

AFRICAN DEVELOPMENT FUND



MAURITANIA

PUBLIC INVESTMENT MANAGEMENT SUPPORT PROJECT (PIMSP)

PROJECT COMPLETION REPORT

(PCR)

Public Disclosure authorized

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RDGN/ECGF

April 2019

Translated document

PROJECT COMPLETION REPORT (PCR) FOR PUBLIC-SECTOR OPERATIONS



AFRICAN
DEVELOPMENT
FUND

I Basic Data

A Report Data

Report date	Date of report:	OCTOBER 2018	
	Mission date (<i>if field mission</i>)	From: 09/07/2018	To: 12/07/2018

B Responsible Bank staff

Positions	At approval	At completion
Regional Director:	Mr Jacob. KOLSTER	Mr Mohamed EL AZIZI
Country Manager	N/A	Ms Yacine FAL
Sector Director	Mr I. Lobe NDOUMBE	Mr Abdoulaye COULIBALY
Sector Manager	Mr Abdoulaye COULIBALY	Mr Abdoulaye COULIBALY
Activity Coordinator	Mr Julien BANDIAKY	Mr Ammar KESSAB
Alternate Activity Coordinator	N/A	N/A
PCR Team Leader		Mr Ammar KESSAB
PCR Team Members		Ms Ma Soukha BA

C Project Data

Project Name: Public Investment Management Support Project (PIMSP)			
Project code: P-MR-KF0-001	Financing Instrument Number(s): Grant no. 2100155025817		
Project Type INSTITUTIONAL SUPPORT	Sector: Governance		
Country: Mauritania	Environmental categorization (1-3): Category 3		
Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)	Key Events (Bank-approved financing only)	Disbursement and closing dates (Bank approved financing only)	
Financing source/instrument 1: ADF Grant	Financing source/instrument 1: ADF Grant	Financing source/instrument 1: ADF Grant	
Approval Date 07 October 2013	Cancelled amounts: None	Original disbursement deadline: 09 March 2015	
Signature Date: 01 December 2013	Supplementary financing: None	Original closing date: 30 June 2016	
Date of entry into force: 01 December 2013	Restructuring (<i>specify date & amount involved</i>): N/A	Revised (<i>if applicable</i>) disbursement deadline: N/A	
Date effective for 1st disbursement: N/A	Extensions (<i>specify dates</i>): N/A	Revised (<i>if applicable</i>) closing date: 30 May 2018	
Date of actual 1st disbursement: 09 March 2015			
Financing Source (UA): Foreign Currency: UA 704,000 Local currency: UA 36,000	Disbursed amount (amount, UA):	Percentage disbursed (%):	Undisbursed amount (UA): Percentage undisbursed (%):
Financing source/instrument 1: ADF Grant	735,964.85	99.45	4,035.15 0.55%

Source of financing (UA):	Committed amount (UA):	Percentage committed (%):	Uncommitted amount (UA):	Percentage uncommitted (%):
Financing source/instrument 1: ADF Grant	739,841	99.98	UA 159	0.02%
TOTAL				
Co-financiers and other external partners: N/A				
National counterpart of UA 860,000.				
Executing and implementing agency(-ies) Ministry of Economy and Finance - Directorate General of Public Investments and Economic Cooperation (DGIPCE formerly called Directorate General of Investment Projects and Programmes - DGPPI and housed at the former MAED)				

D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	Ms Yacine FAL		
Sector Division Manager	Mr Abdoulaye COULIBALY		
Regional Director (as country team chairperson)	Mr Mohamed EL AZIZI		
Sector Director	Mr Abdoulaye COULIBALY		

II Project performance assessment

A Relevance

1. Relevance of project development objective

Rating*	Narrative assessment (max 250 words)
4	The goal of PIMSP is to “ improve public investment efficiency so as to ensure strong and inclusive economic growth ”. The aim was to support Mauritania in the effective implementation of the Poverty Reduction Strategy Paper (PRSP III) through better use of gender-sensitive medium-term programming tools (MTEFs) and a better management of public investments. Mauritania has reintroduced medium- and long-term planning and has faced capacity gaps in the use of programming tools such as Medium-Term Expenditure Frameworks (MTEFs). Deficiencies in the programming and identification, preparation, implementation and monitoring of investment projects limited Mauritania's capacity to absorb resources (project disbursement rates did not exceed 60%). These challenges included delays in project implementation, cost overruns, the expiry of grace periods before project completion and the payment of commitment fees on unused funds. The objective of the project is considered very relevant because it responds to Mauritania's public investment management challenges and its success is beneficial for the effectiveness of Mauritania's public investments, including those financed by development partners such as the Bank.

* For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)

2. Relevance of project design

Rating*	Narrative assessment (max 250 words)
4	The project was designed to 1) improve public investment programming by better reflecting PRSP priorities and the gender dimension in consolidated investment budgets (through MTEFs) and 2) improve the performance of the Mauritanian administration in identifying, preparing, implementing and monitoring and evaluating public investment projects. To achieve these results, the project supported the DGIPCE in the following areas: 1) learning to use MTEFs, which make it possible to link the PRSP, the three-year public investment programme (PIP), and the consolidated annual investment budget (BCI); 2) design of an information system to ensure reliability in budget forecasting and execution, and 3) knowledge of the life cycle of public investment projects and monitoring of Mauritania's commitments agreed with MDBs. However, it is not clear that the distinction made between the two technical sub-components of the project is relevant because 1) all activities contribute to the improvement of investment programming, and 2) the largest consultant services contract covers key activities from both sub-components. Implementation has been entrusted to the General Directorate of Projects and Programmes within the MEF, which is in charge of public investment. The main beneficiaries are the various directorates of the DGIPCE, thus facilitating project coordination and supervision.

3. Lessons learned related to relevance

Key issues (max. 5; add rows as needed)	Lessons Learned	Target audience
Logical framework and choice of outcome and impact indicators	The logical framework should focus on indicators that maximize progress towards the PDO and better reflect the diversity of project activities. The selected output indicators all relate to the deliverables of a single contractor.	Bank
Definition of the project development objective.	The definition of the project development objective should be much more focused and limited to the impact that can be reasonably expected from the project, within the allocated funds and time frame.	Bank/Government of Mauritania

B Effectiveness

1. Progress towards the project's development objective (project purpose)

Comments
<i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the RLF) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality in the project. The consistency of the assumptions that link the different levels of the results chain in the RLF should also be considered. Indicative max length: 400 words.</i>
The goal of PIMSP is to “ improve public investment efficiency so as to ensure strong and inclusive economic growth ” by improving public investment planning. The project took place in a context where increased mobilization of domestic resources as well as external support enabled Mauritania to significantly increase its public investment expenditure (which had doubled between 2009 and 2012). However, Mauritania's capacity to absorb resources was low due to a lack of capacity in programming and in the identification, preparation, implementation and monitoring of investment projects, and the budget components did not systematically reflect either the guidelines set out in the PRSP or the gender promotion objectives set out in the national gender and inclusion strategy (SNIG). The high disbursement rate obtained by the project suggests that activities were well implemented and have had the expected outcomes. Impact indicators related to the project's development objective (economic growth rate and human development index (HDI) adjusted for inequalities) made significant progress during the implementation period of the PIMSP (the HDI rose from 0.306 in 2012 to 0.348 in 2017). It should be noted that the project outputs contributed to the achievement of outcome 2, by developing public investment management tools and building the capacity of civil servants.

2. Report on Outcomes

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (year) (A)	Most recent value (B)	End target (C) (expected value at project completion)	Progress towards target (% realised) [(B-A)/(C-A)]	Narrative assessment (indicative max. length: 50 words per outcome)	Core sector indicator (yes/no)
Outcome 1: The investment budget is allocated and executed according to PRSP priorities (by mainstreaming gender and employment)						
Poverty Spending/Total Spending	45% in 2012	50% in 2016	50% in 2016	100%		
Gender Inequality Index (GDI)	0.643 in 2012	0.617 in 2017	0.623 in 2016	+100%	The initially defined target has been exceeded.	
Outcome 2: The absorptive capacity of resources is improved.						
Annual rate of execution of public investment	60% in 2012	70% in 2016	70% in 2016	100%		
Rating (see IPR methodology)*	Narrative Assessment					
4	The rating of the outcomes is very satisfactory.					

3. Output reporting

Output indicators (as specified in the RLF; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	(% realised A/B)	Narrative assessment (indicative max. length: 50 words per outcome)	Core sector indicator (yes/no)
Output 1: MTEF development capacity is enhanced					
A methodological guide for MTEF preparation is available before end-2014	Guide available	Guide available	100%	Achieved	No
Output 2: Gender and employment mainstreaming in programming and preparation of the investment budget					
One methodological guide for project maturation is available before end-2014	Guide available	Guide available	100%	Achieved	No
Output 3: Public investment programme monitoring is enhanced					
Availability of a methodological guide for public investment project monitoring	Guide available	Guide available	100%	Achieved	
Output 4: . Public investment programme evaluation is improved					
Indicator: One methodological guide for project evaluation is available before end-2014	Guide available Synergy set up	Guide available	100%	Achieved	
Ministry employees are trained in project design, monitoring and evaluation	Number of employees trained.	140 persons (including 50 women) trained at end -2014	100%	Achieved	
Rating (see IPR methodology)*	Narrative Assessment				
4	All the outputs of the logical framework were achieved. Overall, the project has achieved satisfactory results that contribute to the efforts to reform public investment in Mauritania. The project was able to develop methodological tools and complete the technological infrastructure for managing public investments. It has provided Mauritania with a procedures manual for the preparation, monitoring and evaluation of the Public Investment Programme preparation process, a guide for the maturation of projects to be included in the PIP, an additional module dedicated to the existing DAD, an electronic document management software and an electronic and physical archiving system for the Financing Agreements Unit. Finally, the project also financed the establishment of a IT services/computer room in DGIPCE. Based on these infrastructure and methodological tools, the government established an institutional framework for project formulation, selection and programming at the end of 2016. The integrated information system for public investment management was used to develop the 2018-2020 PIP.				

4. Development Objective Rating (DO)

IP rating (derived from IPR update)*	Narrative assessment (indicative max. length: 250 words)
4	All the outputs of the logical framework were achieved. Overall, the project has achieved satisfactory results that contribute to the efforts to reform public investment in Mauritania. The project was able to develop methodological tools and complete the technological infrastructure to manage public investments by setting up an additional module dedicated to the existing module of the Development Assistance Database (DAD) ¹ , an electronic document management solution and an electronic and physical archiving system for the benefit of the Financing Agreements Unit and finally by financing the installation of the DGIPCE computer room. Based on the infrastructure and methodological tools, the government established an institutional framework for project formulation, selection and programming at the end of 2016. The progress made by PIMSP supports the government in deepening reforms to improve the management of public investment, including the establishment of rigorous criteria for the selection and registration of projects in the PIP, so that the PIP and the government budget are comprehensive and cover all external and domestic financing. The integrated IT system for public investment management was used to develop the 2018-2020 PIP.

¹ This tool was set up with UNDP support to centralize all projects and activities financed by development partners.

5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realised A/B)	% Women	Category (e.g. Farmers, students)
Public Investment Department and the various MEF departments, MEF officials	Public Investment Department and the various MEF departments, MEF officials	100%	N/A	Public administration
140	140	100%	30%	Officials of public investment bodies

6. Gender equality

Evaluation of the performance of gender analysis in the operation (maximum indicative length: 250 words)

The project provided for the recruitment of a gender expert to take into account the gender aspects arising from the PRSP in consolidated investment budgets. However, given that the PRSP expired, this activity was discontinued. On the other hand, the project focused on the gender aspects of the different activities performed. A gender-sensitive project maturation guide has been prepared.

7. Unanticipated or Additional Outcomes (add rows as needed)

Description	Type (e.g. gender, climate change, social, other)	Positive or negative	Project impact (high, medium, low)
The project generated savings of USD 521 thousands which enabled it to finance an additional and unexpected activity in line with the project's development objective. Indeed, USD 391 thousands was used to develop a new module of the DAD software which proved to be one of the most structuring contributions of the project.	Additional activity funded from PIMSP savings	Positive	High

8. Lessons Learned Related to Effectiveness (add rows as needed)

Key issues (related to Borrower performance, max. 5; add rows as needed)	Lessons learned	Target audience
Logical framework: Were the outcomes of the project clearly measurable?	The future outcomes of the project must be clearly quantifiable in order to better measure their impacts. The indicators chosen must be directly linked to the outcomes that could reasonably be expected from the project, at the risk, if this were not the case, of reflecting progress made by Mauritania, but not necessarily resulting from the implementation of this project. For example, the use of UNDP gender inequality index to measure the impact of project activities is not justified because the reduction of gender inequalities is a result that will materialize well down the chain of outcomes and cannot be directly achieved at the end of the project. Even if reductions in gender inequalities are achieved in Mauritania, it is very difficult to attribute them directly to the project.	Bank / Government

C Efficiency

1. Timeliness

Planned project duration - years (A) (As per PAR)	Actual implementation time – years (B) (from effectiveness for Ist disb.)	Ratio of planned and actual implementation time (A/B)	Rating*
2 and a half years (January 2014 - June 2016)	4 years (March 2015 - May 2018)	2.5/4	2

Narrative assessment (indicative max. length: 250 words)

The project was approved in October 2013 and scheduled to become effective in January 2014, but the first disbursement was not made until March 2015. The project has experienced delays that generated project supervision costs, both at the country and Bank level. These delays were caused by: 1) Late and partial mobilization of the national counterpart that delayed the first disbursement, 2) Weaknesses in procurement at the beginning of implementation due to late recruitment of the procurement expert, 3) Delays in the performance of some signed contracts (such as the Agilis/Sage contract). The project has been extended for a further 18 months to allow effective implementation of the planned activities.

2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A) (see II.B.3)	Commitment rate (%) (B) (See table 1.C – Total commitment rate of all financiers)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating*
80%	100%	100%	4
Narrative assessment (indicative max. length: 250 words)			
The project used all the funds allocated and generated savings that made it possible to finance activities relevant to achieving the development objective. The final disbursement rate is very satisfactory (almost 100%) . The various contracts provided for by the project could be executed and paid, and the project was able to generate savings of about USD 521 thousands, which it reinvested in activities that accelerated progress towards the development goal. This has made it possible to add a public investment management module to the DAD software, which is the most structuring product of the project.			

3. Cost-benefit analysis

Economic Rate of Return (at appraisal) (A)	Updated Economic Rate of Return (at completion) (B)	Updated Economic Rate of Return at approval (B/A)	Rating*
	N/A	N/A	N/A
Narrative assessment (indicative max. length: 250 words)			

4. Implementation Progress (IP)

IP rating (derived from IPR update) *	Narrative assessment (specifically comment on those sections of the IP that received an unsatisfactory or very unsatisfactory rating, according to the most recent IPR). (indicative max. length: 500 words)
04	All activities retained in the project were fully implemented and paid for. Thanks to the resources made available to the MEF, it is now possible to accurately monitor public investments and their implementation rates. From now on, all ministries and structures related to public investments are connected to the DAD.

5. Lessons learned related to efficiency

Key issues (related to Borrower performance, max. 5; add rows as needed)	Lessons Learned	Target audience
Mobilization of the national counterpart.	Future projects should take into account the difficulty of mobilizing the government's counterpart in projects and assess its usefulness as a condition precedent of the first disbursement.	Bank Government
How can such a high disbursement rate be achieved in an environment where absorptive capacity has always been identified as a major obstacle?	The close monitoring and flexibility in the implementation of the project made it possible to adapt to the changing needs of the country, contributing to a better achievement of the project's objectives, without increasing the resources initially allocated. The Bank has been responsive to the country's needs to effectively use project savings. This teaching could be applied to other projects financed by the Bank	Bank/Government
Adherence to project execution schedules.	Future projects could focus on setting up the project team before the loan is signed to avoid delays in implementation.	Government
Quality of financial management of projects	Although it has seen improvements, the reporting and financial management of the project has suffered from many shortcomings, including: the failure to fully mobilise the government's counterpart, non-compliance with commitments to correct the financial management framework, non-compliance of certain expenditure, delays in preparing audit reports, and the absence of several quarterly project implementation reports.	Government

D Sustainability

1. Financial Sustainability

Rating*	Narrative (indicative max. length: 250 words)	assessment
4	The equipment financed by the project are well owned by the Ministry of Economy and Finance. The State is responsible for training and hosting the IT solution, after the project has been completed.	

2. Institutional sustainability and capacity building

Rating*	Narrative (indicative max. length, 250 words.	assessment
4	Thanks to the resources made available to the MEF, it is now possible to accurately monitor public investments and their implementation rates. From now on, all ministries and structures related to public investments are connected to the DAD. In addition, Mauritania is continuing its efforts to improve its budgetary management. According to a World Bank report on Mauritania's economic situation in 2018, for the first time, the country's 2017 State budget is presented in a single document covering external financing. <i>This significant progress has made it possible to record all public investment expenditure, thereby increasing controls and improving financial and budgetary reporting. This measure has also made it possible to eliminate operating expenses and subsidies from the PIP and transform it into a real public investment budget by harmonizing the budgetary and accounting nomenclature.</i> “	

3. Institutional sustainability and strengthening of capacities

Rating*	Narrative (indicative max. length: 250 words)	assessment
4	Following the implementation of the project activities, several development partners have taken an interest in supporting the Mauritanian authorities to strengthen the capacities of managers in the use of DAD tools and IT systems. Discussions between the authorities and the European Union are under way. In addition, the Government of Mauritania is currently pursuing reforms to improve the management of public investments outside the project area. These initiatives will further strengthen the sustainability of the project results. In addition to monitoring the financial implementation of projects (levels of disbursements, etc.), better technical and qualitative monitoring of projects is required in Mauritania.	

4. Environmental and social sustainability

Rating*	Narrative (indicative max. length: 250 words)	assessment
N/A	.	

5. Lessons learned related to sustainability

Key issues (related to Borrower performance, max. 5; add rows as needed)	Lessons Learned	Target audience
1. How can the sustainability of the equipment and materials made available to the structures benefiting from the project be ensured?	Finalizing maintenance and hosting contracts with service providers involved in the operationalization of the DAD is a non-negotiable condition to ensure the installed equipment is sustainable. In addition, given the extent of computerization at the MEF level, there is an urgent need to better centralize all issues related to the procurement of licences and, in general, to relationships with suppliers of such licences.	MEF
2. How can the long-term use of the DAD software implemented by Synergy be ensured?	The addition of the new public investment management module to the DAD software initially installed by the UNDP was a major step forward in the project. However, the sustainability of the impact of this action depends on the ability and willingness of authorities to continue to support the software (hosting, security, maintenance, training).	Departments in charge of investments, officials in charge of public investments
Systematically document project implementation	In the future, projects should ensure that the implementation of the project is regularly documented. This should enable the government to draw appropriate lessons from previous operations and, in the long run, improve the quality of the PIP.	Bank/Government

Institutional grounding of the project	The project opted for a simple structure and grounding in the entity that is the main beneficiary of the project, DGIPCE, with its director as coordinator. This provides flexibility, allows the project to respond more quickly to the need of the beneficiary and ensures a certain sustainability of the project activities.	Bank/Government
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III Performance of stakeholders

A Relevance

1. Bank performance

Rating*	Narrative assessment by the Borrower on the Bank's performance (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (max. indicative length: (indicative max. length: 250 words)	
4	<p>The Bank has proactively identified and resolved problems encountered in the various phases of the project cycle. Consideration of the requirements related to the implementation of DAD Mauritania made it possible to make this tool quickly functional. The Bank's close monitoring and technical support to the Project Management Unit for rapid and effective implementation of the system has helped to push providers to deliver high quality services.</p> <p>The design and implementation of the project integrated lessons learned from the Bank's previous operations in Mauritania in terms of institutional support. Particular attention was paid to fiduciary management. The Bank responded fairly promptly to the requests of the project implementation unit, which allowed for speedy procurement processes and payment of invoices to suppliers. With regard to DAD Mauritania in particular, the Bank has always insisted on the control of the system by MEF IT specialists, given the sensitivity of the system. The Bank's supervision of the project has been regular, sometimes with the support of experts, particularly with regard to fiduciary matters.</p> <p>Comments to be inserted by the Bank on its own performance (both quantitative and qualitative depending on information available). See guidance note on issues to cover (max. indicative length: (indicative max. length: 250 words)</p> <p>The Bank's support and close monitoring have led to a significant improvement in the disbursement rate</p>	
Key issues (related to Borrower performance, max. 5; add rows as needed)		Lessons Learned
How can we ensure the diligent implementation of institutional support in an environment in which donor-supported projects are struggling to achieve satisfactory absorption of funds?		The complexity of implementing institutional support can be a barrier to project implementation. Thus, flexibility in the management of this type of project is an essential element to ensure its success. In addition, it is necessary to simplify the project structure as much as possible in order to avoid the need for coordination between entities belonging to different ministries, etc.

2. Borrower performance

Rating*	Narrative assessment by the Borrower on the Bank's performance (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (max. indicative length: (indicative max. length: 250 words)	
4	<p>The project was well appropriated by the borrower and the steering committee meetings were held on a regular basis. The borrower has maintained close collaboration with project stakeholders, including the Bank, and has been able to identify additional activities to use resources that enhance project results to the fullest extent. However, the project faced some challenges related to: 1) the mobilization of the government's counterpart and the implementation of activities related to this counterpart, the regularity of project reporting and annual external audit and the availability of the borrower's completion report.</p> <p>Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative). See guidance note on issues to cover. See guidance note on issues to cover (max. indicative length: (indicative max. length: 250 words)</p>	
Key issues (related to Borrower performance, max. 5; add rows as needed)		Lessons Learned
		1.

3. Performance of other stakeholders

Rating*	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers. See guidance note on issues to cover. See guidance note on issues to cover (max. indicative length: (indicative max. length: 250 words)	
4	The contribution of all structures related to public investment was significant. Several training cycles for officials at several ministries and agencies, particularly for the use of the DAD Mauritania, allowed them to be operational from the moment the application was launched.	
Key issues (related to performance of other stakeholders, max. 5; add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)
1.	1.	1.

IV Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (related to Borrower performance, max. 5; add rows as needed)	Key lessons learned	Target audience
Mobilization of the national counterpart	Future projects should take into account the difficulty of mobilizing the government's counterpart in projects and assess its usefulness as a condition precedent of the first disbursement.	Bank/Government
Documentation of project implementation	In the future, projects should ensure that the implementation of the project is regularly documented. This should enable the government to draw appropriate lessons from previous operations and, in the long run, improve the quality of the PIP. On the Bank's side, supervision reports (IPRs) must be systematically documented in the system to avoid the loss of institutional memory in the event of a change of project manager.	Government / Bank
Definition of the project development objective.	The definition of the project development objective should be much more focused and limited to the impact that can be reasonably expected from the project within the allocated funds and time frame.	Bank Government of Mauritania
Logical framework and choice of outcome and impact indicators	The logical framework should focus on the selection of indicators that maximize progress towards the PDO and better reflect the diversity of project activities. In addition, these indicators must be directly related to the effects that could reasonably be expected from the project, at the risk, if this were not the case, of reflecting progress made by the client, but not necessarily resulting from the implementation of this project.	Bank/Government
Institutional grounding of the project	The project opted for a simple structure and anchoring in the entity that is the main beneficiary of the project, DGIPCE, with its director as coordinator. This provides flexibility, allows the project to respond more quickly to the need of the beneficiary, and ensures a certain sustainability of the project activities.	Bank/Government

2. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issues (related to Borrower performance, max. 10; add rows as needed)	Key recommendation	Responsible
1. Ensure the sustainability of the equipment and materials made available to the structures benefiting from the project, in particular the DAD software	The addition of the new public investment management module to the DAD software initially installed by the UNDP was a major step forward in the project. However, the sustainability of the impact of this action depends on the ability and willingness of authorities to continue to support the software (hosting, security, maintenance, training). Finalizing maintenance and hosting contracts with service providers involved in the operationalization of the DAD is a non-negotiable condition to ensure the installed equipment is sustainable. In addition, given the extent of computerization at the MEF level, there is an urgent need to better centralize all issues related to the procurement of licences and, in general, to relations with suppliers of such licences.	MEF/ Departments in charge of investments, officials in charge of public investments
Pursuit of reforms to improve the quality of public spending	Significant progress has been made as mentioned in this report. However, actions to strengthen public investment management should be maintained, particularly by: (i) always including issues of monitoring the implementation of public investments in the priorities of development strategies; (ii) raising awareness among public and private actors of the importance of monitoring public investment; and (iii) continuing to build the capacity of public investment actors at all levels.	MEF

V Overall PCR Rating

Dimensions and Criteria	Rating*
DIMENSION A: RELEVANCE	4
Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	4
DIMENSION B: EFFECTIVENESS	4
Development Objective (DO) (II.B.4)	4
DIMENSION C: EFFICIENCY	3.3
Timeliness (II.C.1)	2
Resource use efficiency (II.C.2)	4
Cost-benefit analysis (II.C.3)	N/A
Implementation Progress (IP) (II.C.4)	4
DIMENSION D: SUSTAINABILITY	4
Financial sustainability (II.D.1)	4
Institutional sustainability and capacity building (II.D.2)	4
Institutional sustainability and strengthening of capacities (II.D.3)	4
Environmental and social sustainability (II.D.4)	N/A
ARITHMETICAL AVERAGE OF THE DIMENSIONS	3.8
OVERALL PROJECT COMPLETION RATING	4

VI Acronyms and Abbreviations

Acronym (add rows as needed)	Description
MTEF	<i>Medium-Term Expenditure Framework</i>
PRSP	<i>Poverty Reduction Strategy Paper</i>
DAD	<i>Development Assistance Database</i>
DGIPCE	<i>Directorate General for Public Investments and Economic Cooperation</i>
MEF	<i>Ministry of Economy and Finance</i>
PIP	<i>Public Investment Programme</i>