

# REPUBLIC OF TOGO

## REFORM AND GOVERNANCE SUPPORT PROGRAMME (PARG)

### COMPLETION REPORT

#### A. PROJECT DATA AND KEY DATES

##### I. BASIC INFORMATION

|   |  |                                   |                              |
|---|--|-----------------------------------|------------------------------|
| Project Number  | Project Name                                   |                                   | Country                      |
| P-TG-K00-005  | Reform and Governance Support Programme (PARG) |                                   | Togo                         |
| Financing Instrument(s)   |  | Sector                            | Environmental Classification |
| Balance of payments support   |  | Economic and Financial Governance | 3                            |
| Original Commitment   | Amount Cancelled                               | Amount Disbursed                  | % Disbursed                  |
| UA 12, 500,000  | 0  | UA 12, 500,000                    | 100%                         |
| Structure of Tranches   |  |                                   |                              |
| AfDB/AfDF grant from Fragile States Facility resources of UA 10, 000,000 in 2 tranches of UA 5,000,000;<br>AfDB grant as the Bank's response to the food crisis: UA 2, 500,000. |  |                                   |                              |
| Borrower  |  |                                   |                              |
| Government of the Republic of Togo – Ministry of Economy and Finance  |  |                                   |                              |
| Executing Agency(ies) [List the main Ministries, Project Implementation Units, Agencies and civil society organizations responsible for implementing project activities.]       |  |                                   |                              |
| Ministry of Economy and Finance:<br><u>Coordinator</u> : Permanent Secretariat for the monitoring of Reform Policies and Financial Programmes (SP-PRPF)                         |  |                                   |                              |
| Co-financers and other External Partners [List all other sources and amounts of financing, technical assistance or other resources used in this project]                        |  |                                   |                              |
| Not applicable  |  |                                   |                              |

##### II. KEY DATES

|   |   |                                      |                      |
|---|---|--------------------------------------|----------------------|
| Project Concept Note Cleared by Ops. Com. | Appraisal Report Cleared                | Board Approval                       |                      |
| October 2008                              | 26 January 2009                         | February 2009                        |                      |
| Restructuring(s)                          |   |                                      |                      |
| Not applicable                            |   |                                      |                      |
|   | Original Date<br>DD/MM/YY               | Actual Date<br>DD/MM/YY              | Difference in Months |
| EFFECTIVENESS                             | January 2009                            | 5 March 2009                         | 2 months             |
| MID-TERM REVIEW                           | -                                       | 12 to 29 October 2009                | 0                    |
| CLOSING                                   | December 2010                           | Enter actual date scheduled          | 0                    |
|   |   | December 2010                        |                      |
|   | Estimated disbursement date<br>DD/MM/YY | Actual disbursement date<br>DD/MM/YY | Waiver<br>DD/MM/YY   |

|            |     |                    |     |
|------------|-----|--------------------|-----|
| TRANCHE 1: | -   | 14 and 22 May 2009 | -   |
| TRANCHE 2  | -   | January 2010       | -   |
| TRANCHE 3  | N/A | N/A                | N/A |

### III. RATINGS SUMMARY

Insert notes from the relevant tables in the different sections of the PCR. For example, please insert the "Overall Output score" in Section D.I. in the "Achievement of Outputs" box below

| CRITERIA                    | SUB-CRITERIA   | RATING |
|-----------------------------|--|--------|
| <b>PROJECT OUTCOME</b>      | Achievement of Outputs <i>(insert score from Section D.I.)</i>                                   | 3      |
|                             | Achievement of Outcomes <i>(insert score from Section D.II)</i>                                  | 3      |
|                             | Timeliness <i>(insert score from Section F.4)</i>  | 4      |
|                             | <b>OVERALL PROJECT PERFORMANCE</b><br><i>(Score is calculated as an average of the ratings)</i>  | 3      |
| <b>BANK PERFORMANCE</b>     | Design and Readiness <i>(insert score from Section I.I)</i>                                      | 4      |
|                             | Supervision <i>(insert score from Section I.I)</i>   | 4      |
|                             | <b>OVERALL BANK PERFORMANCE</b><br><i>[Score is calculated as an average of the ratings]</i>     | 4      |
| <b>BORROWER PERFORMANCE</b> | Design and Readiness <i>(insert score from Section I.I)</i>                                      | 4      |
|                             | Implementation <i>(insert score from Section I.I)</i>  | 4      |
|                             | <b>OVERALL BORROWER PERFORMANCE</b><br><i>[Score is calculated as an average of the ratings]</i> | 4      |

### IV. RESPONSIBLE BANK STAFF

| POSITIONS         | AT APPROVAL         | AT COMPLETION         |
|-------------------|---------------------|-----------------------|
| Regional Director | Mr. Janvier LITSE   | Mr. Janvier LITSE     |
| Sector Director   | Mr. Gabriel NEGATU  | Mr. Gabriel NEGATU    |
| Sector Manager    | Mr. Carlos SANTISO  | Mr. Carlos SANTISO    |
| Task Manager      | Mr. André NZAPAYEKE | Mr. Achille TOTO SAME |
| PCR Team Leader   |                     | Mr. Achille TOTO SAME |
| PCR Team Members  |                     | Mr. Bekale OLLAME     |

## B. PROJECT CONTEXT

**Summarize the rationale for Bank assistance. State:**

- **what development challenge the project addresses,**
- **the Borrower's overall strategy for addressing it,**
- **Bank activities in this country (ies) and sector over the past year and how they performed, and**
- **on-going Bank and other externally financed activities that complement, overlap with or relate to this project.**

**Please cite relevant sources. Comment on the strength and coherence of the rationale.**

**[250 words maximum. Any additional narrative about the project's origins and history, if needed, must be placed in Annex 6: Project Narrative]**

The balance of payments support was appropriate for a rapid intervention by the Bank in Togo. PARG met the eligibility criteria for balance of payments support outlined in the Bank's relevant policy document and Togo fulfilled the general condition precedent as defined by the Bank for the use of this instrument. The rationale for the use of the rapid disbursement method at the macroeconomic level was also justified by the non-viable balance of payments deficit arising from cyclical or structural causes. The structural deficit balance of payments had been worsened by cyclical problems. The external account balance deteriorated from -5.3% of GDP to -6.4% between 2005 and 2007. At the cyclical level: (i) the food crisis increased food imports considerably; (ii) the oil crisis increased factors of production costs of export and re-exports; (iii) the 2007 and 2008 floods destroyed a significant portion of agricultural exports; and lastly; (iv) electricity outages slowed down manufacturing and agricultural production, which impacted negatively on exports.

The Reform and Governance Support Programme (PARG) is the first operation by which the Bank resumed its funding operations in Togo, after the Board of Directors lifted sanctions on the country in July 2008. The aim of the programme is to support the Government's economic growth and poverty reduction policy defined in the Interim Poverty Reduction Strategy Paper (I-PRSP) and reflected in the Comprehensive PRSP adopted by the Government in June 2009. The reforms on which the programme is based comprise four components, namely: (i) improvement of public finance management; (ii) strengthening of the public procurement system; (iii) strengthening of the business climate; and (iv) support to mitigate the impact of the food crisis. The implementation of the programme was expected to contribute to accelerated economic growth and macroeconomic stability. It was also expected to boost the Government's efforts in pursuing structural and institutional reforms.

Although the Institutional Capacity Building Support Project (PARCI-1) had been prepared prior to PARG for a three-year period (October 2006 to September 2009), it contributed to enhancing the economic and financial reforms initially defined under PARG, notably financing the training of staff of sector ministries and the Permanent Secretariat in MTEF, MTSEF, Results-based Management (RBM) and programme budget. Similarly, it trained staff from various directorates involved in the expenditure chain, particularly accounts presentation (administrative and management) and preparation of the budget review law that led to the production, for the first time, of management and administrative accounts in Togo. PARCI-1 also contributed to the operationalization of SIGFIP. Consequently, PARCI-1 was implemented along with PARG. The Multisector Targeted Technical Assistance and Capacity Building Programme (PATCM) provided technical assistance to the IGF under the Fragile States Facility through the recruitment of a consultant who developed auditing and control manuals.

Source: Memorandum

## C. PROJECT OBJECTIVES AND LOGICAL FRAMEWORK

|  |  |   |                                  |
|--|--|---|----------------------------------|
| <b>1. State the Project Development Objective(s) (as set out in the appraisal report)</b>  |  |   |                                  |
| The overall objective of the programme is to contribute to reducing poverty by stimulating economic growth. The specific objectives are: (i) improvement of public finance management; (ii) modernization of the public procurement system; (iii) strengthening of the business climate; and (iv) support to mitigate the negative impact of the food crisis.  |  |   |                                  |
| <b>2. Describe the <u>major</u> project components and indicate how each will contribute to achieving the Project Development Objective(s)</b>   |  |   |                                  |
| PARG comprises four (4) components which will contribute to reducing poverty through stimulation of economic growth. Component A: Improvement of public finance management through enhancement of the public finance regulatory framework, preparation of MTEFs, putting in place of the SIGFIP and strengthening of control mechanisms (IGF and Court of Accounts). Component B: Modernization of the public procurement system by strengthening the legislative, regulatory and institutional framework of the system (public procurement act and code, and creation of new public procurement management entities). Component C: Improvement of the business climate by putting a draft investment code in place. Component D: Support to mitigate the negative impact of the food crisis by building the capacity of national institutions to reduce poverty (purchase of seeds, pest control products, training of producers, building the capacity of agricultural technicians). |  |   |                                  |
| <b>3. Provide a brief assessment (up to two sentences) of the <u>project objectives</u> along the following 3 dimensions. Insert a working score, using the scoring scale provided in Appendix 1.</b>  |  |   |                                  |
| <b>PROJECT OBJECTIVES DIMENSIONS</b>   |  | <b>ASSESSMENT</b>   | <b>WORKING SCORE</b>             |
| <b>RELEVANT</b>  | a) Relevant to the country's development priorities  | The programme objectives are relevant since they are in line with the country's priorities outlined in the Interim PRSP and reflected in the Comprehensive PRSP adopted in June by the Government.  | 4                                |
| <b>ACHIEVABLE</b>  | b) Objectives could in principle be achieved with the project inputs and in the expected timeframe     | The objectives are achievable given the resources mobilized, duration of the programme (2 years) and mitigated risks.   | 3                                |
| <b>CONSISTENT</b>  | c) Consistent with the Bank's country or regional strategy   | The PARG objectives are consistent with the Bank's strategy in Togo for the 2009-2010 period as contained in the Interim Country Strategy Paper. They are also consistent with the Bank's guidelines on governance and its Fragile States Initiative. | 4                                |
| <b>4. Summarize the log. frame. If a log. frame does not exist, complete the table below, indicating the overall project development objective, the <u>major</u> components of the project, the <u>major</u> activities of each component and their expected outputs, outcomes, and indicators for measuring the achievement of outcomes. Add additional rows for components, activities, outputs or outcomes if needed.</b>   |  |   |                                  |
| <b>COMPONENT</b>   | <b>OUTPUT</b>  | <b>OUTCOMES</b>   | <b>INDICATORS TO BE MEASURED</b> |
| COMPONENT 1: Improving Public Finance Regulatory and Institutional Framework   |  |   |                                  |
| Reform measure 1: Adoption by the Council of Ministers of the draft LOLF and its forwarding to the National Assembly (NA)  | Output 1: the LOLF bill is adopted by the Council of Ministers   | Outcome 1: the LOLF bill was approved by the Council of Ministers   | Public finance organic law       |
|  | Output 2: the LOLF bill adopted by the Council of Ministers is forwarded to the National Assembly (NA) | Outcome 2: the LOLF bill adopted by the Council of Ministers was forwarded to the National Assembly (NA)  |                                  |

|   |   |   |  |
|---|---|---|--|
| Reform measure 2: Passing of the new Public Finance Law (LOLF) by the NA  | Output 3: the new Public Finance Law (LOLF) is passed by the NA   | Outcome 3: the new Public Finance Law (LOLF) was passed by the NA on 29 December 2008.  | Public finance organic law                               |
| Reform measure 3: Drafting of the bill on the revised tax code  | Output 4: the bill on the revised tax code is drafted   | Outcome 4: the revised code was updated and has been available since September 2010.  | Updated tax code   |
| Reform measure 4: Drafting of the bill on the revised customs code  | Output 5: the bill on the revised customs code is drafted   | Outcome 5: the bill on the revised customs code was drafted and forwarded to the Ministry of Economy and Finance for comments.    | Customs code bill  |
| Reform measure 5: Adoption by the Council of Ministers of the bill on the revised customs code and its forwarding to the NA | Output 6: the bill on the revised customs code was adopted by the Council of Ministers and forwarded to the National Assembly | Outcome 6: the bill on the revised customs code is undergoing finalization.   |  |
| Reform measure 6: Introduce the sector ministries to the Medium Term Expenditure Framework (MTEF)                           | Output 7: sector ministries are introduced to the MTEF  | Outcome 7: representatives from the sector ministries as well as the SP-PRPF frameworks were trained in 2009.                     | General MTEF   |
| Reform measure 7: Integrate the General MTEF into the 2010 finance law for pilot ministries                                 | Output 8: the general MTEF is integrated into the 2010 finance law for pilot ministries                                       | Outcome 8: the general MTEF was used to prepare the 2009 budget; it was integrated in the 2010 finance law for sector ministries. | General MTEF   |
| Reform measure 8: Completion of 3 SIGFIP modules: "budget preparation and execution" and "account" module                   | Output 9: the three SIGFIP modules are completed.   | Outcome 9: the 3 modules are completed since January 2010.  | Regular production of management accounts                |
| Reform measure 9: Operationalization of 3 SIGFIP modules  | Output 10: the three SIGFIP modules are operational   | Outcome 10: the first two modules have been operational since 2009. The third will be operational in 2011.                        |  |
| Reform measure 10: Establishment of management accounts for the 2007 fiscal year.   | Output 11: the 2007 management account is established.  | Outcome 11: the 2007 management and administrative accounts were produced with the support of PARCI-1.                            | - 2007 budget review bill;<br>- 2008 management accounts |
| Reform measure 11: Drafting of the 2007 budget review bill  | Output 12: the 2007 budget review bill is drafted   | Outcome 12: the 2007 budget review bill was drafted and forwarded to the Court of Accounts  |  |
| Reform measure 12: Preparation of management accounts for the 2008 fiscal year.   | Output 13: the 2008 management account is prepared  | Outcome 13: the management and administrative accounts for 2008 were produced   |  |

|   |  |   |   |
|---|--|---|---|
| Reform measure 13: Adherence to budgetary schedule and presentation of the finance bill in line with the timeframes stipulated in the constitution (45 days before 31 December).  | Output 14: adherence to the budget schedule                        | Outcome 14: for the 2009 budget, the budget schedule was adhered to and the bill passed by the National Assembly on 17 December 2008. The 2010 general budget together with the MTEFs of the Ministries of Education and Health were adopted by the Government at the Council of Ministers on 23 November 2009 and passed by the National Assembly on 18 December 2009.   | Timely submission of the finance bills to the National Assembly;  |
| Reform measure 14: Finalization of the reorganization of Treasury services in line with WAEMU guidelines and creation of new entities: Treasury Central Accounts Agency (ACCT), Treasury General Pay Office (PGT), and Treasury General Revenue Office (RGT). | Output 15: the Treasury is completely reorganized                  | Outcome 15: The reorganization of the Treasury services was completed: Central Accounts, General Pay Officer, General Collector swore an oath with their signing officers on 22 May 2009. Prior to this, however, the Regional Accountants had also sworn an oath with their signing officers on 20 May 2009. They officially assumed duty following swearing of the oaths. Similarly, the principal and regional treasurers swore an oath on 4 September 2009. | Operationalization of new structures of the General Directorate of Treasury and Public Accounts (ACCT, PGT, RGT). |
| Reform measure 15: Provide the General Inspectorate of Finance (IGF) with budgetary and logistical resources  | Output 16: IGF is provided with budgetary and logistical resources | Outcome 16: The IGF has human, financial and material resources with adequate budget enabling it to implement its entire work programme for 2009.   | Operationalization of the IGF.  |
| Reform measure 16: Formulation of IGF action plan.  | Output 17: the IGF action plan is formulated                       | Outcome 17: The partial action plan was prepared and improved by the consultant recruited under the AfDB Fragile States targeted support.   | IGF action plan, control procedures guides/manual   |
| Reform measure 17: Operationalization of the Court of Accounts and building its capacity with the appointment of judges and other staff.  | Output 18: the Court of Accounts is operational and strengthened   | Outcome 18: the judges of the court were appointed by decree on 24 June 2009. They swore an oath on 16 September 2009 and were officially installed on 24 September 2009. The Presidents of the three chambers were appointed by presidential decrees on 2 July 2009. A building was made available to the Court of Accounts, enabling the judges to begin reviewing the 2007 budget and soon that of 2008.   | Operationalization of the Court of Accounts.  |

| COMPONENT 2: Strengthening the Effectiveness of the Procurement Management System   |  |  |   |
|---|--|--|---|
| Reform measure 18: Adoption by Council of Ministers of the Public Procurement Bill  | Output 19: the Public Procurement Bill is adopted by the Council of Ministers.       | Outcome 19: the Public Procurement Bill was adopted by the Council of Ministers on 21 January 2009 and forwarded to the National Assembly, which passed it.  | 1) Text on public procurement code.                                   |
| Reform measure 19: Government transmission of the public procurement bill to the National Assembly                            | Output 20: the public procurement bill is forwarded to the National Assembly         | Outcome 20: the public procurement bill was forwarded to the National Assembly on 4 February 2009.   | 1) Text on public procurement code.                                   |
| Reform measure 20: Adoption of the Public Procurement Code bill by the Council of Ministers.                                  | Output 21: The Public Procurement Code bill was adopted by the Council of Ministers. | Outcome 21: The public procurement code bill was adopted by Council of Ministers by 11 November 2009. The implementing decrees were passed by decree on 30 December 2009.  |   |
| Reform measure 21: Government transmission of the Public Procurement Code bill to the National Assembly                       | Output 22: The Public Procurement Code bill is forwarded to the National Assembly.   | Outcome 22: The public procurement code adoption procedure does not require prior submission to the NA   | 2) operationalization of entities: ARMP, DNCMP, CGMP                  |
| Reform measure 22: Adoption of the code: ARMP, DNCMP, CGMP  | Output 23: decrees on entities specified in the public procurement code are adopted. | Outcome 23: decrees on entities specified in the public procurement (ARMP, DNCMP, CGMP) were passed on 30 December 2009. The National Public Procurement Control Director and the General Director of Public Procurement Regulatory Authority were appointed by decree on 30 March 2010. The staff of the public procurement management units in five (5) sector ministries and the Lomé Municipality were appointed by ministerial orders from five (05) priority ministries and the Lomé Municipality. |   |
| Reform measure 23: Formulation and implementation of an operational manual for public procurement entities: ARMP, DNCMP, CGMP | Output 24: an operational manual for public procurement entities is prepared.        | Outcome 24: the operational manual for public procurement entities will be formulated under PARCI-2.   | Operational manual for public procurement entities: ARMP, DNCMP, CGMP |
| Reform measure 24: Formulation and adoption of a general public procurement action plan.                                      | Output 25: a general public procurement action plan is formulated and adopted        | Outcome 25: The partial public procurement action plan was prepared and submitted to the AfDB and will be improved with the latter's support under the Governance and Economic and Financial Capacity Building Project (PARCI-2).  | General public procurement action plan.                               |

| COMPONENT 3: Strengthening of the Business Climate   |  |   |  |
|--|--|---|--|
| Reform measure 25: Preparation of a draft investment code  | Output 26: the draft investment code is prepared   | Outcome 26: An investment code was drafted and is undergoing discussion by an inter-ministerial committee. It was also forwarded to the World Bank, which made comments. The code validated at a national workshop on 5 October 2010.   | Draft investment code consistent with WAEMU guidelines |
| Reform measure 26: Produce a report indicating the status of preparation of the investment code.   | Output 27: report indicating the status of preparation of the investment code is produced.   | Outcome 27: report on the status of preparation of the investment code is produced. The report confirms the Government's commitment to improve the general business climate, revitalize the free zone, improve the private sector promotion support mechanism, improve the conditions for the emergence of entrepreneurship in Togo, reduce the cost of credit and improve access to financing. | Draft Investment Code in line with WAEMU guidelines    |
| Reform measure 27: Adoption of the investment code by the Council of Ministers and its forwarding to the National Assembly (NA) for approval | Output 28: the draft investment code is adopted and forwarded to the NA for approval   | Outcome 28: The draft investment code will be adopted by the Council of Ministers once it has been endorsed by the inter-ministerial committee. It will be subsequently forwarded to the National Assembly following approval by the Council of Ministers   |  |
| COMPONENT 4: Support to Mitigate the Impact of the Food Crisis   |  |   |  |
| Reform measure 28: Produce a report on the status of the emergency action plan of the agricultural production rehabilitation strategy        | Output 29: a report on the status of the emergency action plan of the agricultural production rehabilitation strategy is produced. | Outcome 29: The report on the status of the emergency action plan of the agricultural production rehabilitation strategy was produced and forwarded to the African Development Bank   |  |
| Reform measure 29: Allocate resources to the agricultural sector in the 2010 budget higher than those of 2009                                | Output 30: resources to the agricultural sector in the 2010 budget are higher than those of 2009                                   | Outcome 30: resources allocated to this sector for 2010 are higher than those of 2009, namely about 10% and 5.4% of the national budget, respectively, enabling Togo to honour its Maputo Commitment in 2010 with the allocation of 10% of domestic resources to the agricultural sector.   |  |

5. For each dimension of the log. frame, provide a brief assessment (up to two sentences) of the extent to which the log. frame achieved the following. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one).

| LOG. FRAME DIMENSIONS |   | ASSESSMENT   | WORKING SCORE |
|-----------------------|---|--|---------------|
| <b>LOGICAL</b>        | a) Presents a logical causal chain for achieving the project development objectives | The programme objectives aimed at poverty reduction through the stimulation of economic growth are well defined. The various public finance and governance reforms as well as the results achieved in terms of the Bank's response to the food crisis have helped to achieve the set objectives. | 4             |
| <b>MEASURABLE</b>     | b) Expresses objectives and outcomes in a way that is measurable and quantifiable   | The objectives and outcomes are measurable in each component   | 4             |
| <b>THOROUGH</b>       | c) States the risks and key assumptions   | The assumptions/risks are clearly defined, notably the Government's will to pursue political, economic and social reforms.   | 4             |

## D. OUTPUTS AND OUTCOMES

### I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual vs. expected outputs for each major activity. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall output score must be calculated as the sum of the weighted scores. Override the calculated score, if desired, and provide justification.

| MAJOR REFORM MEASURES   |   | Working Score |
|---|---|---------------|
| Expected Outputs  | Actual Outputs  |               |
| 1: The LOLF bill is adopted by the Council of Ministers   | The LOLF bill was adopted by the Council of Ministers.  | 4             |
| 2: The LOLF bill adopted by the Council of Ministers is forwarded to the National Assembly (NA)         | The LOLF bill adopted by the Council of Ministers was forwarded to the National Assembly (NA).  | 4             |
| 3: The new Public Finance Law (LOLF) is passed by the NA  | The new Public Finance Law (LOLF) was passed by the NA on 29 December 2008.   | 4             |
| 4: The bill on the revised tax code is drafted  | The revised code was updated and has been available since September 2010  | 4             |
| 5: The bill on the revised customs code is drafted  | The bill on the revised customs code was drafted and forwarded to the Ministry of Economy and Finance for comments.   | 2             |
| 6: The bill on the revised customs code was adopted by the Council of Ministers and forwarded to the NA | The bill on the revised customs code is undergoing finalization.  | 1             |
| 7: Sector ministries are introduced to the MTEF   | Representatives from the sector ministries as well as the SP-PRPF frameworks were trained in 2009.  | 4             |
| 8: The general MTEF is integrated into the 2010 finance law for pilot ministries                        | The general MTEF was used to prepare the 2009 budget; it was integrated in the 2010 finance law for sector ministries.  | 3             |
| 9: The three SIGFIP modules are completed.  | The 3 modules were completed in January 2010.   | 4             |
| 10: The three SIGFIP modules are operational.   | The first two modules have been operational since 2009. The third will be operational in 2011.  | 2             |
| 11: The 2007 management account is prepared.  | The 2007 management and administrative accounts were produced with the support of PARCI-1.  | 4             |
| 12: The 2007 budget review bill is drafted.   | The 2007 budget review bill was drafted and forwarded to the Court of Accounts  | 4             |
| 13: The 2008 management account is prepared.  | The management and administrative accounts for 2008 were produced   | 4             |
| 14: Adherence to the budget schedule.   | For the 2009 budget, the budget schedule was adhered to and the bill passed by the National Assembly on 17 December 2008. The 2010 general budget together with the MTEFs of the Ministries of Education and Health were adopted by the Government at the Council of Ministers on 23 November 2009 and passed by the National Assembly on 18 December 2009. | 3             |

|   |   |   |
|---|---|---|
| 15: The Treasury is completely reorganized.                                   | The reorganization of the Treasury services was completed: Central Accounts, General Pay Officer, General Collector swore an oath with their signing officers on 22 May 2009. Prior to this, however, the Regional Accountants had also sworn an oath with their signing officers on 20 May 2009. They officially assumed duty after swearing the oaths. Similarly, the principal and regional treasurers swore an oath on 4 September 2009.  | 4 |
| 16: IGF is provided with budgetary and logistical resources.                  | The IGF has human, financial and material resources with adequate budget enabling it to implement its entire work programme for 2009.   | 4 |
| 17: The IGF action plan is formulated.  | The partial action plan was formulated and improved by the consultant recruited under the AfDB Fragile States targeted support.   | 3 |
| 18: The Court of Accounts is operational and strengthened.                    | The judges of the court were appointed by decree on 24 June 2009. They swore an oath on 16 September 2009 and were officially installed on 24 September 2009. The Presidents of the three chambers were appointed by presidential decrees on 2 July 2009. A building was made available to the Court of Accounts, enabling the judges to begin reviewing the 2007 budget and soon that of 2008.   | 2 |
| 19: The Public Procurement Bill is adopted by the Council of Ministers.       | The Public Procurement Bill was adopted by the Council of Ministers on 21 January 2009 and forwarded to the National Assembly, which passed it.   | 4 |
| 20: The Public Procurement Bill is forwarded to the National Assembly         | The Public Procurement Bill was forwarded to the National Assembly on 4 February 2009.  | 4 |
| 21: The Public Procurement Code bill was adopted by the Council of Ministers. | The Public Procurement Code bill was adopted by the Council of Ministers on 11 November 2009. The implementing decrees were passed by decree on 30 December 2009.   | 4 |
| 22: The Public Procurement Code bill is forwarded to the National Assembly.   | The Public Procurement Code adoption procedure does not require prior submission to the National Assembly.  | 4 |
| 23: Decrees on entities specified in the public procurement are adopted.      | Decrees on entities specified in the public procurement code (ARMP, DNCMP, and CGMP) were passed on 30 December 2009. The National Public Procurement Control Director and the General Director of the Public Procurement Regulatory Authority were appointed by decree on 30 March 2010. The staff of the public procurement management units in five (5) sector ministries and the Lomé Municipality were appointed by ministerial orders from five (05) priority ministries and the Lomé Municipality. | 4 |
| 24: The operational manual for public procurement entities is prepared.       | The operational manual for public procurement entities will be prepared under PARCI-2.  | 1 |
| 25: A general public procurement action plan is prepared and adopted.         | The partial public procurement action plan was prepared and submitted to the AfDB and will be improved with the latter's support  | 2 |

|   |   |   |
|---|---|---|
|   | under the Governance, Economic and Financial Capacity Building Project (PARCI-2).   |   |
| 26: The draft investment code is formulated.  | An investment code was drafted and is undergoing discussion by an inter-ministerial committee. It was also forwarded to the World Bank, which made comments. The draft code was validated at a national workshop on 5 October 2010.   | 2 |
| 27: A report indicating the status of preparation of the investment code is produced.                                       | The report on the status of preparation of the investment code is produced. The report confirms the Government's commitment to improve the general business climate, revitalize the free zone, improve the private sector promotion support mechanism, improve conditions for the emergence of entrepreneurship in Togo, reduce the cost of credit and improve access to financing. | 4 |
| 28: The draft investment code is adopted and forwarded to the National Assembly for approval.                               | The draft investment code will be adopted by the Council of Ministers once it has been endorsed by the inter-ministerial committee. It will be subsequently forwarded to the National Assembly following approval by the Council of Ministers.  | 2 |
| 29: A report on the status of the emergency action plan of the agricultural production rehabilitation strategy is produced. | The report on the status of the emergency action plan of the agricultural production rehabilitation strategy was produced and forwarded to the African Development Bank.  | 4 |
| 30: Resources to the agricultural sector in the 2010 budget are higher than those of 2009                                   | Resources allocated to this sector for 2010 are higher than those of 2009, namely about 10% and 5.4% of the national budget, respectively, enabling Togo to honour its Maputo Commitment in 2010 with the allocation of 10% of domestic resources to the agricultural sector.   | 3 |
| <b>OVERALL OUTPUT SCORE</b><br>[Score is calculated as the sum of weighted scores]  |   | 3 |
| <b>Check here to override the calculated score</b>  |   |   |
| <b>Provide justification for over-riding the calculated score</b>   |   |   |
| <b>Insert the new score or re-enter the calculated score</b>  |   | 3 |

## II. OUTCOMES

| 1. Using available monitoring data, assess the achievement of <u>expected outcomes</u> . Import the expected outcomes from the log-frame in Section C. Score the extent to which the expected outcomes were achieved. The overall outcome score must be calculated as an average of the working scores. Override the calculated score, if desired, and provide justification. |   |               |
|---|---|---------------|
| OUTCOMES  |   | Working Score |
| Expected  | Actual  |               |
| Adoption by the Council of Ministers of the draft LOLF and its forwarding to the National Assembly (NA)   | The LOLF bill was approved by the Council of Ministers.   | 4             |
| Passing of the new Public Finance Law (LOLF) by the NA  | The new Public Finance Law (LOLF) was passed by the NA on 29 December 2008.   | 4             |
| Drafting of the bill on the revised tax code  | The revised code was updated and has been available since September 2010  | 4             |
| Drafting of the bill on the revised customs code  | The bill on the revised customs code was drafted and forwarded to the Ministry of Economy and Finance for comments. | 2             |

|  |  |   |
|--|--|---|
| Adoption of the bill on the revised customs code by the Council of Ministers and its transmission to the NA  | The bill on the revised customs code is undergoing finalization.   | 1 |
| Introduce the sector ministries to the Medium-Term Expenditure Framework (MTEF)  | Representatives from the sector ministries as well as the SP-PRPF frameworks were trained in 2009.   | 4 |
| Integration of the General MTEF into the 2010 finance law for pilot ministries   | The general MTEF was used to prepare the 2009 budget; it was integrated into the 2010 finance law for sector ministries.   | 3 |
| Completion of 3 SIGFIP modules: "budget preparation and execution" and "account" module  | The 3 modules have been completed since January 2010.  | 4 |
| Operationalization of 3 SIGFIP modules   | The first two modules have been operational since 2009. The third will be operational in 2011.   | 2 |
| Preparation of management accounts for the 2007 fiscal year.   | The 2007 management and administrative accounts were produced with the support of PARCI-1.   | 4 |
| Drafting of the 2007 budget review bill  | The 2007 budget review bill was drafted and forwarded to the Court of Accounts   | 4 |
| Preparation of management accounts for the 2008 fiscal year.   | The management and administrative accounts for 2008 were produced  | 4 |
| Adherence to budgetary schedule and presentation of the finance bill in line with the timeframes stipulated in the Constitution (45 days before 31 December).  | For the 2009 budget, the budget schedule was adhered to and the bill passed by the National Assembly on 17 December 2008. The 2010 general budget together with the MTEFs of the ministries of education and health was adopted by the Government at the Council of Ministers on 23 November 2009 and passed by the National Assembly on 18 December 2009.   | 4 |
| Finalization of the reorganization of the treasury services in line with the WAEMU guidelines and creation of new entities: Treasury Central Accounts Agency (ACCT), Treasury General Pay Office (PGT), and Treasury General Revenue Office (RGT). | The reorganization of the Treasury services was completed: Central Accounts, General Pay Officer, General Collector swore an oath with their signing officers on 22 May 2009. Prior to this, however, the Regional Accountants had also sworn an oath with their signing officers on 20 May 2009. They officially assumed duty after swearing the oaths. Similarly, the principal and regional treasurers swore an oath on 4 September 2009. | 4 |
| Provide the General Inspectorate of Finance (IGF) with budgetary and logistical resources  | The IGF has human, financial and material resources with adequate budget enabling it to implement its entire work programme for 2009   | 3 |
| Formulation of an IGF action plan.   | The partial action plan was formulated and improved by the consultant recruited under the AfDB Fragile States targeted support.  | 3 |
| Operationalization of the Court of Accounts and building its capacity with the appointment of judges and other staff.  | The judges of the court were appointed by decree on 24 June 2009. They swore an oath on 16 September 2009 and were officially installed on 24 September 2009. The Presidents of the three chambers were appointed by presidential decrees on 2 July 2009. A building was made available to the Court of Accounts, enabling the judges to begin reviewing the 2007 budget and soon that of 2008.  | 3 |

|   |  |   |
|---|--|---|
| Adoption of the Public Procurement Bill by the Council of Ministers.  | The Public Procurement Bill was adopted by the Council of Ministers on 21 January 2009 and forwarded to the National Assembly, which passed it.  | 4 |
| Government forwarding of the Public Procurement Bill to the National Assembly   | The Public Procurement Bill was forwarded to the NA on 4 February 2009.  | 4 |
| Adoption of the Public Procurement Code bill by the Council of Ministers.   | The Public Procurement Code bill was adopted by the Council of Ministers on 11 November 2009. The implementing decrees were passed by decree on 30 December 2009.  | 4 |
| Government forwarding of the Public Procurement Code bill to the National Assembly                                    | The Public Procurement Code adoption procedure does not require prior submission to the NA.  | 4 |
| Adoption of code: ARMP, DNCMP, CGMP   | Decrees on entities specified in the public procurement (ARMP, DNCMP, and CGMP) were passed on 30 December 2009. The National Public Procurement Control Director and the General Director of the Public Procurement Regulatory Authority were appointed by decree on 30 March 2010. The staff of the public procurement management units in five (5) sector ministries and the Lomé Municipality were appointed by ministerial orders from five (05) priority ministries and the Lomé Municipality. | 4 |
| Preparation and implementation of an operational manual for public procurement entities: ARMP, DNCMP, CGMP            | The operational manual for public procurement entities will be formulated under PARCI-2.   | 1 |
| Preparation and adoption of a general public procurement action plan.   | The partial public procurement action plan was formulated and submitted to the AfDB and will be improved with the latter's support under the Governance, Economic and Financial Capacity Building Project (PARCI-2).   | 2 |
| Formulation of a draft investment code  | An investment code was drafted and is undergoing discussion by an inter-ministerial committee. It was forwarded to the World Bank, which made comments. The draft code was validated at a national workshop on 5 October 2010.   | 2 |
| Produce a report indicating the status of preparation of the investment code.   | The report on the status of preparation of the investment code is produced. The report confirms Government's commitment to improve the general business climate, revitalize the free zone, improve the private sector promotion support mechanism, improve the conditions for the emergence of entrepreneurship in Togo, reduce the cost of credit and improve access to financing.  | 4 |
| Adoption of the investment code by the Council of Ministers and its forwarding to the National Assembly for approval. | The draft investment code will be adopted by the Council of Ministers once it has been endorsed by the inter-ministerial committee. It will be subsequently forwarded to the National Assembly following approval by the Council of Ministers.   | 1 |

|   |   |   |
|---|---|---|
| Produce a report on the status of the emergency action plan of the agricultural production rehabilitation strategy. | The report on the status of the emergency action plan of the agricultural production rehabilitation strategy was produced and forwarded to the African Development Bank.  | 4 |
| Allocate resources to the agricultural sector in the 2010 budget higher than those of 2009                          | Resources allocated to this sector for 2010 are higher than those of 2009, namely about 10% and 5.4% of the national budget, respectively, enabling Togo to honour its Maputo Commitment in 2010 with the allocation of 10% of domestic resources to the agricultural sector. | 3 |
| <b>OVERALL OUTCOME SCORE</b><br>[Score is calculated as an average of the working scores]                           |   | 3 |

Check here to override the calculated score

### Provide justification for over-riding the calculated score

Insert the new score or re-enter the calculated score

3

2. Impact on poverty and the social situation: Comment on the expected and actual impacts of the programme on poverty, gender, access to public services, integration of vulnerable groups and any other significant social aspect.

The programme enabled the Government to improve the public finance management system by building the capacity of the control and revenue collection agencies. It also helped to respond effectively to the food crisis. PARG contributed to ensuring adequate transparency and sound public finance management by setting up SIGFIP. The management account and budget review law were produced for the first time thanks to the PARG, in a spirit of public finance management accountability. The outcomes of the PARG have paved the way for the mobilization of financial resources to address urgent poverty reduction needs.

3. **Risks to sustained achievement of outcomes. State the factors that affect, or could affect, the long-run or sustained achievement of project outcomes. Indicate if any new activity or institutional change is recommended to help sustain outcomes. The analysis should draw upon the sensitivity analysis in Annex 3, where appropriate.**

The socio-political stability and macroeconomic framework as well as resistance to the reforms could seriously threaten the sustainability of achievements. The Government should continually manifest its will to maintain the pace of the reforms, socio-political and macroeconomic stability.

## E. PROJECT DESIGN AND READINESS FOR IMPLEMENTATION

1. **State the extent to which the Bank and the Borrower ensured the project was commensurate with the Borrower's capacity to implement by designing the project appropriately and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as extent to which project design took into account lessons learned from previous PCRs in the sector or the country (please cite key PCRs); whether the project was informed by robust analytical work (please cite key documents); how well Bank and Borrower assessed the capacity of the implementing agencies and/or Project Implementation Unit; scope of consultations and partnerships; economic rationale of project; and provisions made for technical assistance.**

**[200 words maximum. Any additional narrative about implementation should be included at Annex 6: Project Narrative]**

Given the long period of political instability (1990-2005) that affected Togo, external financing was suspended, the reforms could not be implemented during that period and no analytical work could be undertaken. The signing of the Global Political Agreement (GPA) in August 2006 and the holding of successful legislative elections in 2007 helped to normalize relations with the international financial community. The AfDB resumed its cooperation in July 2008 after lifting its sanctions. At a government seminar held in 2005 to identify the problems besetting the country's economy in general, the Government clearly defined the vast reform programme it hoped to undertake. .

PARG, which constitutes the first AfDB operation following the resumption of ties with the country, bolstered the Government's efforts to implement reforms. PARG falls under Togo's Interim Poverty Reduction Strategy (I-PRSP) and the Interim Country Strategy Paper 2009-2010 adopted in January 2009. The PRSP was endorsed by donors in April 2008. The programme design took into account good practice principles for the application of conditionality and the Bank Group's policy on the accumulation of non-concessionary debt. It also aimed to help the Government to mitigate the effects of the food crisis.

**2. For each dimension of project design and readiness for implementation, provide a brief assessment (up to two sentences). Insert a working score, using the scoring scale provided in Appendix 1.**

| PROJECT DESIGN AND READINESS FOR IMPLEMENTATION DIMENSIONS |  | ASSESSMENT   | WORKING SCORE |
|--|--|--|---------------|
| <b>REALISM</b>   | a) Project complexity is matched with country capacity and political commitment.   | The Government demonstrated its capacity to undertake the reforms in the growth sectors and expressed its desire to reduce the effects of the food crisis. This was assessed by the Bank during programme preparation  | 3             |
| <b>RISK ASSESSMENT AND MITIGATION</b>                      | b) Project design includes adequate risk analysis.   | The risks were well assessed at programme preparation and appraisal. These risks, which are political, social and economic in nature, are reflected in the logical framework.  | 4             |
| <b>USE OF COUNTRY SYSTEMS</b>                              | c) Project procurement, financial management, monitoring and/or other systems are based on those already in use by government and/or other partners. | The public procurement procedures used were those of the Bank. However, the procurement system together with the new code adopted and the creation of regulatory bodies (ARMP, DNCMP, and CGMP) adopted under PARG, will be operational in 2011 and should be consistent with international public procurement standards. In contrast, the Public Treasury is charged with financial management, while the Permanent Secretariat coordinates activities. This management is deemed satisfactory in view of the results achieved. Therefore, the improvement of the fiduciary framework has paved the way for the preparation of budgetary support in 2011. | 3             |

| For the following dimensions, provide separate working scores for Bank performance and Borrower performance: |  |   | WORKING SCORE |          |
|--|--|---|---------------|----------|
|  |  |   | Bank          | Borrower |
| CLARITY  | d) Responsibilities for project implementation were clearly defined.                 | Responsibilities were clearly defined. The Permanent Secretariat monitored and coordinated the programme in accordance with the grant agreement, while the Bank was responsible for the supervision                     | 4             | 4        |
| MONITORING READINESS   | e) Monitoring indicators and monitoring plan were agreed upon before project launch. | The monitoring indicators contained in the programme logical framework were agreed upon jointly by the Bank and the Government. They were monitored by various Bank supervision mission teams                           | 4             | 4        |
| BASELINE DATA  | f) Baseline data were available or were collected during project design              | The baseline data was collected at programme preparation. They followed the Government's Letter of Development Policy. The Government produces quarterly report on the status of implementation of the reform measures. | 3             | 3        |

## F. IMPLEMENTATION

|   |
|---|
| <p>1. <b>State the major characteristics of project implementation with reference to: adherence to schedules, quality of construction or other work, performance of consultants, effectiveness of Bank supervision, and effectiveness of Borrower oversight. Assess how well the Bank and the Borrower ensured compliance with safeguards.</b></p> <p><b>[200 words maximum. [Any additional narrative about implementation should be included at Annex 6: Project Narrative]</b></p> |
| <p>Overall, the schedule established at programme preparation was followed. No waiver was granted the programme. All the disbursements were made following the satisfactory fulfilment of the disbursement conditions. It is worth noting that various Bank supervision missions helped the government to improve the programme implementation. Furthermore, the Borrower satisfactorily coordinated and monitored the programme.</p>   |
| <p>2. <b>Comment on the <u>role of other partners</u> (e.g. donors, NGOs, contractors, etc.). Assess the effectiveness of co-financing arrangements and of donor coordination, if applicable.</b></p>   |
| <p>The Bank was the sole programme financier.</p>   |
| <p>3. <b><u>Harmonization</u>. State whether the Bank made explicit efforts to harmonize instruments, systems and/or approaches with other partners.</b></p>  |
| <p>The Bank always expressed its concern regarding coordination with other donors. During programme preparation, it coordinated its intervention with other donors. Similarly, at various supervision missions, it always met with Togo's other partners to ensure the complementarity of their actions.</p>  |
| <p>4. <b>For each dimension of project implementation, assess the extent to which the project achieved the following. Provide a brief assessment (up to two sentences) and insert a working score, using the scoring scale provided in Appendix 1.</b></p>  |

| PROJECT IMPLEMENTATION DIMENSIONS |  | ASSESSMENT   |  | Working Score |
|-----------------------------------|--|--|--|---------------|
| TIMELINESS                        | a) Extent of project adherence to the original closing date. If the number on the right is: below 12, "4" is scored between 12.1 to 24, "3" is scored between 24.1 to 36, "2" is scored beyond 36.1, "1" is scored | Difference in months between original closing date and actual closing date or date of 98% disbursement rate.   | The reform measures were implemented as planned despite some delays. | 4             |
|                                   |  | 0  |  |               |
| BANK PERFORMANCE                  | b) Bank complied with:   |  |  |               |
|                                   | Environmental Safeguards   | There was no negative impact on the environment.   |  | -             |
|                                   | Fiduciary Requirements   | All the recommendations by various mission teams were pursued and implemented.   |  | 3             |
|                                   | Project Covenants  | There was no change in programme implementation. The Bank always acted promptly to respond to various concerns raised by the Government. The conditions precedent to grant effectiveness and first disbursement as well as those for the second disbursement were met.   |  | 4             |
|                                   | c) Bank provided quality supervision in the form of skills mix and practicality of solutions   | Various supervision and mid-term review missions were conducted by IT experts, consultants with expertise in public finance, macro-economy, financial management and data processing.  |  | 4             |
|                                   | d) Bank provided quality management oversight  | The Bank provided satisfactory management oversight  |  | 4             |
| BORROWER PERFORMANCE              | e) Borrower complied with:   |  |  |               |
|                                   | Environmental Safeguards   | The programme does not have any negative impact on the environment   |  | -             |
|                                   | Fiduciary Requirements   | The special account was audited and the report forwarded to the Bank. Recommendations related to the procurement were taken into account. A Bank mission drew the Bank's attention to the need to comply with the terms of the agreement. Steps were taken under PARCI-2 to build the capacity of programme managers, notably in procurement |  | 3             |
|                                   | Conditions and Triggers  | Overall, conditions and triggers were adhered to.  |  | 4             |
|                                   | f) Borrower was responsive to Bank supervision findings and recommendations  | The findings of various supervision and mid-term review mission teams were taken into account.   |  | 4             |
|                                   | g) Borrower collected and used monitoring information for decision making.   | The quarterly progress reports on PARG measures are produced regularly, forwarded to various technical/financial partners and media houses, and published on the Permanent Secretariat's website. (www.togoreforme.com)  |  | 4             |

## G. COMPLETION

| 1. Is the PCR delivered on a timely basis, in compliance with Bank policy?   |   |                      |  |
|--|---|----------------------|--|
| Date project reached 98% disbursement rate (or closing date if applicable)   | Date PCR was sent to pcr@afdb.org<br><br>MM/DD/YY       | Difference in months | WORKING SCORE<br>if the difference is 6 months or less, a 4 is scored. If the difference is 6.1 or more, a 1 is scored |
|  | The Government's PCR was prepared jointly with the Bank | 0                    | 4  |
| <p><b>Briefly describe the PCR Process. Describe the Borrower's and co-financers' involvement in producing the document. Highlight any major differences of opinion concerning the assessments made in this PCR. Describe the team composition and confirm whether a site visit was undertaken. Mention any major collaboration from other development partners. State the extent of field office involvement in producing the report. Indicate whether comments from Peer Reviewers were received on time (provide names and positions of Peer Reviewers).</b></p> <p><b>[100 words maximum]</b></p> <p>The PCR was jointly prepared by the Government and the Bank. The PCR preparation started with the sending of the PCR template to the Government. Subsequently, the Government forwarded a draft report to the Bank. At the PCR preparation mission, the team and the Government jointly assessed the programme performance and prepared this PCR. The mission team and the Government jointly analysed the difficulties encountered during programme implementation and lessons learned by the Government and the Bank for future reform operations and programmes.</p> |   |                      |  |

## H. LESSONS LEARNED

| Summarize <u>key</u> lessons for the Bank and the Borrower suggested by the project's outcomes  |
|---|
| <p><b>[250 words maximum. Any additional narrative about lessons learned, if needed, must be placed in Annex 6: Project Narrative]</b></p> <p>PARG was satisfactorily managed. It enabled the Government to carry out public finance management, modernize the public procurement institutional and legal framework, and improve the business climate. The programme also helped the Government to respond satisfactory to the food crisis. Indeed, programme implementation was a success and the two determinants of the success were the programme quality and relevance, and the authorities' determination to implement it.</p> <p>However, the relatively ambitious reforms such as the public procurement code, investment code, customs code, tax code, treasury reform, public procurement reform and operationalization of the Court of Accounts, to be put in place in a relatively short time of two (2) years constituted a significant risk for an effective implementation of the reform programme. The scale of reforms and their diversity represented major challenges, but it also demonstrated the Government's determination to carry through the sensitive and ambitious reforms agenda.</p> <p>In this regard, the main lesson to be learned is: to the extent possible, avoid combining highly diversified reforms in the same programme with limited implementation timeframe and always back the reform programmes with institutional support.</p> <p>Ideally, any balance of payments or budgetary support programme should be systematically followed by an institutional support programme, and not the opposite, in order to have the means of supporting the Government in the effective implementation of reforms undertaken under the programme.</p> <p>Despite programme achievements, many challenges affecting the improvement of public finance management and poverty reduction remain topical. PARG achievements must be consolidated as part of eventual support under PARG-2, which should be a direct budgetary support in light of Togo's current public finance management performance.</p> |

## I. PROJECT RATINGS SUMMARY

All working scores and ratings must be found in the relevant section in the PCR. For example, please insert the “Overall Output score” in Section D.I. in the “Achievement of Outputs” box below

| CRITERIA         | SUB-CRITERIA   | WORKING SCORE |
|------------------|--|---------------|
| PROJECT OUTCOME  | Achievement of outputs <i>(insert score from Section D.I.)</i>   | 3             |
|                  | Achievement of outcomes <i>(insert score from Section D.I.)</i>  | 3             |
|                  | Timeliness <i>(insert score from Section F.4.)</i>   | 4             |
|                  | <b>OVERALL PROJECT OUTCOME SCORE</b> <i>(score average)</i>  | 3             |
| BANK PERFORMANCE | <b>Design and Readiness</b>  |               |
|                  | Project Objectives were relevant to country development priorities. <i>(insert score from Section C.3.)</i>  | 4             |
|                  | Project Objectives could in principle be achieved with the project inputs and in the expected time frame. <i>(insert score from Section C.3.)</i>  | 3             |
|                  | Project Objectives were consistent with the Bank’s country or regional strategy <i>(insert score from Section C.3.)</i>  | 4             |
|                  | The log frame presents a logical causal chain for achieving the project development objectives. <i>(insert score from Section C.5.)</i>  | 4             |
|                  | The log frame expresses objectives and outcomes in a way that is measurable and quantifiable. <i>(insert score from Section C.5.)</i>  | 4             |
|                  | The log frame states the risks and key assumptions. <i>(insert score from Section C.5.)</i>  | 4             |
|                  | Project complexity was matched with country capacity and political commitment. <i>(insert score from Section E.2.)</i>   | 3             |
|                  | Project design includes adequate risk analysis. <i>(insert score from Section E.2.)</i>  | 4             |
|                  | Project procurement, financial management, monitoring and/or other systems were based on those already in use by government and/or other partners. <i>(insert score from Section E.2.)</i> | 3             |
|                  | Responsibilities for project implementation were clearly defined. <i>(insert score from Section E.2.)</i>  | 4             |
|                  | Monitoring indicators and monitoring plan were agreed upon during design. <i>(insert score from Section E.2.)</i>  | 4             |
|                  | Baseline data collection is completed or on-going <i>(insert score from Section E.2.)</i>  | 3             |
|                  | <b>PROJECT DESIGN AND READINESS SUB-SCORE</b> <i>(score average)</i>   | 4             |
|                  | <b>Supervision:</b>  |               |
|                  | Bank complied with:  |               |
|                  | Environmental Safeguards <i>(insert score from Section F.4.)</i>   | -             |
|                  | Fiduciary Requirements <i>(insert score from Section F.4.)</i>   | 3             |
|                  | Project Covenants <i>(insert score from Section F.4.)</i>  | 4             |
|                  | Bank provided quality supervision in the form of skills mix provided and   | 4             |

|  |  |   |
|--|--|---|
|  | practicality of solutions. <i>(insert score from Section F.4.)</i>   |   |
|  | Bank provided quality management oversight. <i>(insert score from Section F.4.)</i>  | 4 |
|  | PCR was delivered on a timely basis <i>(insert score from Section G)</i>   | 4 |
|  | <b>SUPERVISION SUB-SCORE</b> <i>(score average)</i>  | 4 |
|  | <b>OVERALL BANK PERFORMANCE SCORE</b> <i>(score average)</i>   | 4 |
| BORROWER<br>PERFORMANCE  | <b>Design and Readiness</b>  |   |
|  | Responsibilities for project implementation are clearly defined. <i>(insert score from Section E.2)</i>  | 4 |
|  | Necessary implementation documents (e.g. specifications, design, procurement documents) are ready at appraisal. <i>(insert score from Section E.2)</i>   | 4 |
|  | Monitoring indicators and monitoring plan are agreed upon and baseline data are available or are being collected. <i>(insert score from Section E.2)</i> | 3 |
|  | <b>PROJECT DESIGN AND READINESS SCORE</b> <i>(score average)</i>   | 4 |
|  | <b>Implementation</b>  |   |
|  | Borrower complied with:  |   |
|  | Environmental Safeguards <i>(insert score from Section F.4)</i>  | - |
|  | Fiduciary Requirements <i>(insert score from Section F.4)</i>  | 3 |
|  | Borrower was responsive to Bank supervision findings and recommendations. <i>(insert score from Section F.4)</i>   | 4 |
|  | Borrower collected and used of monitoring information for decision-making. <i>(insert score from Section F.4)</i>  | 4 |
|  | Borrower was responsive to Bank supervision findings and recommendations. <i>(insert score from Section F.4)</i>   | 4 |
|  | <b>IMPLEMENTATION SUB-SCORE</b> <i>(score average)</i>   | 4 |
| <b>OVERALL BORROWER PERFORMANCE SCORE</b> <i>(score average)</i> | 4  |   |

J. PROCESSING

| STEP                        | SIGNATURE AND COMMENTS | DATE |
|-----------------------------|------------------------|------|
| Sector Manager Clearance    | Carlos SANTISO         |      |
| Regional Director Clearance | Janvier LITSE          |      |
| Sector Director Approval    | Gabriel NEGATU         |      |

## Scales for Working Scores and Ratings

| SCORE | EXPLANATION  |
|-------|--|
| 4     | <b>Very Good</b> - Fully achieved with no shortcomings                               |
| 3     | <b>Good</b> - Mostly achieved despite a few shortcomings                             |
| 2     | <b>Fair</b> - Partially achieved. Shortcomings and achievements are roughly balanced |
| 1     | Poor - Very limited achievement with extensive shortcomings                          |
| NA    | Sans objet   |

**Note: The formulas round up or down for decimal points. Only whole numbers are computed.**

## LIST OF ANNEXES

### Mandatory Information

#### **Programme Costs and Financing by Sources of Financing**

The cost of the programme amounts to UA 12.5 million

Sources of financing:

- AfDB/AfDF grant from Fragile States Facility resources for UA 10 million;
- AfDB grant under the “Bank Response to the Food Crisis”

1. **Bank Inputs.** List the key team members, and their specialties, during preparation and supervision. Provide a consolidated list of Preparation, Supervision and Completion Missions in a chronological order. Provide the date and ratings of the last supervision report.

| Team Members  | Function  |
|---|---|
| Preparation/Appraisal Mission                           |   |
| Mr. André NZAPAYEPE                                     | Socio-economist, OSGE.1   |
| Mr. Alain EKPO  | Senior Country Economist ORWA   |
| Mr. H. DOSSO  | Agronomist, OSAN  |
| Mr. K.HOMAWOO   | Computer Engineer, OSGE   |
| Mr. P. KATOMBE  | Consultant, Macroeconomist, OSFU  |
| Mr.. Mohamed KHOALI                                     | Consultant, Macroeconomist, OSGE  |
| Mr. Carlos SANTISO                                      | Sector Division Manager, OSGE   |
| Mr. G. NEGATU   | Sector Director, OSGE   |
| Mr. Janvier LITSE                                       | Regional Director, ORWA   |
| Mme S.CHINIEN   | Peer Reviewer (ORWA)  |
| Mr S. N'GUESSAN   | Peer Reviewer (OSGE.1)  |
| Mr. B. SAVADOGO   | Peer Reviewer (OSFU)  |
| Mr. A. Ba ABOU  | Peer Reviewer (ORWB)  |
| Mr. T. BEDINGAR   | Peer Reviewer (OSAN.2)  |
| Supervision Mission from 15 to 26 June 2009             |   |
| Mr. A. ZEJLY  | Economist at the Governance and Economic and Financial Reforms Department |
| Mid-Term Review from 12 to 29 October 2009              |   |
| Mr. Serge N'GUESSAN                                     | Public Procurement Analyst (OSGE.1)                                       |
| Mr. Achille Toto SAME                                   | Principal Public Finance Expert (OSGE.1)                                  |
| Mr. Ould Mohamed EL HACEN                               | Financial Governance Specialist (OSGE.1)                                  |
| Mr. K.HOMAWOO   | IT Engineer, OSGE 2   |
| Supervision Mission from 29 January to 16 February 2010 |   |
| Mr. Achille Toto SAME                                   | Principal Public Finance Expert (OSGE.1)                                  |
| Mr. Mohamed KHOALI                                      | Consultant, Macroeconomist, OSGE.1  |

**2. Assessment of Macroeconomic Developments.** Outline key characteristics of the macro economy before, during and after the operation, with specific reference to BOP and fiscal balances. State the extent to which the country is on track with any IMF programme.

The start of the macroeconomic recovery in 2006 was hampered in 2007 by serious electricity outages at national level, escalation of oil prices and damage caused by heavy floods that destroyed infrastructure and farmland. Consequently, real GDP growth slowed in 2007, falling from 4.1% in 2006 to 2.1% in 2007 and 1.8% in 2008. The 2007 and 2008 floods resulted in significant decline in agricultural output. The escalation of food prices pushed inflation up from 8.7% in 2008 to 1.9% in 2009. With regard to public finance, primary expenditures fell from 17.9% of GDP in 2006 to 16.8% in 2007. The current transaction balance is structurally in deficit. Real GDP growth in 2009 was 3.2% as against 1.8% in 2008. The 2010 forecasts point to a 3.4% growth. The growth rate of the primary, secondary and tertiary sectors is estimated at 3.3%, 3.0% and 8.3%, respectively. The rate measured by the average harmonized consumer price index (HCPI) over the first six months of 2010 is 1.2% but the estimate for the year is 1.4%. The balance of payments for 2008 is expected to yield a surplus balance of CFAF 37.0 billion as against only CFAF 0.8 billion in 2007. In 2009, the surplus was CFAF 5.1 billion. The performance of the programme supported by the Growth and Poverty Reduction Facility and later by the IMF Extended Credit Facility was satisfactory. All the quantitative benchmarks and criteria related to the Government's fiscal policy were met. The public finance situation improved significantly and the reforms will be pursued in order to consolidate this macroeconomic stability.

#### 4. List of Supporting Documents

- 1) Economic Memorandum
- 2) Letter of Development Policy
- 3) PARG Measures Implementation Quarterly Reports
- 4) Aide-Memoires from Various Missions
- 5) I-PRSP and C-PRSP

#### Optional

**5. Programme Narrative.** Key factors not covered in the main template that affected the design and implementation of the project: such factors, both positive and negative, could include global economic and financial conditions, climate and weather, political changes, contractual or personnel matters, technical or legal issues, and interactions with other partners. If any of these factors is significant enough to affect the evaluation ratings, it should be noted in the template with a reference to this annex.