



## Burkina Faso Public Sector Modernization Program (P132216)

AFRICA | Burkina Faso | Governance Global Practice |  
IBRD/IDA | Program-for-Results | FY 2016 | Seq No: 1 | ARCHIVED on 31-Oct-2015 | ISR21180 |

Implementing Agencies: Ministere de la Fonction Publique du Travail et de la Securite Sociale

### Program Development Objectives

#### Program Development Objective (from Program-for-Results Appraisal Document)

Until the recent social unrest in 2011, Burkina enjoyed long-term political stability and had higher growth rates (5.5% per year since 2000) than the sub-region. In turn, these gains have provided opportunities for an increase in public expenditures on health, education and water and sanitation. However, service delivery outcomes shows very little improvements on people's life. Burkina Faso continues to be ranked among the poorest countries in the world with 43.7% of the population living below the poverty line in 2009. Poverty remains a predominantly rural phenomenon with the incidence of rural poverty at 49.5% as compared with the incidence of urban poverty at 23.7% in 2009. In 2010 its Human Development Index was 0.305, giving the country a rank of 161 out of 169 countries. Despite the many public sector reform efforts undertaken over the last 15 years (PFM, MTEF, etc.), performance of the public sector remains largely unsatisfactory. The weaknesses of the public sector can be located under three broad headings: I. Downstream: poor institutional capacity of the various ministries to formulate and implement policies for enhanced service delivery to citizens. II. Upstream: inadequate support from key ministries for service delivery exemplified most prominently in continuing cash rationing and cumbersome and rigid public service regulations (such as procurement). III. Horizontal: limited coordination between sector ministries. There is a need for a programmatic approach to provide continuity and a long-term support for a realistic phasing of public sector reforms. Such a programmatic intervention can be designed in phases. The key aspects of the intervention should address: (i) Inefficient and rigid administrative systems. There is a need for improving government's effectiveness. There is wide consensus that Burkinabe government have difficulty in mobilising resources and delivering services to the poor. (ii) Lack of incentives for better performance in the public sector. Reform of the country's civil service as a whole is difficult; however, there can be adjustments to reward performance. (iii) Underdeveloped citizen participation mechanisms. Although public accountability structures exist, their performance and credibility are mixed at best. Downwards accountability towards citizens remains particularly weak. There are many gaps between de jure and de facto practices around social accountability and citizen participation.

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	--	● Satisfactory
Overall Implementation Progress (IP)	--	● Satisfactory
Overall Risk Rating	--	● Moderate

### Implementation Status and Key Decisions

This is the initial ISR; the financing agreement was signed on October 13, 2015. The project is expected to be declared effective in January 2016.



## Data on Financial Performance

### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P132216	IDA-56830	Not Effective	USD	40.00	40.00	0.00	0.00	39.62	0%

### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P132216	IDA-56830	Not Effective	09-Jul-2015	--	--	31-Dec-2019	--

## Disbursement Linked Indicators (DLI)

► DLI 1: SIGASPE updated to meet user needs (Yes/No) (Yes/No)

Baseline

Actual (Previous)

Actual (Current)



Value	N	--	N
Date	12-Oct-2015	--	12-Oct-2015

**Comments**

DLI measures improved HR management in the civil service through improved functionality of the SIGASPE based on a demand analysis of users

► DLI 2: Share of civil services transactions involving hiring (engagement/ intégration) and/or promotion (reclassement) completed within a 28 calendar-day period (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	5.00	--	5.00
Date	12-Oct-2015	--	12-Oct-2015

**Comments**

DLI establishes a service standard for processing recruitments and promotions in the civil service from date of completion of the selection process for recruitment and promotions to update in the HR management system, i.e. SIGASPE, that is interconnected to the Ministry of Finance payroll

► DLI 3: Share of new primary school teachers appointed to the MENA by August 31 (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	0.00
Date	12-Oct-2015	--	12-Oct-2015

**Comments**

DLI measures improved management of process between hiring of new teachers by the MFPTSS and their allocation to MENA

► DLI 4: Number of private sector employees registered with the national social security (Number)

	Baseline	Actual (Previous)	Actual (Current)
Value	324000.00	--	324000.00
Date	12-Oct-2015	--	12-Oct-2015

**Comments**

DLI establishes a service standard for labor force inspections as CNSS registration of workers is proxy for coverage and effectiveness of these.



► DLI 5: Improvement of the monitoring mechanism for instruction time on task in public primary school in the Sahel, Upper Basin and East regions. (Yes/No)

	Baseline	Actual (Previous)	Actual (Current)
Value	N	--	N
Date	12-Oct-2015	--	12-Oct-2015

Comments

DLI captures revision and introduction of a new and improved monitoring system for teacher time on task.

► DLI 6: Share of public primary school classes with at least 770 hours of instruction time annually in the Sahel, Upper Basin and East regions. (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	20.00	--	20.00
Date	12-Oct-2015	--	12-Oct-2015

Comments

DLI establishes a service standard in primary education in respect of hours of instruction (by teacher or substitute)

► DLI 7: Establishment of a uniform case tracking system in selected departmental and district courts. (Yes/No)

	Baseline	Actual (Previous)	Actual (Current)
Value	N	--	N
Date	12-Oct-2015	--	12-Oct-2015

Comments

DLI captures revision and introduction of a new and improved monitoring system for case management.

► DLI 8: Share of judgments issued by administrative tribunals in a 12 month period (75% of which through a written judgment) in the regions of Ouagadougou, Tenkodogo, Dedougou and Bobo-Dioulasso (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	29.00	--	29.00
Date	12-Oct-2015	--	12-Oct-2015

Comments

DLI establishes a service standard for time between the lodgment of a legal case in an administrative jurisdiction and the delivery of a written judgment regarding that case by the administrative tribunal



► DLI 9: Share of judgments involving litigation matters issued by selected departmental and district courts, in a manner consistent with the Recipient's rules and procedures (Percentage)

	Baseline	Actual (Previous)	Actual (Current)
Value	0.00	--	0.00
Date	12-Oct-2015	--	12-Oct-2015

#### Comments

DLI measures the improved engagement of the local courts in formally arbitrating local complaints over which the courts have jurisdiction

## Results

### Results Area

#### Intermediate Results Area

IR Indicator 1.1: SIGASPE updated to meet user needs
IR Indicator 1.2: Share of newly hired primary teachers made available to MENA by 31 August
IR Indicator 1.3: Share of DRFP offices satisfying defined criteria
IR Indicator 1.4: Share of civil servants in selected ministries with an updated employment record in SIGASPE
IR Indicator 1.5: Share of civil servants in the civil service on-line access to administrative and personnel HR information
IR Indicator 1.6: Share of civil servants in the selected ministries with Individual Employee File system (Dossier Individuel Normalise --DIN) updated and available on-line
IR Indicator 1.7: Share of civil servants in the three selected ministries with job description, performance contracts and annual performance evaluation
IR Indicator 1.8: Share of transactions in the civil service carried out within a certain period: retirement completed two (60 calendar days) months before the retirement date
IR Indicator 2.1: Share of DRT satisfying defined criteria in the Centre, Centre-West, Cascades and Upper Basin regions
IR Indicator 2.2: Monitoring mechanism of instructional time in public primary schools established in the Sahel, Upper Basin and East regions
IR Indicator 2.3: Share of CEB, DPENA and DRENA satisfying defined criteria in the regions Sahel, Upper Basin and East
IR Indicator 2.4: Share of new teachers assigned to schools in the Sahel, Upper Basin and East regions on or before 25 September
IR Indicator 2.5: Share of public primary schools having at least two visits per academic year by circuit supervisor (CCEB) in the Sahel, Upper Basin and East regions
IR Indicator 2.6 : Share of written judgments handed down in the pilot jurisdictions in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions for which the case management process is automated (
IR Indicator 2.7: Share of pilot jurisdictions in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that satisfy 80 percent of the defined criteria (TGI/Tadmin)
IR Indicator 2.8: Share of 115 most frequently used laws and jurisprudence publicly accessible online
IR Indicator 2.9: Share of 50 pilot local departmental (TD) and district courts (TA) in in the Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that satisfy 80 percent of the defined criter
IR Indicator 2.10: Share of 50 pilot local departmental (TD) and district courts (TA) in in the Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that have the presidents, secretaries and a



IR Indicator 2.11 : Uniform case tracking system established in the selected 50 local departmental and district courts

IR Indicator 2.12: Share of female teachers hired each year

IR Indicator 3.1: Rate of execution of the PSDMA Second Action Plan

IR Indicator 3.2: Publication of annual performance reports in conformity with WAEMU Directive 7

IR Indicator 3.3: Rate of execution of the risk-based audit of the ASCE in MENA, MFPTSS and MJPDHC.

IR Indicator 3.4: Rate of execution of the internal ministerial technical inspectorates' recommendations in the MENA, MFPTSS and MJPDHC

IR Indicator 3.5: Grievances responded by the Ombudsman in compliance with the Operational Manual of the Program

IR Indicator 3.6: Direct project beneficiaries (of which female)

### Project Development Objective Indicators

► PDO Indicator 1: Share of HR transactions completed in the civil service within a certain period: hiring and promotion within 28 calendar days (disaggregated by recruitment and promotion) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	4.60	--	4.60	50.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► PDO Indicator 2: Workers registered with the Social Security Fund (Caisse Nationale de Sécurité Sociale - CNSS) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	298000.00	--	298000.00	400000.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► PDO Indicator 3: Share of classes with at least 770 annual hours of instruction in public primary schools in the Sahel, Upper Basin and East regions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	80.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► PDO Indicator 4: Share of judgments that are delivered in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions with respect to (i) • administrative law cases (by the First Instance Tribunals an (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	29.00	--	29.00	60.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► PDO Indicator 4: Share of judgments that are delivered in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions with respect to contentious matters by the 50 pilot local departmental (TD) and (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

## Overall Comments

## Intermediate Results Indicators

► IR Indicator 1.1: SIGASPE updated to meet user needs (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	12-Oct-2015	--	12-Oct-2015	30-Dec-2016

► IR Indicator 1.2: Share of newly hired primary teachers made available to MENA by 31 August (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	75.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 1.3: Share of DRFP offices satisfying defined criteria (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019



► IR Indicator 1.4: Share of civil servants in selected ministries with an updated employment record in SIGASPE (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	75.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 1.5: Share of civil servants in the civil service on-line access to administrative and personnel HR information (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 1.6: Share of civil servants in the selected ministries with Individual Employee File system (Dossier Individuel Normalise --DIN) updated and available on-line (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 1.7: Share of civil servants in the three selected ministries with job description, performance contracts and annual performance evaluation. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 1.8: Share of transactions in the civil service carried out within a certain period: retirement completed two (60 calendar days) months before the retirement date (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.00	--	12.00	60.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019





► IR Indicator 2.1: Share of DRT satisfying defined criteria in the Centre, Centre-West, Cascades and Upper Basin regions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.2: Monitoring mechanism of instructional time in public primary schools established in the Sahel, Upper Basin and East regions (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	12-Oct-2015	--	12-Oct-2015	30-Dec-2016

► IR Indicator 2.3: Share of CEB, DPENA and DRENA satisfying defined criteria in the regions Sahel, Upper Basin and East (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80.00	--	80.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.4: Share of new teachers assigned to schools in the Sahel, Upper Basin and East regions on or before 25 September (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	80.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.5: Share of public primary schools having at least two visits per academic year by circuit supervisor (CCEB) in the Sahel, Upper Basin and East regions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	--	25.00	80.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019



► IR Indicator 2.6 : Share of written judgments handed down in the pilot jurisdictions in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions for which the case management process is automated ( (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	80.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.7: Share of pilot jurisdictions in Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that satisfy 80 percent of the defined criteria (TGI/Tadmin) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.8: Share of 115 most frequently used laws and jurisprudence publicly accessible online (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.9: Share of 50 pilot local departmental (TD) and district courts (TA) in in the Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that satisfy 80 percent of the defined criter (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 2.10: Share of 50 pilot local departmental (TD) and district courts (TA) in in the Ouagadougou, Tenkodogo, Dédougou and Bobo-Dioulasso regions that have the presidents, secretaries and a (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019



► IR Indicator 2.11 : Uniform case tracking system established in the selected 50 local departmental and district courts (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	12-Oct-2015	--	12-Oct-2015	30-Dec-2016

► IR Indicator 2.12: Share of female teachers hired each year (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	40.00	--	40.00	50.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 3.1: Rate of execution of the PSDMA Second Action Plan. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 3.2: Publication of annual performance reports in conformity with WAEMU Directive 7 (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	12-Oct-2015	--	12-Oct-2015	01-Jan-2018

► IR Indicator 3.3: Rate of execution of the risk-based audit of the ASCE in MENA, MFPTSS and MJPDHC (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	75.00
Date	12-Oct-2015	--	12-Oct-2015	30-Sep-2019

► IR Indicator 3.4: Rate of execution of the internal ministerial technical inspectorates' recommendations in the MENA, MFPTSS and MJPDHC (Percentage, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	--	20.00	80.00
Date	12-Oct-2015	--	12-Oct-2015	31-Dec-2019

► IR Indicator 3.5: Grievances responded by the Ombudsman in compliance with the Operational Manual of the Program (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	50.00
Date	12-Oct-2015	--	12-Oct-2015	30-May-2019

► IR Indicator 3.6: Direct project beneficiaries (of which female) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	138000.00	--	138000.00	180000.00
Date	12-Oct-2015	--	12-Oct-2015	11-Jun-2019

Overall Comments