



Subnational Institutional Strengthening (P123879)

LATIN AMERICA AND CARIBBEAN | Colombia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 17 | ARCHIVED on 22-Apr-2022 | ISR50938 |

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. The National Planning Department (NPD) has launched the financial and revenue management module of the Territorial Management Model in 40 pilot municipalities. NPD has expanded its technical assistance to municipal governments on the planning module of the TMM and has provided training to the pilot municipalities on the financial and revenue management module. NPD is working with *Colombia Compra Eficiente* on a framework agreement to provide the financial and revenue management module to additional municipal governments.



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	--	□ Moderate	□ 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	0%	0%	0%	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	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	As the MDM is prepared on a yearly basis no progress has been registered yet.			
► 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	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	This indicator is expected to remain unchanged. The contracts with the regional operators have been closed and no additional POTs will be formulated as part of the project. However, the NPD is providing support to 4 municipalities of Zone 1 to complete the products.			

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	55.07	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	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	The average baseline score in the MDM for beneficiary municipalities is 55.07. An updated average score for the 40 pilot municipalities where the financial and revenue management modules of the TMM is being implemented will be prepared during the second semester of 2022 when the latest MIPG data is available.			

► 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	64.00	92.00	80.00
Date	31-Dec-2019	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	This indicator has been achieved.			

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	22-Sep-2021	01-Apr-2022	31-Dec-2020



Comments:	No additional POT or POD products will be delivered as the contracts with the regional operators have ended. NPD is providing technical assistance and support to 4 municipalities where not all POT products were delivered so they can complete the POTs.			
► 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	22-Sep-2021	01-Apr-2022	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.	No MORT and PER have yet been formulated.	MOTR and PER have been formulated for at least 4 regions.
Date	31-Dec-2019	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	There has been no progress on this indicator. The NPD is currently working in the development of PERs in 4 regions and is providing technical assistance to structure 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 64 municipal governments.	At least 60 subnational governments have used the platform to formulate Land Use Plans.
Date	11-Dec-2019	22-Sep-2021	01-Apr-2022	31-Dec-2021
Comments:	This indicator has been achieved. The platform and toolkit are used by 64 municipal 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	Design of the Territorial Management Model (TMM) has been completed, including the definition of technical specifications



			and implementation strategy.	and implementation strategy.
Date	01-Feb-2014	22-Sep-2021	01-Apr-2022	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 hiring process for regional operators is underway. A first group of 40 municipalities have been selected for implementation.	The TMM has been implemented in a pilot group of 40 municipalities	TMM has been implemented in at least 280 municipal governments.
Date	01-Feb-2014	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	The TMM has been implemented in 40 municipalities. The financial and revenue management module has been piloted in these municipal governments through regional operators. Rollout to additional 130 municipalities is expected to occur once the framework agreement with Colombia Compra Eficiente is completed.			
► 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.	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 management module has been implemented.	300 municipalities have received technical assistance as part of the TMM.
Date	01-Feb-2014	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	This indicator has been partially achieved. NPD has provided technical assistance to 365 municipalities in the planning and monitoring module of the TMM and to 40 municipalities on the functionalities of the financial and revenue management module of the TMM.			
► 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 to strengthen subnational government accountability.	The NPD has developed a methodology to streamline citizen participation in the planning process of public investment projects, which has	A citizen participation toolkit has been designed and implemented by at least 50 municipal governments.



			been embedded in the territorial kit and implemented in 300 beneficiary municipal governments.	
Date	01-Feb-2014	22-Sep-2021	01-Apr-2022	29-Sep-2023
Comments:	This indicator has been achieved. NPD has developed a methodology to embed participatory citizen worktables in the planning process for public investment projects financed by SGR resources. This process has been carried out in all 300 beneficiary municipalities of the project.			

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 integrated in TMM	Control model has been integrated in the functional requirements for the financial and revenue management module of the TMM	Control model integrated in TMM.
Date	01-Feb-2014	22-Sep-2021	01-Apr-2022	30-Jun-2018
Comments:	This indicator has been achieved. The design for the TMM includes features to strengthen control in subnational governments.			

Performance-Based Conditions

Data on Financial Performance

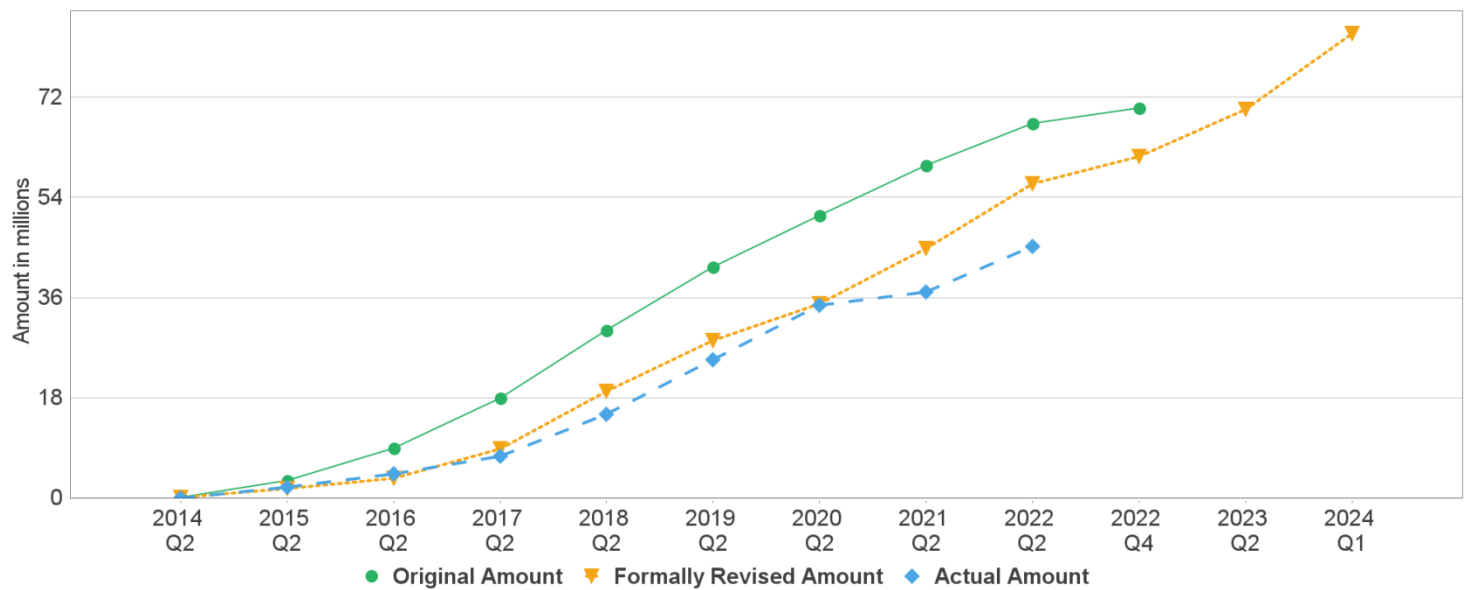
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P123879	IBRD-83200	Effective	USD	70.00	70.00	0.00	45.13	24.87	64%

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 2 Approved on 09-May-2020 ,Level 2 Approved on 24-Jun-2021

Related Project(s)

There are no related projects.