

Document of  
The World Bank

FOR OFFICIAL USE ONLY

Report No: 53087-BF

RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING  
OF THE  
ADMINISTRATIVE CAPACITY BUILDING PROJECT  
GRANT NUMBER H151 BUR  
March 29 2005

IN THE INITIAL AMOUNT OF  
SDR 4.6 MILLION  
(US\$7.0 MILLION EQUIVALENT)

AND

A RESTRUCTURED AMOUNT OF  
SDR 4.6 MILLION  
(US\$7.0 MILLION EQUIVALENT)

TO

BURKINA FASO

June 15, 2010

This document has a restricted distribution and may be used by recipients only in the performance of their official duties. Its contents may not otherwise be disclosed without World Bank authorization.

## ABBREVIATIONS AND ACRONYMS

ACBP	Administrative Capacity Building Project
CAS	Country Assistance Strategy
CID	Circuit Intégré de la Dépense (Computerized Expenditure Circuit)
CIE	Comptabilité Intégrée de l'Etat (Integrated State Accounting)
CPPR	Country Portfolio Performance Review
ESW	Economic and Sector Work
IDA	International Development Agency
KPI	Key Performance Indicators
MATD	<i>Ministère de l'Administration Territoriale et de la Décentralisation</i> (Decentralization Ministry)
MEDEV	Ministry of Economic Development
MFPRE	<i>Ministère de la Fonction Publique et la Réforme de l'Etat</i> (Ministry of Public Service and Administrative Reform)
IT	Information Technology
PCU	Project Coordination Unit, Prime Minister's office
PER	Public Expenditure Review
PDO	Project Development Objective
PRSC	Poverty Reduction Support Credit
PRSP	Poverty Reduction Strategy Paper
SDR	Special Drawing Rights
SG	<i>Secrétaire Général</i> (Permanent Secretary)
SIGASPE	<i>Système intégré de Gestion Administrative et Salariale des Personnels de</i> <i>l'Etat.</i> (Integrated System for Financial and Human Resource Management).
SGPM	<i>Secrétariat Général du Premier Ministère</i> (Prime Minister's office)
USD	United States Dollars

Vice President:	Obiageli Katryn Ezekwesili
Country Director:	Ishac Diwan
Country Manager	Galina Sotirova
Sector Manager:	Anand Rajaram
Task Team Leader:	Bepio C. Bado

BURKINA FASO  
ADMINISTRATIVE CAPACITY BUILDING PROJECT

**CONTENTS**

	<b>Page</b>
ANNEX 1: Proposed Changes.....	3
ANNEX 2: Appraisal Summary Update.....	8
ANNEX 3: Updated Critical Risk Framework .....	9
ANNEX 4: Results Framework and Monitoring .....	10





## PROJECT DATA SHEET

<b>Restructuring</b>	<b>Status: Draft</b>
<b>Restructuring Type: Level one</b>	
<b>Last modified on date : N/A</b>	

1. Basic Information	
Project ID & Name	P078596 Administrative Capacity Building Project
Country	Burkina Faso
Task Team Leader	Bepio C. Bado
Sector Manager/Director	Anand Rajaram/Sudhir Shetty
Country Director	Ishac Diwan
Original Board Approval Date	March 22, 2005
Current Closing Date	February 28, 2011
Proposed Closing Date [if applicable]	N/A
EA Category	C
Revised EA Category	N/A
EA Completion Date	N/A
Revised EA Completion Date	N/A

2. Revised Financing Plan (US\$)		
Source	Original	Revised
BORROWER/RECEPIENT	0.125	4.0
IDA	7.0	7.0
<b>Total</b>	<b>7.125</b>	<b>11.00</b>

3. Borrower		
Organization	Department	Location
Burkina Faso		

4. Implementing Agency		
Organization	Department	Location
Prime Minister's Office		

5. Disbursement Estimates (US \$ m)			
Actual amount disbursed as of 12/31/2009			4.89
Fiscal Year	Annual	Cumulative	
FY 10	0.61	5.50	
FY 11	1.50	7.0	
<b>Total</b>	<b>2.11</b>	<b>7.00</b>	

<b>6. Policy Exceptions and Safeguard Policies</b>	
<b>Does the restructured project require any exceptions to Bank policies?</b>	NO
Have these been approved by Bank management	N/A
Is approval for any policy exception sought from the Board?	N/A
<b>Does the scale-up of restructured projects trigger any new safeguard policies? If yes, please select from the checklist below.</b>	NO

<b>Safeguard Policy</b>	<b>Last Rating</b>	<b>Proposed</b>
Environmental Assessment (OD 4.01)	N/A	N/A
Natural Habitats (OP 4.04)	N/A	N/A
Forestry (OP 4.36)	N/A	N/A
Pest Management (OP 4.09)	N/A	N/A
Cultural Property (OPN 11.03)	N/A	N/A
Indigenous Peoples (OD 4.20)	N/A	N/A
Involuntary Resettlement (OP 4.12)	N/A	N/A
Safety of Dams (OP 4.37)	N/A	N/A
Projects in International Waters (OP 7.50)	N/A	N/A
Projects in Disputed Areas (OP 7.60)	N/A	N/A

<b>7a. Project Development Objectives/Outcomes</b>
<b>Original/Current Project Development Objectives/Outcomes</b>
Assist the Recipient in improving the rationality, transparency, accountability and performance of its administration, by (i) implementing decentralization and de-concentration of responsibilities and services, and (ii) building up institutional and legal infrastructure.

<b>7b. Revised Project Development Objectives/Outcomes [if applicable]</b>
Strengthen the Recipient's Central Government resource management capacity and enhance the Recipient's capacity in the planning, organization and monitoring of the implementation of the decentralization process.

## **ANNEX 1: Proposed Changes**

This paper proposes the following changes in the project: (i) revision of the project's Results Monitoring Framework by reformulating the Project Development Objective (PDO) and streamlining the number of Key Performance Indicators (KPIs) used in the project (ii) reduction in the number of project components from six to three (iii) re-allocation of grant resources across the new components to ensure efficiency in the utilization of grant resources and to reflect the changing priorities of government. Consequently, the project has been updated along the following lines:

### ***a. Changes to the Development Objectives***

As part of project restructuring, the project's original development objective, "to assist the Recipient in improving the rationality, transparency, accountability and performance of its administration, by (i) implementing decentralization and de-concentration of responsibilities and services, and (ii) building up institutional and legal infrastructure" would be changed to:

"Strengthen the Recipient's Central Government resource management capacity and enhance the Recipient's capacity in the planning, organization and monitoring of the implementation of the decentralization process."

### ***b. Changes to scope of the project***

The original project had six project components as follow:

#### **Component 1: Support to the Ministry of Civil Service and State Reform (US\$0.7 million)**

Under this component, the project was to finance activities to (a) rationalize structures and administrative procedures; (b) develop tools and procedures to support policy formulation, monitoring and evaluation; and (c) improve human resource management (including staff evaluation policy) and de-concentration of key functions of human resource management towards sector ministries.

Such activities included: i) the strengthening of the ministry's role of guiding the de-concentration process of the administration, in light of the decentralization; ii) the implementation of HRM de-concentration (main activities: establish various responsibilities for human resources management, update and improve the SIGASPE system and de-concentrate system to line ministries and possibly to regions); and iii) the increase of civil service performance, through implementation of the 1998 evaluation policy (main activities: prepare guidelines for evaluation and train staff in evaluation policy, assist public institutions such as the ENAM and ENAREF to strengthen their supply of professional training and assist ministries to prepare training strategies).

#### **Component 2: Support to Ministry of Finances and Budget (US\$2.3 million)**

Under this component the project was to finance activities to: (a) Rationalize structures and administrative procedures, including without limitation, with respect to the General Directorate of the Treasury and Public Accounts (*Direction Générale du Trésor et de la Comptabilité Publique*), the General Directorate of the Budget (*Direction Générale du*

*Budget*), the Central Directorate for Financial Control (*Direction Centrale des Contrôles Financiers*); and (b) improve: (i) public expenditure management by, *inter alia*, strengthening program budget management and reporting capacity, control systems, de-concentration of financial functions in the ministries and the provinces, and tax collections, and (ii) human resource management.

Such activities included: i) the Ministry's restructuring efforts to improve internal efficiency (main activities: implement the Directorate General of the Treasury and Public Accounts (DGTCP) audit and finalize the Directorate General of Budget (DGB) and Central Directorate for Financial Control (DCCF) organizational audits; ii) the strengthening of links between budget programming and PRSP process; iii) the strengthening of public expenditures management de-concentration (main activity: expand the CID in seven more regions); iv) the strengthening of accountability mechanisms (notably through strengthening of the internal audit capacity through support to Internal Audit Office (IGF)); and v) the strengthening of revenue collection.

### **Component 3: Support to the Ministry of Economic Development (US\$0.68 million)**

Under this component the project was to finance activities to: (a) rationalize structures and administrative procedures and clarify the respective responsibilities of DRED; (b) rationalize processes for elaborating, monitoring and evaluating sector and local policies; (c) strengthen human resource management and staff training; and (d) strengthen economic modeling capacity.

Such activities included: i) the focusing of the work of the Ministry on a few key products and the establishment of procedural manuals for these productions, in order to use more rationally the Ministry's limited capacity; ii) the establishment of a single methodology for elaborating, monitoring and evaluating sectoral and local policies, preparing procedural manuals and training staff in their use.

### **Component 4: Support to the Ministry of Territorial Administration and Decentralization (US\$0.75 million)**

Under this component the project was to finance activities to: (a) develop and improve tools, structures and procedures for the implementation of the decentralization policy; (b) rationalize structures and administrative procedures, clarify the responsibilities of the MATD, and strengthen coordination and monitoring capacity; (c) strengthen policy formulation monitoring and evaluation; (d) develop a legal and institutional framework for an effective inter-ministerial coordination; and (e) prepare a coherent national strategy of capacity building for local governments.

Such activities included: i) the restructuring of the Ministry to better adapt its structure to its mission (adoption and implementation of a new organizational chart); ii) the strengthening of the leadership role of the Ministry in establishing and implementing basic guidelines for the implementation of the decentralization policy (main activities: drafting, adopting and disseminating the Decentralization Code implementing decrees, developing adequate financial resource transfer mechanisms for local governments, and developing a conducive framework for dialogue involving all key actors of decentralization); and iii) the strengthening of local governments' capacity to fulfill their role by preparing, adopting and implementing a capacity building strategy for local governments.

**Component 5: Support to the Ministry of Health (US\$1.0 million)**

Under this component the project was to finance activities to implement the decentralization strategy and strengthen the Ministry's role as regulator and planner, and to: (a) Rationalize structures and administrative procedures to support decentralization, clarifying responsibilities of the regional offices (*Directions Générales*) and local structures (*Districts Sanitaires*) of the MH, and strengthen management capacity and coordination with donors and other partners; and (b) develop contracting policies with the private sector.

Such activities included: i) the *support to health districts* by clarifying rules for transfer to local governments, clarifying the role of local health committees and helping health committee members understand those roles, and periodically updating the health map; ii) the support to contracting with the private sector and among the public sector entities (evaluating existing contracts and how they help improve health care coverage, equity and quality; and providing technical assistance to improve the existing contracting mechanisms); and iii) the strengthening of the management capacity of the MS (short-term support on procurement, a study to make recommendations to improve the efficiency of the training system, a study on health financing to ensure national coverage of medical care through a sectoral approach, the design of the hospital master plan, the update of the computerization plan for the MS to harmonize the management information system between all levels, including the sanitary information system).

**Component 6: Support to the Prime Minister Office (SGPM) (US\$0.68 million)**

Under this component the Project's was to finance activities to improve internal efficiency and inter-ministerial coordination. The main activities for the Prime Minister's Office focused on improving internal efficiency and interministerial coordination through implementation of the recommendations of an organizational audit.

In the proposed restructuring, it is now proposed to center the project's activities around three key components and to reallocate the remaining funds to such components as follow:

***Component I: Strengthening central government efficiency and controls. (USD2.5 M equivalent, of which IDA US\$ 2 M equivalent)***

In many instances resource management modalities have proven to be too complex, obscure or ineffective to provide the government appropriate level of confidence in its own systems. In much the same way, procedures occasionally appear to be highly complex and cumbersome, and consequently the processing times are unacceptably long.

Support in this component would be provided to: (i) strengthen the capacity of different ministries to undertake longer term planning and evaluation of policies. This will include, for example, finalizing the development of the MALT model, so as to enable improved formulation, monitoring and evaluation of public policies and ensuring its mainstreaming to all concerned institutional agents; (ii) improve de-concentration of human resource management through deployment of the IT tool already developed to support the work of various directorates at the ministries' level; (iii) improve the pay management system through the delegation of the

processing of pay changes to the regions within the context of the ongoing decentralization efforts.

**Component II: Strengthening policy formulation, coordination and monitoring in key ministries responsible for decentralization. (USD 560,000 equivalent, of which IDA USD140,000 equivalent)**

The proposed component, consistently with the recommendations of the 2006 decentralization ESW and the 2009 PER, will strengthen the government capacity to develop a decentralization charter (*feuille de route*) as well as a medium term (3-5 years) decentralization implementation plan. The proposed component will assist the authorities in (i) appropriately defining policies and procedures required to bring about decentralization in Burkina Faso; and (ii) subsequently, planning all the steps, assign responsibilities for their implementation and costing each of the activities in terms of both human and financial resources. At the end of the process, key issues surrounding decentralization, such as financial viability of local government institutions, ensuring appropriate financing and staffing of local governments, ensuring proper controls of local governments, will have been addressed, debunked and properly taken into account in preparing the implementation plan.

**Component III: Project Management (USD 1 million equivalent, of which IDA USD 410,000 equivalent)**

The project will continue to support project implementation through the financing of the technical staff of the PCU and the completion of some studies.

The three proposed components have a total IDA allocation of US\$2.55 million whereas the remaining IDA balance is \$2.11 million. The difference is covered through the SDR exchange rate.

**c. Improvements in implementation arrangements:**

a. What are the other complementary changes, as applicable:

Institutional arrangements

Yes  No

If, yes, please explain:

Political oversight for the restructured project will continue to be undertaken by a Steering Committee chaired by the Permanent Secretary of the Prime Minister's office and composed of the permanent Secretaries of participating ministries while a Technical Committee composed of the PCU staff and the focal points from the participating ministries will support the steering committee on technical matters, monitor progress and handle pending issues.

As part of the restructuring, the PCU, which currently includes four staff members contracted by the SGPM, would be further strengthened with the addition of a part time monitoring and evaluation specialist, whose job will be to maintain a careful eye on program monitoring indicators.

The government will continue to contribute US\$1 M equivalent per year as counterpart funds to the project. These funds, will be allocated to operating costs, as well as the financing of other activities relevant to the Project.

Financing mechanism/Conduit

Yes  No

If, yes, please explain:

Outputs

Yes  No

If, yes, please explain:

Besides the change in the PDO, the restructuring of the project would involve a change in the expected outputs. The new project outputs would be:

- Improved resources management measured through (i) the reduction by 50% of the time needed for processing HR decisions by line ministries, compared to the time previously taken for this processing by the ministry of civil service, and (ii) the reduction by 50% of the time needed to modify payroll data by the regional directorates of the ministry of finance, compared to the time taken to make the same modifications at the central level.
- Improved monitoring of decentralization through the design of a decentralization implementation roadmap including the estimation of the human and financial resources required for this implementation.

Project Costs and financing plan (include summary tables)  Yes  No

If, yes, please explain:

Compared with the initial financing plan, the Government contribution has increased from USD 0.125 to USD 4 million

Financial management

Yes  No

If, yes, please explain:

Disbursement arrangements

Yes  No

If, yes, please explain:

It is proposed to transfer all remaining resources into a single disbursement category.

Procurement

Yes  No

If, yes, please explain:

Closing date

Yes  No

If, yes, please explain:

Implementation schedule

Yes  No

If, yes, please explain:





**ANNEX 3:  
Updated Critical Risk Framework**

**New Risks Identified During Implementation/Restructuring That Might Jeopardize Achievement of the Restructured Project DOs or Outcome Targets:**

Risks	Risk Rating	Risk Mitigation Measures
Low institutional capacity in key directorates within the central government ministries	Moderate	<p>The reform agenda has been streamlined, in line with the capacity constraints of the government.</p> <p>The restructuring process has refocused provision of technical assistance and training to those areas where it's most obviously required.</p>
Difficulties of sustaining institutional reform and lack of political commitment to decentralization	High	<p>Given the slow implementation rate over a long period of time, we must acknowledge that there is strong potential that the delays are not merely due to lack of technical expertise.</p> <p>Through the restructuring, the project will target the two most significant issues raised by the authorities to justify their prudence in proceeding, thus dealing frontally with the technical issues.</p> <p>Project design has focused on creating clear exit opportunities by structuring TA activities on decentralization around a series of "gates", where the technical team would go back to the political authorities for reporting and authorization to proceed to the next stages. In the event this support will not be available, the Bank would withdraw support. Additionally, the project has maintained its original closing date thus ensuring that the totality of the preparatory work for full fledged decentralization will occur over the remaining period of the project.</p>

**ANNEX 4:  
Results Framework and Monitoring**

**BURKINA FASO: Administrative Capacity Building Project  
Results Framework**

PDO		Project Outcome Indicators		Use of Project Outcome Information	
Current	Proposed	Current	Proposed	Current	Proposed
<ul style="list-style-type: none"> <li>Improve administration structures in light of the decentralization policy</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the Central Government resource management capacity</li> <li>Enhance the planning, organization and monitoring of decentralization process</li> </ul>	<ul style="list-style-type: none"> <li>Number of Ministries with satisfactory program budgets and medium term expenditure frameworks which are reflected in annual credit allocations, aligned with PRSP objectives and the national MTEF with budget execution monitored annually according to priority programs</li> </ul>	<ul style="list-style-type: none"> <li>Reduce by 50% the time taken to modify payroll data</li> <li>Reduce by 50% the time for processing the HR decisions in line ministries                             <ul style="list-style-type: none"> <li>secondment (baseline = 90 days)</li> <li>leave without pay (baseline = 62 days)</li> <li>transfer to a different department (baseline = 44 days)</li> <li>training (baseline = 85 days)</li> </ul> </li> <li>The fully costed decentralization roadmap, including the M&amp;E system is available (baseline = 0)</li> </ul>	<ul style="list-style-type: none"> <li>If no adequacy to strategic orientation/financing, need to review articulation between policy making and budget formulation.</li> <li>No increase would show lack of commitment to put in place an adequate financial resources transfer mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Improved resource management capacity</li> <li>Improved monitoring of decentralization</li> </ul>
Intermediate Outcomes		Intermediate Outcome Indicators		Use of Intermediate Outcome Monitoring	
Current	Proposed	Current	Proposed	Current	Proposed
<b>Component One: Support to the Ministry of Civil Service and State</b>	N/A	<ul style="list-style-type: none"> <li>Number of ministries implementing staff evaluations policies</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Absence of results impedes rational organization of services and</li> </ul>	N/A

<p><b>Reform:</b></p> <p>The Ministry of Civil Service and State Reform effectively implements its deconcentration and evaluation policy</p>		<p>(including defining annual results and basing promotions on the results of the annual evaluation</p>		<p>prevents accountability of staff. If not implemented, redefinition of training program and communication program</p> <p>- Centralized human resource management creates inefficiencies in staff posting and management and absence of a modern management tool impedes dynamic management of scarce capacity. No access calls for technical answers (accelerate extension to ministries and training program) but also strong signal from Ministry that this is indeed a priority</p>	
<p><b><u>Component Two:</u></b></p> <p>Support to the Ministry of Finances and Budget</p> <p>The Ministry</p>	<p>N/A</p>	<p><b><u>Component Two:</u></b></p> <ul style="list-style-type: none"> <li>- Number of regions directly connected to CID.</li> <li>- Numero of controls performed by the Auditing Body</li> </ul>	<p>N/A</p>	<p><b><u>Component Two</u></b></p> <ul style="list-style-type: none"> <li>- Increase transparency and effectiveness of the budget. If not done, review procurement and work plan.</li> </ul>	<p>N/A</p>

<p>effectively implements the PRGB</p>		<p>(IGF), number of follow up missions performed by IGF, and number of formal communication on implementation of recommendations sent by public institutions within one year of control</p>	<p>o</p>	<p>- Increase the responsibility of budget managers. If not done, review work program</p> <p>-</p>	
--	--	---	----------	--	--

<p><b><u>Component Three</u></b></p> <p><b>Support to the Ministry of Economy and Development</b></p>	<p>N/A</p>	<p><b><u>Component Three</u></b></p> <p>- Number of regions where regional PRSP is prepared and monitored according to procedures and schedule</p>	<p>N/A</p>	<p><b><u>Component Three</u></b></p> <p>- If the goal is not achieved, review ministry's and DRED organization and staffing</p>	<p>N/A</p>
<p><b><u>Component Four</u></b></p> <p><b>Support to the Ministry of Territorial Administration and Decentralization</b></p>	<p>N/A</p>	<p><b><u>Component Four</u></b></p> <p>- Number of implementation texts adopted and implemented for the transfer of competencies and resources of the decentralization law.</p> <p>- Percent of elected local government officials, staff of the territorial civil service and actors of the technical and financial support trained according to capacity building strategy</p>	<p>N/A</p>	<p><b><u>Component Four</u></b></p> <p>- If implementing decrees are not adopted and local governments are not able to assume properly their new mandates, provide external expertise on main issues and/or local governments put pressure on leadership.</p> <p>- Capacity building strategy for local governments is not being implemented, need to accelerate activities and secure appropriate funding.</p>	<p>N/A</p>
<p><b><u>Component Five</u></b></p> <p><b>Support to the Ministry of Health</b></p> <p>The Ministry of Health effectively</p>	<p>N/A</p>	<p>- % of Health Regional Directorates and Districts (CDPS, CMA, ECD) which receive their notice of</p>	<p>N/A</p>	<p>- Yearly PETS will help identify what bottlenecks are and if there is any progress in the flux</p>	<p>N/A</p>

implements decentralization		<p>budget allocation before mid-february.</p> <p>- Number of contracts with the private sector for health care delivery effectively implemented by Central and Regional Health Authorities.</p>		<p>of money to its intended destination; if no progress, additional actions to support financial management reform.</p> <p>- Low numbers signify lack of commitment to work with private sector to increase coverage and efficiency of the health system.</p>	
<p><b>Component Six: Support to the SGPM</b></p> <p>The SGPM is better equipped and organized for intergovernmental coordination</p>	N/A	<p><b>Component Six</b></p> <p>- Organizational audit completed and percentage of agreed recommendations implemented.</p>	N/A	<p><b>Component Six</b></p> <p>- Completion of audit will show commitment for change, and implementation of reform recommendations will improve interministerial coordination, the main mandate of SGPM</p>	
	<p><b>Component I: Strengthening central government efficiency and controls</b></p> <p>The central government will strengthen its ability to manage financial and</p>		<p><b>Component I:</b></p> <ul style="list-style-type: none"> <li>• Number of ministries in which SIGASPE has been fully implemented <ul style="list-style-type: none"> <li>○ baseline: 0</li> </ul> </li> <li>• Finalization of the MALT model <ul style="list-style-type: none"> <li>○ baseline: 50 percent</li> </ul> </li> </ul>		<p>These indicators will measure the impact of the devolution of the decision making from the ministry of civil service to line ministries, and the devolution of data</p>

	human resources in preparation for further decentralization.		<p>completed</p> <ul style="list-style-type: none"> <li>Number of regions in which the pay changes have been processed.</li> </ul> <p>o baseline: 0</p>	processing by the ministry of finance to its regional offices.
	<p><b>Component II:</b> Strengthening policy formulation, coordination and monitoring in key ministries responsible for decentralization.</p> <p>Ministries responsible for decentralization have a common vision and understanding of the reform agenda and have clarified their respective roles and responsibilities in carrying it out.</p>		<p><b>Component II:</b></p> <ul style="list-style-type: none"> <li>A decentralization charter/roadmap and a fully costed implementation plan are defined and approved by cabinet</li> <li>Operational manuals for the operation of the mandates transferred to LGs are produced and disseminated.</li> </ul>	<p>The decentralization reform is proceeding slowly. A possible reason for that is the absence of an implementation plan. The project will finance the design of this roadmap, including the estimation of the human and financial resources required for its implementation.</p>

**Arrangements for results monitoring**

Outcome indicators	Baseline 2009	Target values		Frequency and reports	Data collection instruments	Responsibility for data collection
		2010	2011			
- Reduce by 50% the time taken to modify payroll data	4 months	25%	50%	Every six months	implementation report	Focal points

<ul style="list-style-type: none"> <li>- Reduce by 50% the time for processing the HR decisions in line ministries <ul style="list-style-type: none"> <li>• secondment (baseline = 90 days)</li> <li>• leave without pay (baseline = 62 days)</li> <li>• transfer to a different department (baseline = 44 days)</li> <li>• training (baseline = 85 days)</li> </ul> </li> </ul>	70	52	35	Every six months	implementation report	Focal points
	90 days	60 days	45 days			
	62 days	42 days	32 days			
	44 days	30 days	21 days			
	85 days	55 days	43 days			
- Percentage of planned decentralization activities fully costed (baseline = 0 )	NA	50%	75%	Every six months	implementation report	Focal points
<b>Intermediate Outcome Indicators</b>						
<b>Component 1: Strengthening central government efficiency and controls</b>						
<ul style="list-style-type: none"> <li>• Number of ministries in which SIGASPE has been fully implemented <ul style="list-style-type: none"> <li>○ baseline: 0</li> </ul> </li> </ul>	0	17	34	Every six months	implementation report	Focal points
<ul style="list-style-type: none"> <li>• Finalization of the MALT model <ul style="list-style-type: none"> <li>○ baseline: 50 percent completed</li> </ul> </li> </ul>	50%	100%		Every six months	implementation report	Focal points



<ul style="list-style-type: none"> <li>Number of regions in which the pay changes have been processed. <ul style="list-style-type: none"> <li>baseline: 0</li> </ul> </li> </ul>	0	5	12	Every six months	implementation report	Focal points
<b>Component II: Strengthening policy formulation, coordination and monitoring in key ministries responsible for decentralization</b>						
<ul style="list-style-type: none"> <li>Decentralization roadmap produced</li> <li>Number of operational manuals prepared and disseminated</li> </ul>	0	1		Annual	implementation report	Focal Points
	0	3				