Public Disclosure Authorized

Urban Local Government Strengthening Program (P118152)

AFRICA | Tanzania | Social, Urban, Rural and Resilience Global Practice Global Practice | Requesting Unit: AFCE1 | Responsible Unit: GSU13
IBRD/IDA | Program-for-Results | FY 2013 | Team Leader(s): Eric Dickson

Seq No: 10 | ARCHIVED on 28-Jun-2018 | ISR31381 | Created by: Patricia De la Fuente Hoyes on 24-Jan-2018 | Modified by: Hannah Kim on 21-Jun-2018

Program Development Objectives

Program Development Objective (from Program Appraisal Document)
To improve institutional performance for urban service delivery in Program urban local government authorities.

Overall Ratings

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

Implementation Status and Key Decisions

The Urban Local Government Strengthening Program is on track to achieve the development objectives. The program has entered into the implementation stages of the works programs, financed through the Urban Performance Grants. Most cities are now utilizing these funds for roads, drainage, markets, and improvement to solid waste management systems.
The Government's sixth annual performance assessment, which is the basis for allocations of the Urban Performance Grants to the local governments for FY18/19, has been finalized. The institutional assessment score in the sixth annual performance assessment increased from 74.28 to 80.59 this year. It is expected that the program will meet its development objectives by the closing date.
The World Bank conducted an Implementation Support Mission for the Urban Local Government Strengthening Program, from June 18-19, 2018. The mission convened key stakeholders from the 18 participating urban local govenrment authorities who presented on the implementation progress of infrastructure projects as well as success and challenges for FY17/18.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P118152	IDA-51710	Effective	USD	255.00	255.00	0.00	196.75	41.64	83%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date

Program Action Plan

Action Description	Local government authorities with core staffing levels, including in procurement, financial management and social and environmental systems appointed and in place according to national local government authority staffing norms				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress
Comments					

Action Description	The President's Office – Regional Administration and Local Government maintains Program unit as described in the implementation and institutional arrangements				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	CONTINUOUS			In Progress
Comments					

Action Description	The President's Office – Regional Administration and Local Government develops annual capacity building plan (including all fiduciary, environmental and social management requirements) and subm its to Bank at the latest on April 30 of each year				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	No		21-Jun-2018		Delayed
Comments					

Action Description	The President's Office – Regional Administration and Local Government will produce an annual Program Report and convene an annual Program stakeholder review meeting with urban local government authorities, World Bank and other development partners.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Completed
Comments					

Action Description	Quarterly Internal audit of funds conducted by urban local government authority internal auditors				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Quarterly			Completed
Comments					

Action Description	Establish Records Keeping Management System

Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	Yes	Yearly			In Progress
Comments					

Action Description	Sufficient budget is provided for all program activities related to annual assessment, capacity building, impact evaluation and value for money audits; and budgeted amounts are released on a timely basis to PORALG throughout the year.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress
Comments					

Action Description	Open bidding procedures to be publicly advertised (procurement)				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Not Yet Due
Comments					

Action Description	Contract awards disclosed to the public (procurement)				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress
Comments					

Action Description	Consultative process for Performance Grant Utilization in place.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress
Comments					

Action Description	Annual financial and physical progress report presented to and discussed by the Council				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress

Comments	

Action Description	Annual financial and physical progress report disseminated to the general public via suitable (newspapers, local radio stations, web pages etc.) commonly available media.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Not Yet Due
Comments					

Action Description	Information on use of own source revenue publicly disclosed				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Not Yet Due
Comments					

Action Description	Quarterly Financial progress reports prepared timely and available and Progress reports presented and discussed in council meetings				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Not Yet Due
Comments					

Action Description	Annual value for money audits will be phased in to all Program urban local government authorities, and incorporated into the annual assessment.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			In Progress
Comments					

Action Description	The annual assessment is procured.				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Completed
Comments					

Action Description	Program entered into the Government budget as a distinct line item				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	Yearly			Completed
Comments					

Action Description	Evaluation of impact of Program will be undertaken				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	No		31-Dec-2018		Delayed
Comments					

Action Description	Environmental and Social Management Manual developed that is consistent with Tanzanian systems and bridges gaps between those system and OP/BP 9.00				
Responsibility	**Recurrent**	**Frequency**	**Due Date**	**DLI#**	**Status**
Client	Yes	NA			In Progress
Comments					

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Strengthened institutional performance and infrastructure delivery by ULGAs

▸Infrastructure built/rehabilitated using UPG funds: Council roads & related infrastructure; Slaughterhouse/abattoir; Commercial market infrastructure; Dumpsite rehab; Community waste collection point (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	73.00	73.00	90.00
Date	25-Oct-2012	28-Oct-2017	28-Oct-2017	30-Jun-2020

▸Annual performance score of participating ULGAs as assessed by the independent annual performance assessment (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	59.40	74.30	74.30	90.00
Date	30-Jun-2014	07-Jun-2017	07-Jun-2017	30-Jun-2020

Intermediate Results Indicators by Results Areas

Strengthened institutional performance and infrastructure delivery by ULGAs

▸ULGAs with an actual expenditure on O&M higher than 70% compared with annual O&M budget (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	13.00	17.00	18.00
Date	25-Oct-2012	28-Oct-2017	21-Jun-2018	30-Jun-2020

▸ULGAs with no adverse/disclaimed audit report for audited accounts (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	18.00	18.00	18.00	18.00
Date	31-Jul-2012	28-Oct-2017	28-Oct-2017	30-Jun-2020

▸ULGAs with clean audit report for audited accounts (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.00	16.00	16.00	18.00

Date	31-Jul-2012	28-Oct-2017	28-Oct-2017	30-Jun-2020

▸Direct Program beneficiaries (number), of which female (percentage) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1,950,735.00	1,950,735.00	3,545,327.00
Date	25-Oct-2012	28-Oct-2017	28-Oct-2017	30-Jun-2020

Strengthened ULGA public sector management and capacity

▸Qualified core staff are in place in Program ULGAs (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	18.00	18.00	18.00	18.00
Date	31-Jul-2014	07-Jun-2017	07-Jun-2017	30-Jun-2020

▸Annual PMO-RALG capacity building activities for Program ULGAs executed (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	90.00
Date	25-Oct-2012	28-Oct-2017	21-Jun-2018	30-Jun-2020

Overall LGDG Strengthening

▸Average score of ULGAs on the PPRA assessment for targeted ULGAs (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	64.00	86.90	85.90	86.00
Date	31-Jul-2012	28-Oct-2017	21-Jun-2018	30-Jun-2020

Disbursement Linked Indicators

▸DLI 1 ULGAs have strengthened institutional performance and achieve program minimum conditions (Outcome, 45.00, 97%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	N/A	--	All 18 ULGAs have met minimum conditions	--

Date	--	--	05-Mar-2018	--
Comments				

▸DLI 2 ULGAs have strengthened institutional performance as scored in the annual performance assessment (Outcome, 106.00, 89%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	0.00	--	80.59	--
Date	--	--	21-Jun-2018	--
Comments				

▸DLI 3 Local infrastructure targets as set out in the annual action plans are met by ULGAs utilizing the Program funds (Outcome, 50.09, 0%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	0.00	--	80.83	--
Date	--	--	05-Mar-2018	--
Comments	Full Performance Indicators applied including PPRA audit for Value for Money			

▸DLI 4 Number of ULGAs with core staff in place (Output, 14.00, 98%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	N/A	--	7.00	--
Date	--	--	05-Mar-2018	--
Comments	It was observed that all ten key staffing positions in all ULGAs were filled as of FY 2016/17. However, in FY 2017/18 up to January 2018, eleven ULGAs did not have substantially appointed staff in core positions. Nine ULGAs did not have Council Engineers and two ULGAs did not have a Council Director.			

▸DLI 5 Completion of annual PO-RALG capacity building activities for Program ULGAs (Output, 30.00, 80%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	0.00	--	N/A	--
Date	--	--	21-Jun-2018	--
Comments				

▶DLI 6 PO-RALG has adopted an enhanced LGDG assessment system derived from lessons learned from the annual program assessments (Outcome, 10.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	FY17/18
Value	0.00	--	0.00	--
Date	--	--	21-Jun-2018	--
Comments				