



Uttarakhand Public Financial Management Strengthening Project (P166923)

SOUTH ASIA | India | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2019 | Seq No: 1 | ARCHIVED on 31-Jul-2019 | ISR37933 |

Implementing Agencies: Finance Department, Government of Uttarakhand, Republic of India

Key Dates

Key Project Dates

Bank Approval Date: 07-Mar-2019

Effectiveness Date: --

Planned Mid Term Review Date: --

Actual Mid-Term Review Date: --

Original Closing Date: 30-Jun-2024

Revised Closing Date: 30-Jun-2024

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to enhance accountability in public finances and increase effectiveness of revenue management systems in Uttarakhand

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

No

Components

Name

Component 1: Strengthening the Public Financial Management Functions:(Cost \$25.52 M)

Component 2: Strengthening Revenue Management Systems:(Cost \$6.79 M)

Component 3: Strengthening PFM in Urban Local Bodies and State-Owned Enterprises:(Cost \$5.30 M)

Component 4: Project Management and Monitoring & Evaluation:(Cost \$1.79 M)

Front end Fees:(Cost \$0.08 M)

Overall Ratings

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

Implementation Status and Key Decisions

The project was signed on 25 June 2019 and would become effective shortly. The project has started in a positive note and should keep up the momentum. The project has already constituted PMU and have appointed certain key staff. Other staff would be appointed shortly. IVA consultancy has been awarded and work has started. Consultancies required to meet first year DLI have been awarded and work has started in the field. This is an interim ISR. A mission is planned in the month of September 2019, post project effectiveness and detailed Implementation progress on the project activities will be reported through an ISR.



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	● Substantial	--	● Substantial
Institutional Capacity for Implementation and Sustainability	● Substantial	--	● Substantial
Fiduciary	● Moderate	--	● Moderate
Environment and Social	● Low	--	● Low
Stakeholders	● Moderate	--	● Moderate
Other	● Low	--	● Low
Overall	● Moderate	--	● Moderate

Results

PDO Indicators by Objectives / Outcomes

Enhanced accountability in public finances				
► Complete and timely State financial reports made available in public domain (Text, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Stand- alone applications for treasury and budgeting and manual systems in Works departments. (b) Employee service records are manual and not linked with current payroll database and there are delays in processing of pension data	--	Not Yet Due	(a) Full state accounts submitted to Accountant General through IFMIS in paperless form, within ten days from close of the month (b) Payroll and employee service records are integrated and up to date
Date	03-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the implementation of new FMIS and HRMIS leading to enhanced internal controls, online bill processing, faster payments, online accounting and reporting. This indicator will			



measure the completeness and timeliness of accounts submission to Accountant General and disclosing financial reports in public domain.				
►Improved coverage of internal audit for high risk auditees (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	10.00	--	10.00	60.00
Date	31-Mar-2019	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the increase in number of high risk auditees (Category A) actually audited as compared to the total auditees. Audit will be deemed as completed when the audit report is issued through OAMS within two months from completion of audit.			
►Enhanced transparency of key budget and procurement information (Text, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Budget execution reports and procurement contract awards are not published. (b) Absence of Standard Bidding Documents. (c) Limited citizen participation in budgeting. (d) GRM for procurement not established	--	Not Yet Due	(a) Budget reports and procurement contract awards are published. (b) SBD notified and operationalized (c) GRM established (d) Citizen provide inputs to budget
Date	01-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the transparency and availability of key budget and procurement information to the citizen.			
►Improved timeliness in preparation and publication of AFS of ULBs (Number, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	70.00
Date	01-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the preparation of AFS by ULBs within six months from the close of the FY. The accounts needs to be prepared as per revised UMAM and through the approved MAS.			
Increased effectiveness of revenue management systems				
►Increased property tax collections of participating ULBs over baseline (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	30.00
Date	31-Mar-2019	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the increase in the collection of Property Tax in participating ULBs subsequent to digitization of property registers and GIS maps. The current baseline of property tax is INR 400 Million for 14 participating ULBs.			



Overall Comments

Project yet to be effective.

Intermediate Results Indicators by Components

Strengthening the Public Finance Management Functions				
▶New generation FMIS with enhanced controls and processes implemented (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Stand- alone applications for treasury and budgeting and manual systems in works departments.	--	Not yet Due	New generation IFMIS implemented
Date	11-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the implementation of the new generation software IFMIS and generation of complete reports on a timely basis.			
▶Online HRMIS with integrated service records and payroll implemented (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Computerized payroll system with manual interventions (b) Service records are maintained manually and not linked to payroll	--	Not yet Due	Payroll and employee service records integrated and are up to date
Date	11-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the implementation of HRMIS			
▶Improved cash and debt management practices institutionalised (Text, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Debt records are maintained manually, Medium Term Debt Strategy (MTDS) and Public Debt Statistical Bulletin not prepared and Debt Sustainability Analysis (DSA) not conducted	--	Not Yet Due	(a) Training provided to staff (b) Debt management software implemented. (c) Debt statistical bulletin, MTDS, DSA and Cash & Borrowing Plan prepared.
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024



Comments:	This indicator measures adoption of modern cash and debt management practices and institutional strengthening			
►Improved planning, budgeting and evaluation framework implemented (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Weak alignment in government goals and expenditures (b) Limited evaluations done post budget	--	Not yet Due	Improved planning and budgeting and evaluation framework institutionalised
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the implementation of new framework for planning, budgeting and evaluation.			
►Improved appraisal and monitoring of high value capital projects (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Appraisal guidelines exist but need improvement (b) Monitoring system of high value projects needs improvement	--	Not yet Due	(a) At least 80% of new high value projects appraised under the new guidelines (b) FD reviews all high value projects using PMD
Date	01-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator will review development and operationalization of appraisal guidelines and project monitoring dashboard			
►Audit Directorate strengthened (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Audit processes are manual (b) High risk Thematic audit not conducted	--	Not yet Due	(a) Manuals operationalized, staff trained and two thematic audits completed (b) Annual report on audit of local bodies placed in state legislature for the year ending March 31, 2022
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the development and implementation of modernized audit manuals and training of staff			
▲Online Audit Management System Implemented (Text, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No automated audit management system presently used by the department	--	Not yet Due	60% of ALL Internal Audit reports have been issued through OAMS, within two months from completion of audit



▲Improved auditee response to Internal Audit reports (Text, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	First response rate is currently not monitored	--	Not yet Due	First response entered in OAMS by auditees for 50% of reports issued audit through OAMS
▶Improved coverage of Financial Attest Audit of Local Bodies (Urban and Rural) (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	80.00
Date	01-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the audit completion rate for available AFS of local bodies.			
▶Number of staff trained in targeted PFM areas (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	900.00	--	Not yet Due	Total 3000 staff trained in the targeted areas
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the capacity building of GoUk staff, including female staff, in targeted PFM areas			
▲Number of Female staff trained (Text, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12 percent of total trainees	--	12 percent	25 percent of total trainees
▶Grievances responded by project level GRM (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	75.00
Date	23-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the Grievances received and responded by project.			

Strengthening Revenue Management Systems

▶e-Governance application for excise function implemented (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Basic Excise e-Governance application exists	--	Not yet Due	New online excise management software implemented in Excise Department



Date	30-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the implementation of the online excise management software in Excise Department			
►GIS based Property tax system implemented in participating ULBs (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	14.00
Date	26-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the number of participating ULBs who have implemented GIS property tax maps. This indicator will be measured cumulatively.			
▲House hold survey completed (Number, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	14.00
▲ULBs have digitized their manual property tax registers (Number, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	14.00
►Capacity building on GIS in UDD (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Dedicated GIS cell not formed and GIS trainings not provided	--	Not yet Due	(a) GIS training provided to staff of 20 ULBs (b) GIS cell fully operational and manages GIS for ULBs
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures number of ULBs trained in GIS and operationalization of GIS cell			
►Roadmap for strengthened Revenue systems in GMVN (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Manual and disaggregated revenue systems	--	Not yet Due	IT application for revenue systems has gone live and strategic business plan operationalised
Date	01-Nov-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator tracks the development of Strategic Plan for the two selected verticals in GMVN and subsequent implementation of the computerized revenue systems			

Strengthening PFM in Urban Local Bodies and State owned enterprises

►ULBs institutionally strengthened (Text, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	(a) Manual accounting process followed in the state and no state wide uniform accounting software implemented (b) Staff not trained on accrual double entry accounting system accounts	--	Not yet Due	Staff of all ULBs have been trained in revised UMAM and MAS and MAS implemented in all ULBs
Date	29-Sep-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures number of ULBs trained in accounting and software			
▶Double Entry Accrual based computerised accounting system implemented in ULBs (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	92.00
Date	01-Oct-2018	--	22-Jul-2019	31-Mar-2024
Comments:	This indicator measures the number of ULBs who have transitioned to Double Entry Accrual based computerized accounting system. This includes generating final accounts in prescribed format from the software.			
▲ULBs opening balance sheet prepared (Number, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	92.00

Disbursement Linked Indicators

▶DLI 1 Complete and timely State financial reports made available in public domain (Text, Intermediate Outcome, 5,300,000.00, 13.42%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	(a) Stand- alone applications for treasury and budgeting and manual systems in Works departments. (b) Employee service records are manual and not linked with current payroll database and there are delays in processing of pension data	--	Not Yet Due	--
Date	--	--	22-Jul-2019	--



►DLI 2 Improved coverage of internal audit for high risk auditees (Percentage, Intermediate Outcome, 3,000,000.00, 7.60%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	10.00	--	10.00	--
Date	--	--	22-Jul-2019	--
►DLI 3 Enhanced transparency of key budget and procurement information (Text, Intermediate Outcome, 2,000,000.00, 5.07%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	(a) Budget execution reports and procurement contract awards are not published. (b) Absence of Standard Bidding Documents. (c) Limited citizen participation in budgeting. (d) GRM for procurement not established	--	Not Yet Due	--
Date	--	--	22-Jul-2019	--
►DLI 4 Improved timeliness in preparation and publication of AFS of ULBs (Number, Intermediate Outcome, 3,200,000.00, 8.11%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	0.00	--	0.00	--
Date	--	--	22-Jul-2019	--
►DLI 5 Increased property tax collections of participating ULBs over baseline (Percentage, Intermediate Outcome, 4,000,000.00, 10.13%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	0.00	--	0.00	--
Date	--	--	22-Jul-2019	--
►DLI 6 Improved coverage of Financial Attest Audit of Local Bodies (Urban and Rural) (Percentage, Intermediate Outcome, 3,500,000.00, 8.87%)				
	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	0.00	--	0.00	--
Date	--	--	22-Jul-2019	--
►DLI 7 Improved cash and debt management practices institutionalised (Text, Output, 3,000,000.00, 7.60%)				

	Baseline	Actual (Previous)	Actual (Current)	31-MARCH-2024
Value	Debt records are maintained manually, Medium Term Debt Strategy (MTDS) and Public Debt Statistical Bulletin not prepared and Debt Sustainability Analysis (DSA) not conducted	--	Not Yet Due	--
Date	--	--	22-Jul-2019	--

Data on Financial Performance

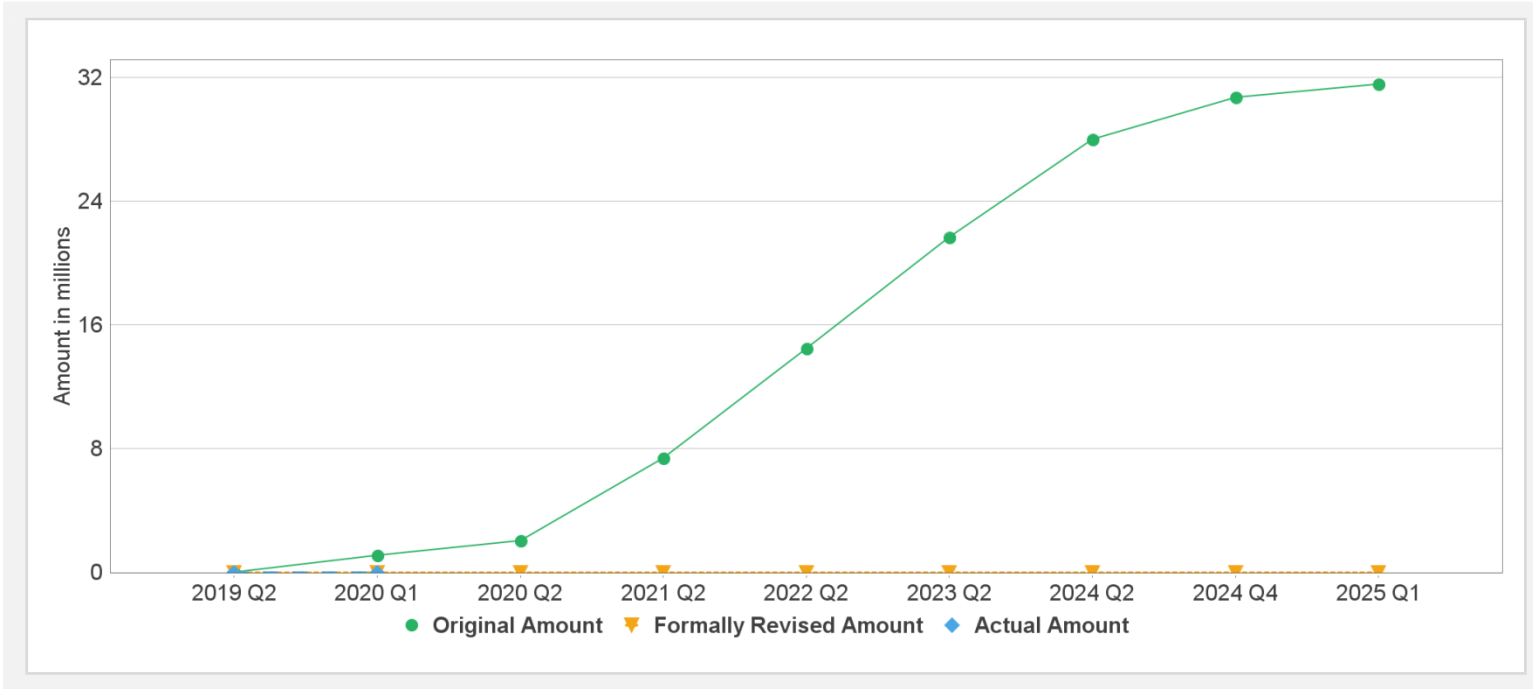
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P166923	IBRD-89280	Not Effective	USD	31.58	31.58	0.00	0.00	31.58	0%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P166923	IBRD-89280	Not Effective	07-Mar-2019	--	--	30-Jun-2024	30-Jun-2024

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.