



Subnational Institutional Strengthening (P123879)

LATIN AMERICA AND CARIBBEAN | Colombia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 19 | ARCHIVED on 16-May-2023 | ISR56038 |

Implementing Agencies: National Planning Department, Republic of Colombia

Key Dates

Key Project Dates

Bank Approval Date: 17-Dec-2013

Effectiveness Date: 24-Jan-2014

Planned Mid Term Review Date: 29-Dec-2017

Actual Mid-Term Review Date: 08-Feb-2018

Original Closing Date:

Revised Closing Date: 30-Sep-2023

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objectives of the project are to: (i) improve SNGs' performance in core public management areas; and (ii) strengthen the Borrower's central government's capacity to manage the Decentralization and Territorial Management Framework.

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

No

Components Table

Name

Structuring Regional and Local Projects and Designing Long-Term Territorial Strategic Planning Tools:(Cost \$28.06 M)
Applying Incentives for Territorial Management:(Cost \$0.01 M)
Providing Technical Assistance Support to SNGs:(Cost \$33.10 M)
Strengthening Control and Monitoring of Territorial Management:(Cost \$0.07 M)
Project Management and Administration:(Cost \$8.76 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate

Implementation Status and Key Decisions

Progress towards the achievement of the PDO and overall implementation is Moderately Satisfactory. Modules 1 and 3 of the Territorial Management Model (TMM) have been implemented in over 90 percent of subnational governments. The National Planning Department has also requested a 6 month extension of the project closing date to enable the completion of key activities.



Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improve SNGs performance in core public management areas				
► Percentage of beneficiary municipalities with an improved management score in the Municipal Performance Measure (MDM) index (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	6%	0%	60%	50% of beneficiary municipalities have improved their score in the management component of the MDM index by at least 10 points
Date	31-Dec-2019	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	The MDM management score is measured as the average in the scores of budget execution and open government. Currently 91 out of 150 beneficiary municipal governments improved their score by at least 10 points in the MDM management score.			
► Percentage of beneficiary municipalities with updated long term planning instruments (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	5.10	69.00	69.00	100.00
Date	31-Dec-2019	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	This indicator is unchanged. No additional POTs will be financed and formulated by the project. 27 out of 39 planned POTs have been formulated.			

Strengthen government capacity to manage the decentralization & territorial management framework

► Level of automation of administrative and financial processes (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	55.07	263.00	At least 210 beneficiary subnational governments have increased their automation level by 10 points based on the Digital Government Index - MIPG Indicator I20.
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	The measurement of this indicator is focused on beneficiary municipalities of the Territorial Management Model (TMM) based on indicator I20 (digital government) of the FURAG. Currently 263 beneficiary municipal governments have increased their digital government score by 10 points.			

► Percentage of beneficiary Subnational entities using instruments developed by the project to strengthen the decentralization framework and public management (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	80.00
Date	31-Dec-2019	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	This indicator has been achieved. The tools provided by the Territorial Portal (KPT) developed by the National Planning Department are used by 96 percent of the municipal governments in the country. The planning and monitoring modules were used by 1,082 municipal governments in 2022, including all project beneficiary municipal governments where modules 1 and 3 of the TMM have been implemented.			

Intermediate Results Indicators by Components

Structuring Regional and Local Projects and Designing Long-Term Territorial Strategic Planning Tools

► Intermediate Result indicator 1.1: Formulation of modern spatially integrated territorial development plans (POT) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	37.00	37.00	69.00



Date	07-Apr-2016	19-Oct-2022	25-Apr-2023	31-Dec-2020
Comments:	No additional POT or POD products will be delivered as the contracts with the regional operators have ended.			
► Intermediate Result indicator 1.2: Implementation of multi-purpose land cadaster pilot (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	The multi-purpose land cadaster has not been piloted in any municipality.	Pilots have been implemented in 7 municipalities	Pilots have been implemented in 7 municipalities	Pilots have been implemented in 7 municipalities
Date	07-Apr-2016	19-Oct-2022	25-Apr-2023	31-Dec-2020
Comments:	This indicator has been achieved. All products from the multipurpose cadaster pilots have been delivered to the final beneficiaries and the cartography has been validated by IGAC.			
► Intermediate Result indicator 1.4: Formulation of Regional Land Use Plans (MOTR) and Regional Strategic Plans (PER) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No MOTR and PER have yet been formulated.	No MORT and PER have yet been formulated.	PER have been formulated and approved for 5 regions.	MOTR and PER have been formulated for at least 4 regions.
Date	31-Dec-2019	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	The DNP has approved 5 strategic regional plans (PER) for territorial regional associations (RAP). These include the following regions: Pacifico, Eje Cafetero, Region Central, Amazonia, and del Agua y la Montaña. The government has taken the decision to scale back the development of MORTs.			
► Indicator 1.3: Development and implementation of a support platform to formulate Territorial Land Use Plans (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Beta version of the platform has been completed but has not yet been officially launched	The platform to formulate Land Use Plans is used by 64 municipal governments.	The platform to formulate Land Use Plans is used by 90 municipal governments.	At least 60 subnational governments have used the platform to formulate Land Use Plans.
Date	11-Dec-2019	19-Oct-2022	25-Apr-2023	31-Dec-2021
Comments:	This indicator has been achieved.			

Strengthening Control and Monitoring of Territorial Management

► Intermediate Result indicator 4.2: Design of instruments for territorial management control. (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No instruments exist.	Control model has been integrated in the functional requirements for the financial and	Control model has been integrated in the functional requirements for the	Control model integrated in TMM.



		revenue management module of the TMM	financial and revenue management module of the TMM.	
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	30-Jun-2018
Comments:	This indicator has been achieved. The design for the TMM includes features to strengthen control in subnational governments.			

Providing Technical Assistance Support to SNGs

► Intermediate Result indicator 3.1: Territorial Management Model (TMM) design. (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No design of the Territorial Management Model is place	Design of the Territorial Management Model (TMM) has been completed, including the definition of technical specifications and implementation strategy.	Design of the Territorial Management Model (TMM) has been completed, including the definition of technical specifications and implementation strategy.	Design of the Territorial Management Model (TMM) has been completed, including the definition of technical specifications and implementation strategy.
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	31-Dec-2020
Comments:	This indicator has been achieved. NPD has developed an implementation strategy for the TMM and completed the detailed technical specifications for the financial and revenue management module.			

► Intermediate Result indicator 3.2: Implementation of the Territorial Management Model (TMM) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	TMM has not yet been implemented	The TMM has been implemented in a pilot group of 40 municipalities	The TMM has been fully implemented in 40 municipalities.	TMM has been implemented in at least 280 municipal governments.
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	The TMM has been fully implemented in 40 municipal governments. The TMM is comprised by 3 modules: Planning (Module 1), financial and revenue management (Module 2), and monitoring and evaluation (Module 3). Modules 1 and 2 have been implemented in 281 municipal governments, and module 2 in 40. Although the framework agreement with Colombia Compra Eficiente to scale up the roll-out of the financial and tax management module is online, it is not expected that module 2 will be implemented in additional municipal governments by the project current closing date.			

► Intermediate Result indicator 3.3: Provision of Technical Assistance to Subnational Governments (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No technical assistance on the functionalities of the TMM has yet been provided.	The NPD has provided technical assistance to 365 municipalities in the planning and monitoring modules of the TMM, including 40 pilot municipalities where the financial and revenue	365 municipalities have received technical assistance as part of the TMM.	300 municipalities have received technical assistance as part of the TMM.



management module has been implemented.				
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	This indicator has been achieved. The NPD has provided technical assistance to 365 municipal governments in the modules of the TMM through a team of territorial advisors. The technical assistance was focused on planning, monitoring and evaluation of territorial development plans, bugdteing and financial management.			
► Intermediate Result indicator 3.4: Technical assistance to strengthen citizen participation along the public management cycle. (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No tools or methodologies exist to support citizen participation.	The NPD has developed a methodology to streamline citizen participation in the planning process of public investment projects. NPD has provided assistance to 565 subnational governments through the KPT platform.	The territorial platform (KPT) provides a toolkit for citizen participation in the planning process of public investment projects.The toolkit has been used by 565 subnational governments.	A citizen participation toolkit has been designed and implemented by at least 50 municipal governments.
Date	01-Feb-2014	19-Oct-2022	25-Apr-2023	29-Sep-2023
Comments:	This indicator has been achieved. The KPT citizen participation toolkit has been used by 565 subnational goverments for the planning of public investment projects financed through the General Royalties System (SGR) transfers.			

Performance-Based Conditions

Data on Financial Performance

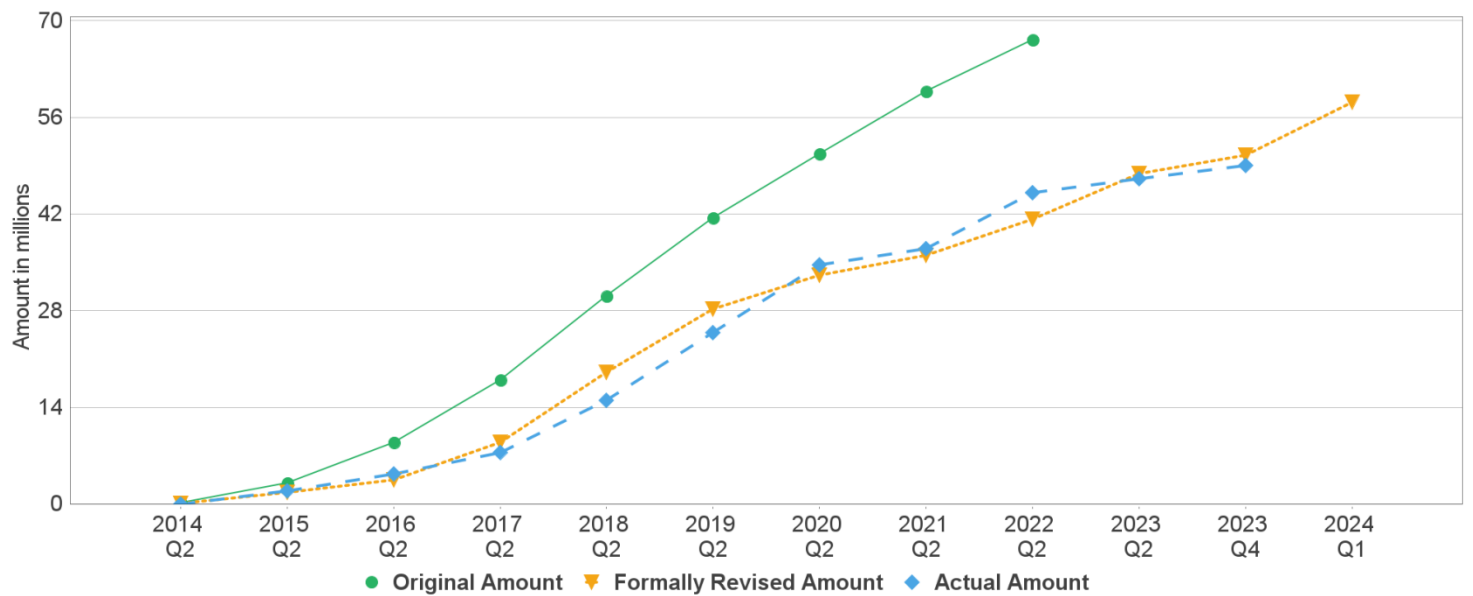
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P123879	IBRD-83200	Effective	USD	70.00	70.00	0.00	49.06	20.94	70%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P123879	IBRD-83200	Effective	16-Dec-2013	24-Dec-2013	24-Jan-2014	31-Dec-2021	30-Sep-2023

Cumulative Disbursements



Restructuring History

Level 2 Approved on 22-Sep-2015 ,Level 2 Approved on 29-Jun-2016 ,Level 2 Approved on 03-Mar-2020 ,Level Approved on 09-May-2020 ,Level 2 Approved on 24-Jun-2021

Related Project(s)

There are no related projects.