



Strengthening Institutional Capacity for Government Effectiveness Project (P149176)

AFRICA | Burundi | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2015 | Seq No: 5 | ARCHIVED on 26-Jan-2018 | ISR31029 |

Implementing Agencies: Government of Burundi, MINISTRY OF FINANCE

Key Dates

Key Project Dates

Bank Approval Date:22-Apr-2015

Effectiveness Date:19-Aug-2016

Planned Mid Term Review Date:16-Oct-2018

Actual Mid-Term Review Date:--

Original Closing Date:31-Dec-2020

Revised Closing Date:31-Dec-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is: to strengthen government institutional capacity to improve fiscal management. This objective will be achieved by supporting government efforts to mobilize domestic revenue, improve public expenditure management and controls, produce timely statistics for policy making, and improve mining sector regulatory capacity and practices.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Component 1: Modernizing Revenue Policy and Administration:(Cost \$6.20 M)

Component 2: Strengthening Public Expenditure Management and Control; Project Management:(Cost \$8.90 M)

Component 3: Improving ISTEERU's Institutional Capacity:(Cost \$3.30 M)

Component 4: Improving Mining Regulatory Capacity and Practices:(Cost \$3.60 M)

Overall Ratings

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



Implementation Status and Key Decisions

The Project was restructured in April 2017.

After the completion of the project restructuring some key activities have been initiated under Component 1, namely: a. the recruitment of the TA for the OBR's adoption of the Tax IT module (module of the FMIS) and; b. the launch of the procurement for the TA to the Fiscal Policy Department comprising, among others, the development of a medium term fiscal policy. These progresses lead to an increase in the rating of Component 1 from unsatisfactory to moderate satisfactory.

For Component 2, the new Public Financial Management reform strategy has been developed and the training of the new magistrates of the CdC is progressing.

Component 3 is progressing well. Quality TORs have been produced and implementation is progressing well and in line with project results' indicators. That said, this project component when originally designed was supposed to complement the upcoming EU Statistical project that has been put on hold because of the crisis. The EU project contained the major and break through activities for an effective statistical reform in Burundi. This element will be duly flagged during MTR.

Component 4 rating is unsatisfactory. The key initiative of the 'mining fiscal audit', supposed to frame Component 4 activities, has been delayed and other initiatives are not progressing. This is due to the deterioration of the strategy and policy environment of the mining sector.





Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● Substantial	● High	● High
Macroeconomic	● Substantial	● High	● High
Sector Strategies and Policies	● Moderate	● Substantial	● Substantial
Technical Design of Project or Program	● Substantial	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	● High	● High	● High
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Moderate	● Moderate	● Moderate
Other	--	--	--
Overall	● Substantial	● Substantial	● Substantial

Results

Project Development Objective Indicators

► Improved predictability of tax policy. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	93.40	92.60	92.60	95.00
Date	01-Jan-2013	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Data for updating this target will be made available only in June-July 2018.



► Program-based budgets attached to the Finance Law and defended by sector ministries in the Parliament (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

The programme based budgeting reform has been postponed to 2019 and some initial activities have been planned for 2018.

► Improved production of timely and reliable statistics (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	11.00	11.00	20.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Progresses has been made towards the achievement of the target. However the target is assessed annually and final data on the target will be made available only in January-February 2018. Therefore the target will be updated in the next ISR.

► Improved management and regulatory framework in the mining sector (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021



Comments

This target is updated annually.

Overall Comments

PDO indicators are annual and not available for FY 2017 as of December 2018. Most targets indicators will be available in the first six months of 2018 and will be therefore updated in the next ISR.

Intermediate Results Indicators

► Tax policy measures backed by ex-ante impact analysis (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

This indicator might be modified during the MTR considering: a. when the project has been developed the ex-ante evaluation was not in place and; b. the 2015 crisis hampered considerably the progresses of this reform.

► New tax policy measures implemented after a minimum of six months from the date of announcement to taxpayers (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

This indicator is likely to be modified at MTR stage.



► Increased taxpayer compliance (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	0.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

All targets for the three categories of tax payers have been achieved, according to the information made available by OBR at the end of the September 2017.

GC 99.8; MC 91 and PC 97; however considering this target is annual- it will be updated 'in the portal only in the next ISR.

▲ Large Tax Operators (Percentage, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	99.00	97.20	97.20	99.50
Date	01-Jul-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▲ Medium Tax Operators (Percentage, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	83.00	82.50	82.50	97.00
Date	01-Jul-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021



▲ Small Tax Operators (Percentage, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	87.50	87.50	90.00
Date	01-Jul-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▶ Domestic tax revenue collected outside Bujumbura urban, out of the total domestic revenue collected in a given year (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.80	2.00	2.00	2.50
Date	01-Jan-2014	30-Dec-2016	30-Dec-2016	30-Dec-2021

Comments

According to OBR data released end of September 2017, the target of 1.8 for 2017 have not been achieved (1.3 in September). However an adequate assessment of this target will be possible only in June 2018.

▶ Audit Completion Ratio (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	46.00	43.00	43.00	80.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

The target for 2017 has been achieved according to OBR's September data and 63% of Audits have been achieved due to the training of the tax inspectors supported by the project. However this is an annual target and will be updated formally only in the next ISR.



► Reduction in the time reported to process budget requests at each stage of the expenditure chains (quarterly average) (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	5.00	5.00	5.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

This indicator is likely to be revised at MTR stage considering data should be made available by the roll out of the SIGEFI 2 which indeed have been encountering difficulties.

▲ Verification (VF) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15.00	4.00	4.00	2.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▲ Budget Commitment (BC) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	27.00	5.00	5.00	2.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▲ Legal Commitment (LC) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	27.00	5.00	5.00	2.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021



▲ Authorization (AT) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.00	7.00	7.00	1.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▲ Disbursement (DE) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	3.00	3.00	2.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▲ Payment (PA) (Days, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.00	9.00	9.00	5.00
Date	31-Dec-2014	30-Dec-2016	30-Dec-2016	31-Dec-2021

▶ Number of beneficiaries of training courses on budget program, of which at least 80 % pass the final test/get the certificate. (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	120.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

The programme budgeting reform has been postponed to 2019.



▲ Number of beneficiaries of training courses on budget program, of which at least 80 % pass the final test/get the certificate. (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	96.00

▶ Number of audits produced by Court of Auditors conforming to International Standards of Supreme Audit Institutions (ISSAI) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	185.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

This indicators is likely to be revised at MTR stage. Due to the 2015 crisis the Office of the Auditor General has not receive and audit the Government financial statements since 2015.

▶ National statistics published as per the original targets set in the annual ISTEEBU corporate program (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	57.00	57.00	75.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Progresses has been made and the target has been overly achieved. According to 2017 ISTEEBU data : 59.6 against the 40 foreseen for 2017. However the target is annual and therefore it will be formally updated in the next ISR.



► Performance appraisal system and evaluation mechanisms developed and implemented for all technical employees at ISTEERU (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Annual target and data not yet available.

► Number of ISTEERU staff trained and evaluated with satisfaction in design and analysis of statistics products, of which at least 25% should be women (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	0.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Annual target and data not yet available.

► Number of ISTEERU staff trained and evaluated with satisfaction in design and analysis of statistics products, of which at least 25% should be women (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	120.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021



▲ Number of ISTEERU staff trained and evaluated with satisfaction in design and analysis of statistics products, of which at least 25% should be women (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00

▶ Statistics products publicly available to users through Accelerated DataProgram and ISTEERU website (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	68.40	68.40	80.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Annual target and data not yet available.

▶ Beneficiaries satisfied with quality of services provided by ISTEERU (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	22.70	48.20	48.20	45.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

Annual target and data not yet available.



► Percentage of ASM mines inspected on a quarterly basis according to mining regulations which don't respect mining regulations (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	70.00	68.00	68.00	10.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Comments

This indicator is likely to be revised at MTR stage.

► Percentage of total remedial actions taken within 6 months from inspection reports deemed satisfactorily addressed (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	5.00	5.00	50.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

► Mineral production and taxation revenues database monthly updates completed and made available to the public (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	1.00	1.00	12.00
Date	01-Jan-2015	30-Dec-2016	30-Dec-2016	31-Dec-2021

Overall Comments

The ISR makes updates on indicators that are mainly annual. Therefore the indicators will be updated in May-June 2018 when all data will be available and date for each Actual will read 'December 2017'. There are difficulties to measure a number of project indicators because both targets are too ambitious and the 2015 crisis slowed down all reform foreseen during project preparation. The problematic indicators might be revised at Project MTR. Finally for the MTR a specific paper on 'problematic' indicators will be produced well in advance.

Data on Financial Performance

Disbursements (by loan)

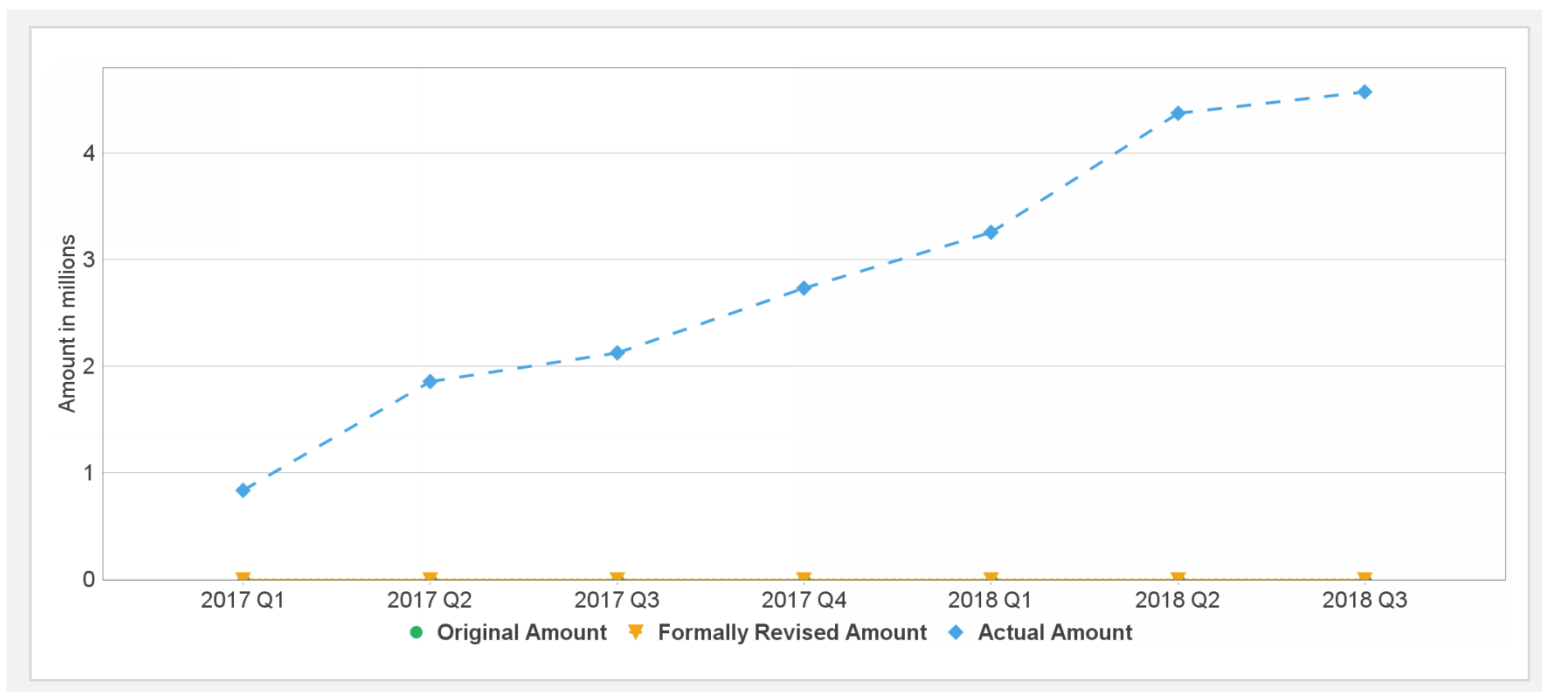


Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P149176	IDA-D0490	Effective	USD	22.00	22.00	0.00	4.57	17.85	20%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149176	IDA-D0490	Effective	22-Apr-2015	01-Apr-2016	19-Aug-2016	31-Dec-2020	31-Dec-2020

Cumulative Disbursements



Restructuring History

Level 2 Approved on 24-Feb-2017

Related Project(s)

There are no related projects.