



Subnational Institutional Strengthening (P123879)

LATIN AMERICA AND CARIBBEAN | Colombia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 16 | ARCHIVED on 06-Oct-2021 | ISR48517 |

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 are deemed Moderately Satisfactory. The project closing date has been extended until September 30, 2021 to support the economic recovery efforts at the subnational level in line with the CONPES 4023 policy document. The National Planning Department (NPD) has made progress in the financial and revenue management module of the Territorial Management Model. The selection process for regional operators to provide this module will be completed by mid-October 2021 and implementation in the first group of pilot municipalities will take place by December 2021. In parallel NPD has provided technical assistance to municipal governments both in the planning module of the TMM and in preparation for implementation of the financial and revenue management model.



Table

Multiphase Programmatic Approach (MPA) Status

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	<input type="checkbox"/> Low	<input type="checkbox"/> Low
Macroeconomic	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Sector Strategies and Policies	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Technical Design of Project or Program	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Fiduciary	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Environment and Social	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Stakeholders	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Other	--	<input type="checkbox"/> Substantial	--
Overall	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> 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	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	The baseline score in the MDM for the beneficiary municipalities is 67.6. No progress has been made yet as the TMM has not yet been rolled-out.			



► 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	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	The contracts with the regional operators have been closed and no additional POTs are expected to be formulated as part of the project. NPD has offered support to 14 municipalities that did not received all the products to search for funding options to complete the POT formulation.			
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	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	The baseline score in the MDM for beneficiary municipalities is 55.07. No progress has been made yet as the as the TMM has not yet been rolled-out.			
► 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	64.00	80.00
Date	31-Dec-2019	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	470 territorial entities have uploaded goals in the territorial platform developed by the NPD.			

Overall Comments

The project closing date was extended until September 30, 2023 to allow the roll-out of the TMM in all target municipalities. The target dates for the related indicators have been updated accordingly.

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	04-Jun-2021	22-Sep-2021	31-Dec-2020
Comments:	No additional POT or POD products will be delivered as the contracts with the regional operators have ended. The NPD is providing technical assistance and support to municipalities where not all POT products were delivered so they can complete the POTs. s.			
► 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	04-Jun-2021	22-Sep-2021	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	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	The government has recently issued the regulatory framework governing the territorial associations. The NPD will resume implementation of these activities.			
► 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	04-Jun-2021	22-Sep-2021	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	04-Jun-2021	22-Sep-2021	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 hiring process for regional operators is underway. A first group of 40 municipalities have been selected for implementation.	TMM has been implemented in at least 280 municipal governments.
Date	01-Feb-2014	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	NPD has signed interinstitutional agreements with 37 beneficiary municipalities to implement the financial and revenue management module of the TMM. The selection process of regional operators is nearly completed and contracts are expected to be signed in October 2021. Roll-out will occur during the fourth quarter of calendar year 2021.			
► 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.	300 municipalities have received technical assistance as part of the TMM.
Date	01-Feb-2014	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	This indicator has been partially achieved. The NPD has provided technical assistance to 365 municipalities in the planning module of the TMM and product homologation for the monitoring module. Technical assistance in the operation of the financial and revenue management module of the TMM will be provided as they become operational.			
► 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 to strengthen subnational government accountability.	A citizen participation toolkit has been designed and implemented by at least 50 municipal governments.
Date	01-Feb-2014	04-Jun-2021	22-Sep-2021	29-Sep-2023
Comments:	A pilot methodology was tested in 700 territorial entities focused on public investment projects financed by the SGR. The results of the pilot will provide feedback for the development of a citizen participation tool that will be embedded in the territorial platform.			



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 integrated in TMM	Control model integrated in TMM.
Date	01-Feb-2014	04-Jun-2021	22-Sep-2021	30-Jun-2018
Comments:	This indicator has been achieved. The design for the TMM includes features to strengthen control in subnational governments.			

Overall Comments

The target date for the indicators related to the development of the TMM has been adjusted in line with the extension of the project closing date.

Performance-Based Conditions

Data on Financial Performance

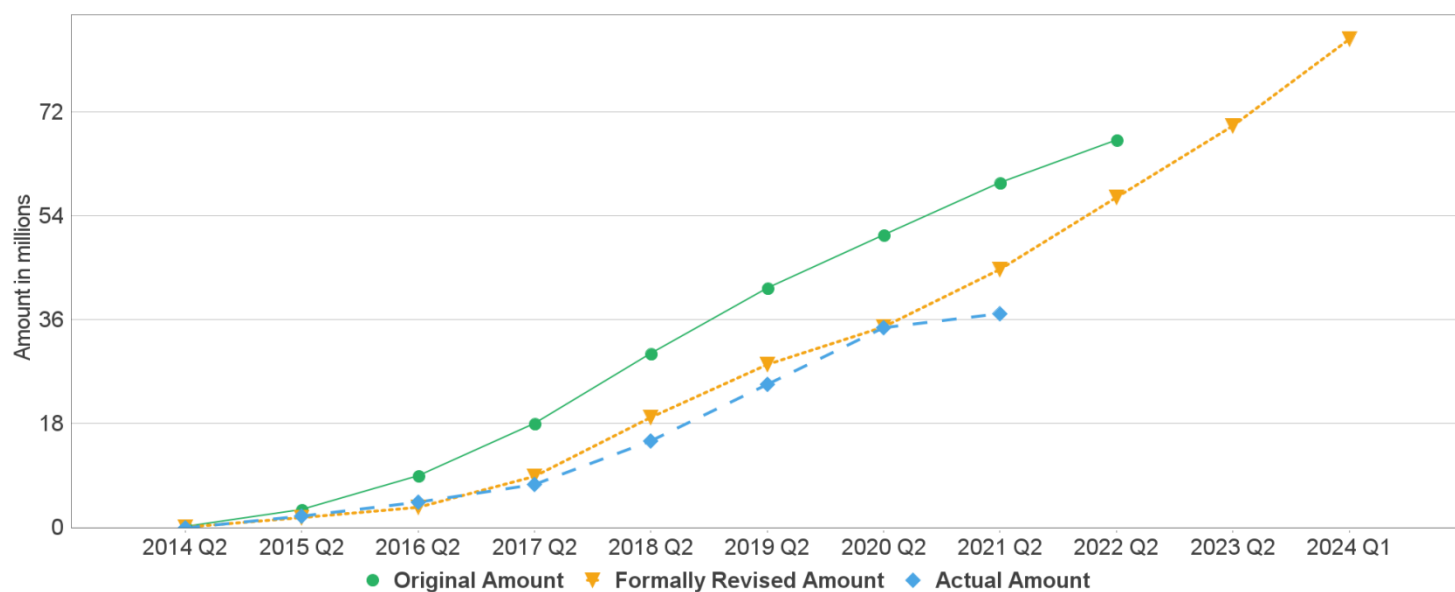
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P123879	IBRD-83200	Effective	USD	70.00	70.00	0.00	38.65	31.35	55%

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.