



Operation Number: **NI-L1033**  
Year- PMR Cycle: **Second period Jan-Dec 2015**  
Last Update: **3/11/2016**  
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **03/29/2016**  
Division Chief validation date: **04/06/2016**  
Country Representative validation date: **04/08/2016**

Inter-American Development Bank - IDB  
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

|                        |   |                                   |   |
|------------------------|---|-----------------------------------|---|
| Operation name:        | Public Sector Financial Management System Modernization Project | Loan Number:                      | 2422/BL-NI  |
| Executing Agency (EA): | MINISTERIO DE HACIENDA Y CREDITO PUBLICO                        |                                   |   |
| Team Leader:           | Ardanaz,Martin Jorge  | Sector/Subsector:                 | PUBLIC EXPENDITURE MANAGEMENT                                 |
| Operation Type:        | Loan Operation  | Overall Stage:                    | Disbursing (From eligibility until all the loans are closed). |
| Lending Instrument:    | Investment Loan   | Country:                          | NICARAGUA   |
| Borrower:              | REPUBLICA DE NICARAGUA  | Convergence related Operation(s): |   |

Total Cost and Source

|          | Original IDB    | Current Active IDB | Local Counterpart | Co-Financing/Country | Total operation cost - Original Estimate |
|----------|-----------------|--------------------|-------------------|----------------------|--|
| NI-L1033 | \$10,000,000.00 | \$10,000,000.00    | \$0.00            | \$0.00               | \$10,000,000.00                          |

Available Funds (US\$)

|          | Current IDB     | Disb. Amount to Date | % Disbursed | Undisbursed Balance |
|----------|-----------------|----------------------|-------------|---------------------|
| NI-L1033 | \$10,000,000.00 | \$6,688,499.53       | 66.88%      | \$3,311,500.47      |

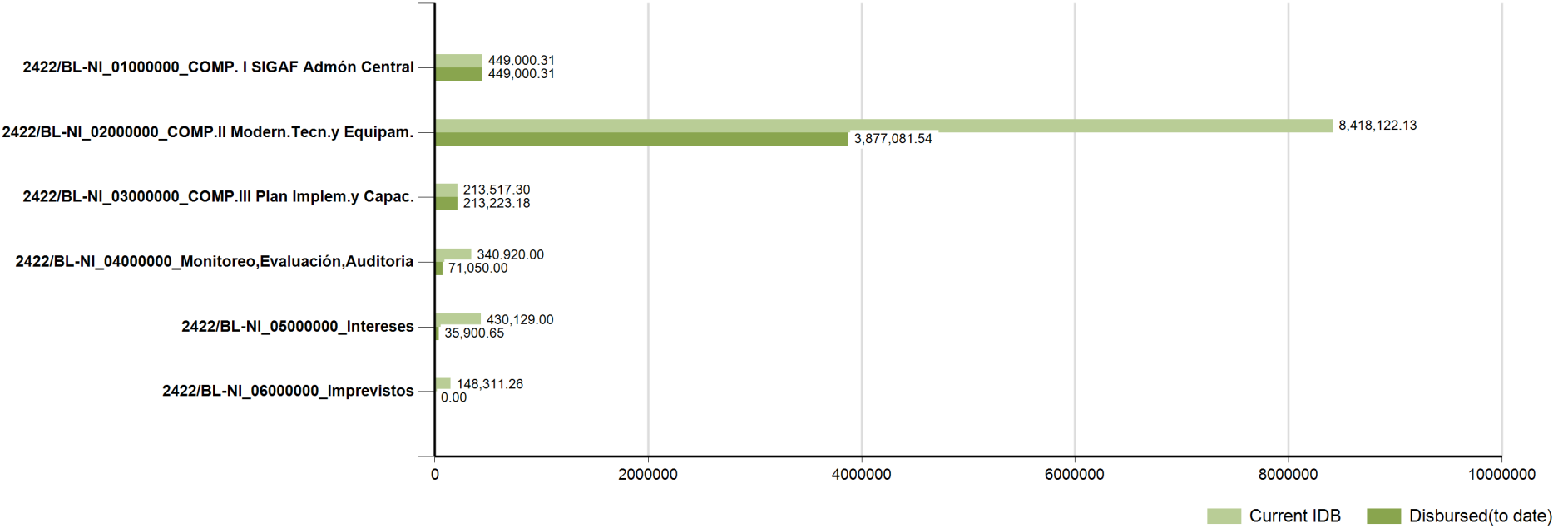
Environmental and Social Safeguards

|   |  |
|---|--|
| Main Operation                            |  |
| Impacts Category:                         |  |
| Safeguard Performance Rating:             |  |
| Safeguard Performance Rating - Rationale: |  |

Reformulation Information

|   |    |
|---|----|
| Main Operation  |    |
| Was/Were the objective(s) of this operation reformulated? | NO |
| Date of approval:   |    |

Expense Categories by Loan Contract (cumulative values)



Results Matrix

Impacts

No information related to this operation.

Outcomes

| Outcome:   | 1 Eficiencia, orientación al desempeño y transparencia del gasto público mejorada. |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
|--|--|-------------------|----------|---------------|--|--|------|------|------|-------|-------|-------|------|-------|-------|
| Observation:   |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
| Indicators   | Flags*   | Unit of Measure   | Baseline | Baseline Year | Means of verification  | Observations   |      | 2011 | 2012 | 2013  | 2014  | 2015  | 2016 | 2017  | EOP   |
| 1.1 Proyecciones fiscales y presupuestarias vinculadas a las políticas presupuestarias y de gasto.                     |  | Calificación PEFA | 0.00     | 2010          | PEFA   | Analizadas desde una perspectiva plurianual. Meta 2014: (PEFA 2013 calificación "B") | P    | 0.00 | 0.00 | 0.00  | 1.00  | 0.00  |      |       | 1.00  |
|  |  |                   |          |               |  |  | P(a) | 0.00 | 0.00 | 0.00  | 0.00  | 0.00  | 0.00 | 1.00  | 1.00  |
|  |  |                   |          |               |  |  | A    |      |      |       |       |       |      |       |       |
|  |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
| 1.2 Acceso del Público a información fiscal clave.   |  | Calificación PEFA | 0.00     | 2010          | PEFA   | Meta 2014: (PEFA 2013 calificación "A")  | P    | 0.00 | 0.00 | 0.00  | 1.00  | 0.00  |      |       | 1.00  |
|  |  |                   |          |               |  |  | P(a) | 0.00 | 0.00 | 0.00  | 0.00  | 0.00  | 0.00 | 1.00  | 1.00  |
|  |  |                   |          |               |  |  | A    |      |      |       |       |       |      |       |       |
|  |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
| 1.3 Usuarios con opinión positiva sobre la calidad de los servicios y la información proporcionada por el SIGAF.       |  | Porcentaje        | 60.00    | 2010          | Encuestas de percepción  | Los usuarios se consideran tanto dentro como fuera del sector público                | P    | 0.00 | 0.00 | 65.00 | 0.00  | 80.00 |      |       | 80.00 |
|  |  |                   |          |               |  |  | P(a) | 0.00 | 0.00 | 0.00  | 65.00 | 0.00  | 0.00 |       | 80.00 |
|  |  |                   |          |               |  |  | A    |      |      |       | 60.00 | 80.00 |      |       |       |
|  |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
| 1.4 Tiempo promedio para la preparación y emisión de los estados financieros de la Administración Central.             |  | Mes               | 6.00     | 2010          | Sistema Integrado de Gestión y Administración Financiera - SIGAF |  | P    | 6.00 | 6.00 | 6.00  | 6.00  | 3.00  |      |       | 3.00  |
|  |  |                   |          |               |  |  | P(a) | 6.00 | 6.00 | 6.00  | 6.00  | 6.00  | 4.00 | 3.00  | 3.00  |
|  |  |                   |          |               |  |  | A    |      | 6.00 |       | 6.00  | 4.00  |      |       |       |
|  |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |
| 1.5 Brecha en el costo de bienes y servicios seleccionados comprados por el Gobierno comparados con el sector privado. |  | Porcentaje        | 67.00    | 2010          | Estudio de evaluación.   | Se espera una reducción del 20%  | P    | 0.00 | 0.00 | 0.00  | 55.00 | 0.00  |      |       | 55.00 |
|  |  |                   |          |               |  |  | P(a) | 0.00 | 0.00 | 0.00  | 0.00  | 0.00  | 0.00 | 55.00 | 55.00 |
|  |  |                   |          |               |  |  | A    |      |      |       |       |       |      |       |       |
|  |  |                   |          |               |  |  |      |      |      |       |       |       |      |       |       |

Outputs: Annual Physical and Financial Progress

| Fortalecimiento de los sistemas de la gestión administrativa   |                          | Physical Progress |          |          | Financial Progress |              |               |
|--|--------------------------|-------------------|----------|----------|--------------------|--------------|---------------|
| Outputs  | Unit of Measure          |                   | 2015     | EOP      |                    | 2015         | EOP           |
| Sistema de Administración Financiera Diseñado  | Sistemas                 | P                 | 1.00     | 1.00     | P                  | 50,784.00    | 2,777,764.47  |
|  |                          | P(a)              |          | 1.00     | P(a)               | 405,000.00   | 2,228,669.31  |
|  |                          | A                 |          | 0.00     | A                  | 354,311.90   | 2,110,493.31  |
| Sistema de Auditoría informático en el Sistema Integrado de Gestión Financiera Administrativa diseñado   | Sistema                  | P                 |          | 1.00     | P                  |              | 12,000.00     |
|  |                          | P(a)              |          | 1.00     | P(a)               |              | 0.00          |
|  |                          | A                 |          | 0.00     | A                  |              | 572,455.00    |
| Manual de Auditoría Interna conforme las Normas de Auditoría Gubernamental de Nicaragua implementado     | Manual                   | P                 |          | 1.00     | P                  |              | 63,000.00     |
|  |                          | P(a)              |          | 12.00    | P(a)               | 0.00         | 71,680.00     |
|  |                          | A                 |          | 12.00    | A                  | 12,409.60    | 84,089.60     |
| Unidad de Auditoría Interna equipada   | Unidad                   | P                 |          | 1.00     | P                  |              | 93,582.14     |
|  |                          | P(a)              |          | 1.00     | P(a)               | 478.60       | 93,582.14     |
|  |                          | A                 |          | 1.00     | A                  | 0.00         | 48,214.00     |
| Modernización tecnológica y equipamiento   |                          | Physical Progress |          |          | Financial Progress |              |               |
| Outputs  | Unit of Measure          |                   | 2015     | EOP      |                    | 2015         | EOP           |
| Sistema Integrado de Gestión Administrativa Financiera Desarrollado                                      | Sistemas                 | P                 |          | 1.00     | P                  |              | 11,165,831.47 |
|  |                          | P(a)              | 0.00     | 1.00     | P(a)               | 1,850,000.00 | 10,893,715.74 |
|  |                          | A                 |          | 0.00     | A                  | 1,297,870.37 | 6,043,109.98  |
| Sistema Integrado de Gestión Financiera Administrativa y los Sistemas Conexos con mantenimiento oportuno | Sistemas                 | P                 |          | 1.00     | P                  |              | 1,396,617.47  |
|  |                          | P(a)              |          | 0.00     | P(a)               | 229,800.00   | 2,258,782.04  |
|  |                          | A                 |          | 1.00     | A                  | 200,574.44   | 2,121,761.44  |
| Plataforma Tecnológica Instalada   | Plataforma               | P                 |          | 1.00     | P                  |              | 5,032,649.76  |
|  |                          | P(a)              | 0.00     | 1.00     | P(a)               | 711,600.00   | 5,008,289.60  |
|  |                          | A                 |          | 0.00     | A                  | 1,813,566.32 | 4,979,791.36  |
| Plan de implementación y capacitación.   |                          | Physical Progress |          |          | Financial Progress |              |               |
| Outputs  | Unit of Measure          |                   | 2015     | EOP      |                    | 2015         | EOP           |
| Sistema Integrado de Gestión Administrativa Financiera implementado                                      | Sistemas                 | P                 |          | 1.00     | P                  |              | 245,023.30    |
|  |                          | P(a)              | 0.00     | 1.00     | P(a)               | 264,693.00   | 739,044.98    |
|  |                          | A                 |          | 0.00     | A                  | 313,272.74   | 658,719.74    |
| Normas técnicas y Marco legal del Sistema Integrado de Administración Financiera actualizado             | Norma                    | P                 |          | 1.00     | P                  |              | 63,403.89     |
|  |                          | P(a)              |          | 2.00     | P(a)               | 29,436.00    | 138,866.92    |
|  |                          | A                 |          | 2.00     | A                  | 29,436.00    | 129,054.92    |
| Capacitación e Implementación del Sistema Integrado de Gestión Administrativa Financiera                 | Funcionarios Capacitados | P                 | 2,271.00 | 2,271.00 | P                  | 13,110.50    | 1,181,317.98  |
|  |                          | P(a)              | 4,468.00 | 5,679.00 | P(a)               | 592,677.00   | 1,278,786.13  |
|  |                          | A                 | 3,299.00 | 3,299.00 | A                  | 488,884.25   | 1,084,721.81  |
| Gestión del Programa   |                          |                   |          |          |                    |              |               |

| Other Cost                  |      | 2015         | Cost           |
|-----------------------------|------|--------------|----------------|
| Imprevistos                 | P    | \$479,314.75 | \$479,314.75   |
|                             | P(a) | \$0.00       | \$148,311.26   |
|                             | A    |              | \$0.00         |
| Administración del Proyecto | P    | \$209,781.70 | \$1,537,564.67 |
|                             | P(a) | \$369,000.00 | \$1,564,386.16 |
|                             | A    | \$302,803.65 | \$1,441,852.96 |

|   |      |                |                 |
|---|------|----------------|-----------------|
| Intereses                                     | P    | \$430,129.00   | \$430,129.00    |
|   | P(a) | \$30,707.00    | \$404,854.62    |
|   | A    | \$24,801.27    | \$35,626.27     |
| Gastos Administrativos Donación Unión Europea | P    |                | \$120,000.00    |
|   | P(a) | \$0.00         | \$0.00          |
|   | A    |                | \$0.00          |
| Evaluación Intermedia                         | P    |                | \$184,935.00    |
|   | P(a) | \$0.00         | \$43,100.00     |
|   | A    |                | \$43,100.00     |
| Evaluación Final                              | P    | \$184,935.00   | \$184,935.00    |
|   | P(a) | \$0.00         | \$96,000.00     |
|   | A    |                | \$0.00          |
| Total Cost                                    |      | 2015           | Total Cost      |
|   | P    | \$1,368,054.95 | \$24,968,068.90 |
|   | P(a) | \$4,483,391.60 | \$25,552,933.50 |
|   | A    | \$4,837,930.54 | \$19,352,990.39 |

Changes to the Matrix

No information related to this operation.