



Modernization of Government Services in the Republic of Moldova (P148537)

EUROPE AND CENTRAL ASIA | Moldova | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2018 | Seq No: 12 | ARCHIVED on 21-Dec-2023 | ISR59230 |

Implementing Agencies: e-Governance Agency, Republic of Moldova, State Chancellery

Key Dates

Key Project Dates

Bank Approval Date: 22-Aug-2017

Effectiveness Date: 25-Jun-2018

Planned Mid Term Review Date: 15-Jan-2021

Actual Mid-Term Review Date: 11-Jan-2021

Original Closing Date: 30-Jun-2023

Revised Closing Date: 30-Apr-2025

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to improve access, efficiency and quality of delivery of selected government administrative services.

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

No

Components Table

Name

Component 1: Administrative Service Modernization:(Cost \$7.60 M)
Component 2: Digital Platform and Services:(Cost \$9.06 M)
Component 3: Services Delivery Model Implementation:(Cost \$1.16 M)
Component 4: Project Management:(Cost \$4.61 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 achieving the PDO is Moderately Satisfactory. Even though a few sub-indicators are lagging (for Determining the Disability and Work Capacity; Driving License), the PDO indicators overall value are in-line with estimated targets. Achievement of the Project results in the remaining period will require proactivity on the part of eGA and the service providers, including conducting analyses of shortcomings against end-target and establishing action plans to achieve the targets.

The following measures to be taken by the Government and eGA are critical to the achievement of the PDO by the project closing date:

- Expediting implementation of the NSIH information system;
- Expediting the digitalization of the PSA archive;
- Contracting additional storage capacities for MCloud;
- Starting re-engineering and digitalization of the third batch of prioritized services, using the solution for Front Office Digitalization;
- Expediting implementation of the GCSS to support service delivery;



- Finalizing rollout of the Unified Public Service Centers;
- Initiating a new public outreach campaign; and
- Expediting the remaining procurements.

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improved access to government administrative services				
► Share of people who have accessed e-services in the past 12 months, of which: % women; % low income categories (bottom 40%) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	24% 49.5% (women) 6% (bottom 40%)	52%; 53.6% women; 28.5% (bottom 40%)	53.2%; 56.1% (women); 38.7% (bottom 40%)	Increase by 8% compared to baseline no less than 50%(women), no less than 35% (bottom 40%)
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:				



Improved efficiency of selected government administrative services				
► Time (days) needed for citizens to obtain three selected government administrative services reengineered within the project through the regular (i.e. not expedited) procedure (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	<p>Service 1: Issuance of driving license: 30 days;</p> <p>Service 2: Unemployment allowances: 11.5 days;</p> <p>Service 3: Determining the Disability and Work Capacity: 11 days</p>	<p>Citizen`s time from survey perspective: DL-17.2 (43%) UA-15.7(25%) DDWC- 29.2 (9%) Overall 25.6% reduction in time (from citizen`s perspective)</p> <p>Institutional time: DL- 20 (33%) UA- 11 (48%) DDWC- 30 (7%) 29.3% reduction of institutional time</p> <p>Reduction in time: DL-38% UA-37% DDWC- 8% 27.5% overall time</p>	<p>Citizen`s time from survey perspective: DL- 13.4(55%) UA-15,7 (25%) DDWC- 29.1 (9%) Overall 29.6 % reduction in time (from citizen`s perspective)</p> <p>Institutional time: DL- 20 (33%) UA- 7 (66%) DDWC- 30 (6.25%) 35% reduction of institutional time</p> <p>Reduction in time: DL-44% UA-45% DDWC- 8% 32% overall time</p>	<p>atleast 20% reduction in time for the three services compared to baseline (Issuance of new driving license model; Unemployment allowance; Determining the disability and work capacity)</p>
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025

Improved quality of delivery of selected government administrative services				
► Level of citizens satisfaction with the quality of selected services reengineered and digitized under the project, of which: % women; % low income categories (bottom 40%) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	<p>Birth registration - 92.4%, 75.8% (w), 23.9% (bottom 40)</p> <p>Unemployment allowance - 70.0%, 53.9%,(w), 46.1% (bottom 40)</p> <p>Determination of disability - 60.8%, 65.8% (w), 63.7% (bottom 40)</p> <p>Modification, completion (7 acts) - 89.5%, 58.1% (w)41.2% (bottom 40)</p> <p>Driving license - 80.7%, 46.5%(w) 17.1% (bottom 40)</p>	<p>same as baseline - target values to be measured in later 2023</p>	<p>Unemployment allowance- 73.8% (+3.8%) 55.4% (women) 54.2% (bottom 40%)</p> <p>Determination of disability- 64.5% (+4.5%) 63.8%(w), 56.2%(40%)</p> <p>Driving license – 75% (-5.7%) 47.8%(w), 14.2% (40%)</p>	<p>Increase by 4% from baseline for each service, No less than 50% for women, No less than 35% for bottom 40%</p>
Date	31-Dec-2021	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	eGA is analyzing reduction in citizens' satisfaction with services related to drivers license issuance.			



Intermediate Results Indicators by Components

Component 1: Administrative Service Modernization				
▶ Number of services reengineered within the Project with service standards approved (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	88.00	88.00	88.00
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	As of June 2022, all 88 services have been re-engineered. Thus, the indicator is now fully achieved.			
▶ Number of life scenarios (including gender and socially sensitive) developed and implemented (Text) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5 developed including 4 socially and gender sensitive (2022 baseline)	same as 2022 baseline - 5 developed including 4 socially and gender sensitive	normative framework in process for 5 developed including 4 socially	5 implemented
Date	30-Jun-2022	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	The indicator has been revised to capture all life scenarios consistent with 2020 Government decision that mandated the 18 life scenarios. The narrative description of 5 socially and gender sensitive life scenarios will be developed and published on Public Service Portal. Accordingly, a new baseline was set in 2022			
▶ Average number of transactions initiated per CUPS Quarterly (Text) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	267 per CUPS (Baseline based on administrative data from 17 pilot CUPS in June 30, 2022)	same as baseline - 267 transactions per one CUPS	Increase by: 37% - 2nd quarter 68% - 3rd quarter 174%- 4th quarter 116%- 5th quarter 72% - 6th quarter Decrease-8%- 7th quarter Increase by 92% based on 17 pilot CUPS	Increase by 8% over baseline
Date	30-Jun-2022	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	The average number of CUPS transactions decreased slightly by 8% from the baseline (102 vs 111 baseline) in the 7th quarter for various reasons including lack of CUPS specialist in newly established			



CUPS and delay in operationalization of new CUPS. The average value of 102 was calculated only based on the fully operational CUPS: 17 pilot CUPS plus 30 functional CUPS. Nevertheless, the 17 pilot CUPS, which are now well established, registered an average of 214 transactions during the 7th quarter (July-August 2023 period), a 92% increase (against an end-target increase of 8% over baseline).

► CUPS are established and operational (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	17 pilot CUPS launched	17 CUPS fully operational 65 new CUPS (roll out) launched, including their institutional framework	at least 90 CUPS
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025

► GCSS developed and functional (Text) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	GCSS concept developed	same as baseline - GCSS concept developed	Government Decision in process and Minimum Viable Product (MVP) development started	GCSS fully functional
Date	31-Dec-2022	19-May-2023	08-Dec-2023	30-Apr-2025

► Level of citizens' satisfaction with the quality of CUPS service delivery (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	85.8% - (2022 baseline set)	same as baseline - 85.8%	85.4%	8% increase from baseline
Date	30-Sep-2022	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	A slight decrease which could be due to higher expectations vis-a-vis already high previous experience.			

Component 2: Digital Platform and Services

► Number of services automated at Level 3 and/or 4 out of those reengineered within the Project (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3.00	3 + 40 through Front Office Digital solution	88.00
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	3 out of 88 reengineered under batch 1 and 2; and an additional 40 from the front office digital solution under batch 3			



► Module upgrades to digital infrastructure (MCloud, MConnect/ MAccess, MPass, MSign, MPay, MNotify, MDelivery, public services portal, Registry of Authorization, front office digitization) completed (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Shared infrastructure exists, but needs new functionalities for modernized service delivery	11.00	12.00	13 upgrades to digital infrastructure
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025

Component 3: Services Delivery Model Implementation

► Share of relevant staff from selected Public Authorities trained within the Project in: i) citizen-centric Administrative Service Redesign; ii) citizen-centric Administrative Service Delivery (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	i) 0% ii) 0%	not applicable	not applicable	i) 95% ii) 95%
Date	01-May-2017	19-May-2023	08-Dec-2023	30-Apr-2025
Comments:	Between most of 2021 and early 2023, no trainings were conducted due to delays in digitization of the re-engineered services. Once the digitization will be finalized the Project will train the staff of service providers on the new model of service delivery.			

Performance-Based Conditions

Data on Financial Performance

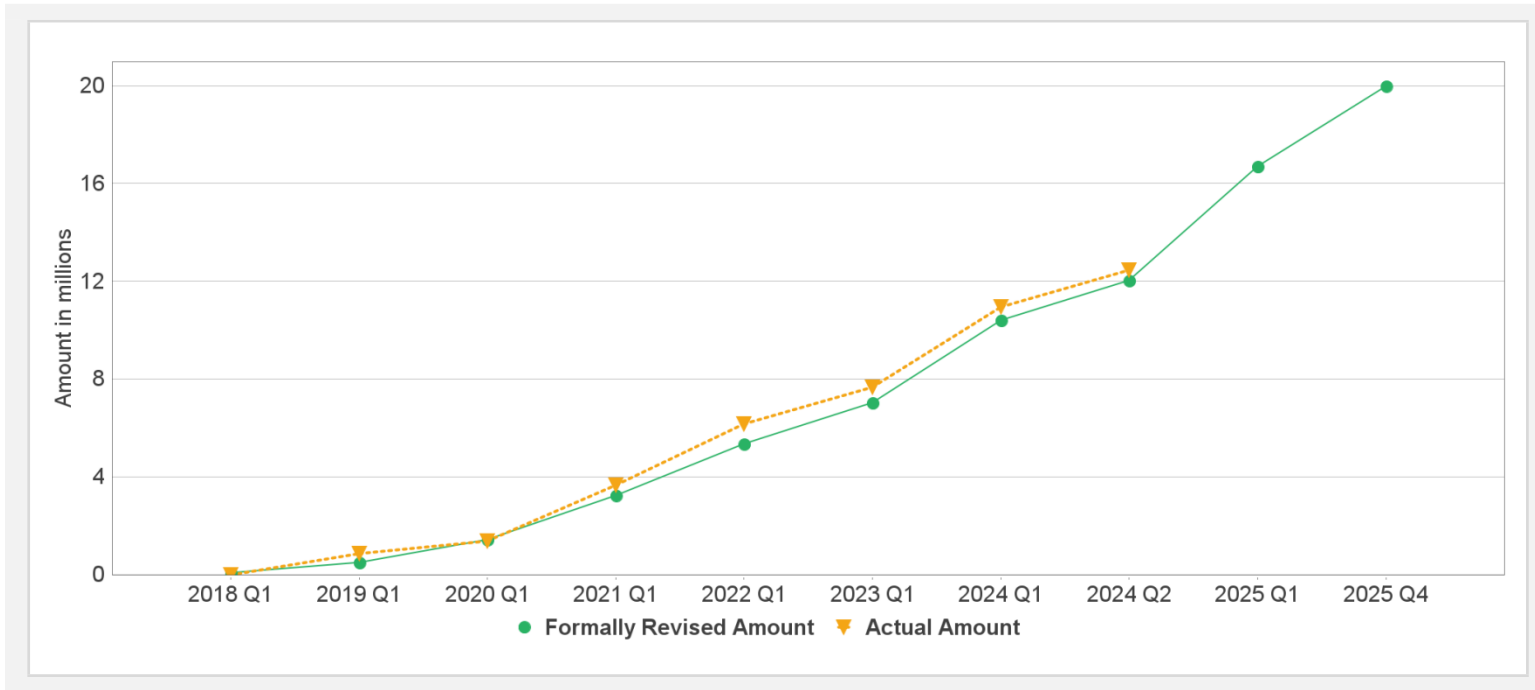
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P148537	IBRD-87740	Effective	USD	5.00	5.00	0.00	0.36	4.64	7.1%
P148537	IDA-61260	Effective	USD	15.00	15.00	0.00	12.10	2.77	81%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P148537	IBRD-87740	Effective	22-Aug-2017	28-Nov-2017	25-Jun-2018	30-Jun-2023	30-Apr-2025
P148537	IDA-61260	Effective	22-Aug-2017	28-Nov-2017	25-Jun-2018	30-Jun-2023	30-Apr-2025

Cumulative Disbursements



Restructuring History

Level 2 Approved on 10-Apr-2023

Related Project(s)

There are no related projects.