal and Accounting Reports are produced timely and in accordance with the legislation.</strong></td>
<td></td>
<td>Text</td>
<td>Value</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>An increasing number of institutions is operational and carry out duties, as defined by the new procurement code.</strong></td>
<td></td>
<td>Text</td>
<td>Value</td>
<td>March 2012: The Regulatory Authority and the National Control Commission are staffed and carry out their duties</td>
<td>See targets.</td>
</tr>
<tr>
<td><strong>An increasing number of staff from Ministry of Interior is trained to support the decentralization process to Municipalities.</strong></td>
<td></td>
<td>Text</td>
<td>Value</td>
<td>0</td>
<td>230</td>
</tr>
</tbody>
</table>
The National Environment Action Plan (NEAP) is officially approved by the Government.

Date: 31-Dec-2006
Comments: CONTINUE

The dedicated structure recommended by the NEAP is implemented.

Date: 31-Dec-2006
Comments: CONTINUE - Ministry of Environment established: Yes/No

Capacity building for Ministry of Environment staff on conducting environmental impact studies.

Date: 30-Mar-2012
Comments: NEW - Number of staff trained on conducting environmental impact studies

The new legislation on Human Resources Management is adopted and implemented

Date: 31-Dec-2006
Comments: CONTINUE

The new computerized HRM system is developed and implemented.

Date: 31-Dec-2006
Comments: CONTINUE

Functional Review of Ministry of Civil Service is carried out

Date: NEW

Civil servant census is validated by inter-ministerial committee

Date: 30-Mar-2012
Comments: NEW

Data on Financial Performance (as of 30-Jul-2012)

Financial Agreement(s) Key Dates

<table>
<thead>
<tr>
<th>Project</th>
<th>Ln/Cr/Tf</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Original Closing Date</th>
<th>Revised Closing Date</th>
</tr>
</thead>
</table>

Disbursements (in Millions)

<table>
<thead>
<tr>
<th>Project</th>
<th>Ln/Cr/Tf</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P082888</td>
<td>IDA-42180</td>
<td>Effective</td>
<td>XDR</td>
<td>9.10</td>
<td>9.10</td>
<td>0.00</td>
<td>4.60</td>
<td>4.50</td>
<td>51.00</td>
</tr>
</tbody>
</table>
Key Decisions Regarding Implementation
Further to March 2012 restructuring, activities have registered progress (passing 50% of disbursement). However, improving execution of project activities related to public procurement reform and climate change will be critical in Calendar year 2012.

Restructuring History
There has been no restructuring to date.

Related Projects
There are no related projects.