



Public Sector Modernization Project III (P149913)

EUROPE AND CENTRAL ASIA | Armenia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2016 | Seq No: 10 | ARCHIVED on 27-Jun-2020 | ISR42665 |

Implementing Agencies: Republic of Armenia, Office of the Government

Key Dates

Key Project Dates

Bank Approval Date: 30-Sep-2015

Effectiveness Date: 06-May-2016

Planned Mid Term Review Date: 30-Jun-2019

Actual Mid-Term Review Date: 20-May-2019

Original Closing Date: 31-Dec-2020

Revised Closing Date: 30-Nov-2022

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective (PDO) is to improve quality of the public financial reporting and to improve access to selected enhanced e-government services.

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

No

Components Table

Name

Public Financial Management Information Systems:(Cost \$19.00 M)
e-Governance Solutions for Improved Service Delivery:(Cost \$14.00 M)
Capacity Building and Small Capacity Building Interventions:(Cost \$1.85 M)
Project Management:(Cost \$1.85 M)

Overall Ratings

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

Implementation Status and Key Decisions

The Project is progressing towards achieving its PDO. It has over-achieved the target for the PDO-level indicator of reduced time for processing a passport extension request (current value is 24 hours versus a target of 48 hours from a baseline of 500 hours). Likewise, it has achieved about 50 percent of the target for the PDO-level indicator related to increased access to e-consular services for issuing citizenship, civil status certificates and statements on any existing criminal records. These achievements are significant considering that they benefit both citizens in the country and the large diaspora. The project also launched in May 2019 the whistleblowing platform- which was not included in the original design of the project, as it provides the Government with a tool for fighting corruption. Nevertheless, several e-government services still remain to be deployed that would



improve delivery of public services as well as provide additional benefits to the citizens. In addition, the PSMP-3 has yet to advance in achieving the part of the PDO that aims to improve quality of financial reporting.

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improve quality of the public financial reporting.				
► Improved quality of annual financial reporting (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Financial reports for two selected pilot sectors are prepared annually but do not include all information on revenue, expenditure, financial assets and liabilities, guarantees and long-term obligations.	Work is underway to develop a methodology for preparing consolidated financial statements.	Work is underway to develop a methodology for preparing consolidated financial statements.	Three selected public administration entities that are in charge of sectors amounting to 10 percent of the state budget expenditures, prepare financial statements substantially compliant



				with Armenian Public Sector Accounting Standards (APSAS) .
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	The procurement of technical assistance for piloting the new financial reporting framework was interrupted. The renewal of the project and involvement of the Deputy Prime Minister is expected to introduce new impetus.			

Improve access to selected enhanced e-government services.				
► Average processing time for public services (hours)(Comment: Reduced time for processing a passport extension request by the Consular Department of the Ministry of Foreign Affairs. (Hours, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	500.00	24.00	24.00	48.00
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Nov-2022
Comments:	The reported statistics are the average for December 2019. The male versus female ratio of the users was 60/40, with no gender based difference in service provision.			
► Increased access to consular services for issuing citizenship, civil status certificates and statements on any existing criminal records (data disaggregated by gender) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12,874.00	12,874.00	10,000.00
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	During 2019 the e-Consular system was used to issue 2,050 certificates on civil status (of which 22% female, 78% male) and 10,8824 certificates on non-criminal or investigation records (of which 68% female and 32% male). Target is over achieved earlier than envisaged for the project exit.			

Intermediate Results Indicators by Components

Public Financial Management Information Systems				
► Establish preconditions required for consolidation of the financial statements (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	APSAS has been adopted by the National Assembly on June 21, 2014, but has not yet been applied by public sector organizations.	The rollout of APSAS continues in selected Ministries and sectors. However, preparation of consolidated financial statements has yet to commence.	The rollout of APSAS continues in selected Ministries and sectors. However, preparation of consolidated financial statements has yet to commence.	APSAS compliant Financial statements for three selected public administration entities are prepared on an annual basis and include substantial information on assets



				and liabilities, income and expenses, and net assets.
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	The procurement of technical assistance for piloting the new financial reporting framework was interrupted by political changes. The renewed government focus on the project and involvement of the Deputy Prime Minister has introduced new impetus.			

e-Governance Solutions for Improved Service Delivery

► Reduced time for police dispatch in emergency situations (in at least two selected pilot regions/marzes). (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15-20 minutes	15-20 mins	15-20 mins	5 minutes
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	The supplier has been finally contracted following four tenders announced, and implementation of the police dispatch system is currently in progress. Moreover, considering the impact and value of the new system the Bank agreed with the request from Police to extend the geographic coverage of the new system being rolled out.			

► Increased share of citizens (disaggregated by gender) providing voluntary feedback on specific public services (percentage - data generated from system) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No feedback mechanism in place.	0%	0%	20% of all users of specific public provide voluntary feedback on specific public services.
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	Citizen Feedback Platform is under development and testing phase (to be completed by July 2020).			

► Reduced time to transmit information/messages relevant for the pre-trial proceedings between prosecutors' offices in different regions. (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	One week by special express mail (send via post office).	One week by special express mail (send via post office).	One week by special express mail (send via post office).	Immediate (electronic transmission).
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	The PMG is planning to hire individual consultant, who will assist in developing the TOR as well as other related documentation. The TOR for the consultant has been prepared and a consultant is being contracted. This activity will be implemented by May, 2020.			

► Increased gender-disaggregated data is available on the use of e-services which are provided by selected agencies (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	No gender disaggregated data available in line ministries / agencies which will provide e-services.	No gender disaggregated data available in line ministries / agencies which will provide e-services.	No gender disaggregated data available in line ministries / agencies which will provide e-services.	Gender disaggregated data on e-services is available to ministry of foreign affairs; Prosecutor's Department; Ethics Commission; Police
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	The comprehensive gender-disaggregated data will become available after the launch of the Citizen Feedback Platform. The implementation of the Citizen Feedback Platform is currently in progress and being in the testing phase.			
▶ Reduced time to issue the certificate of civil status by the Consular Department of the Ministry of Foreign Affairs (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	5.00	5.00	10.00
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	Target met and over-achieved.			

Capacity Building and Small Capacity Building Interventions				
▶ Number of Armenian Academy of Public Administration (AAPA) ToTs through proposed twinning arrangements/collaborations with selected international public schools. (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	01-Jan-2016	19-Feb-2020	19-Feb-2020	30-Dec-2022
Comments:	Original plan to engage Singapore's Lee Kwan Yew School of Public Policy failed mainly due to the budget implications. New approach is to conduct competitive bidding. TOR needs to be finalized.			

Performance-Based Conditions

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P149913	IBRD-85390	Effective	USD	21.00	21.00	0.00	8.60	12.40	41%

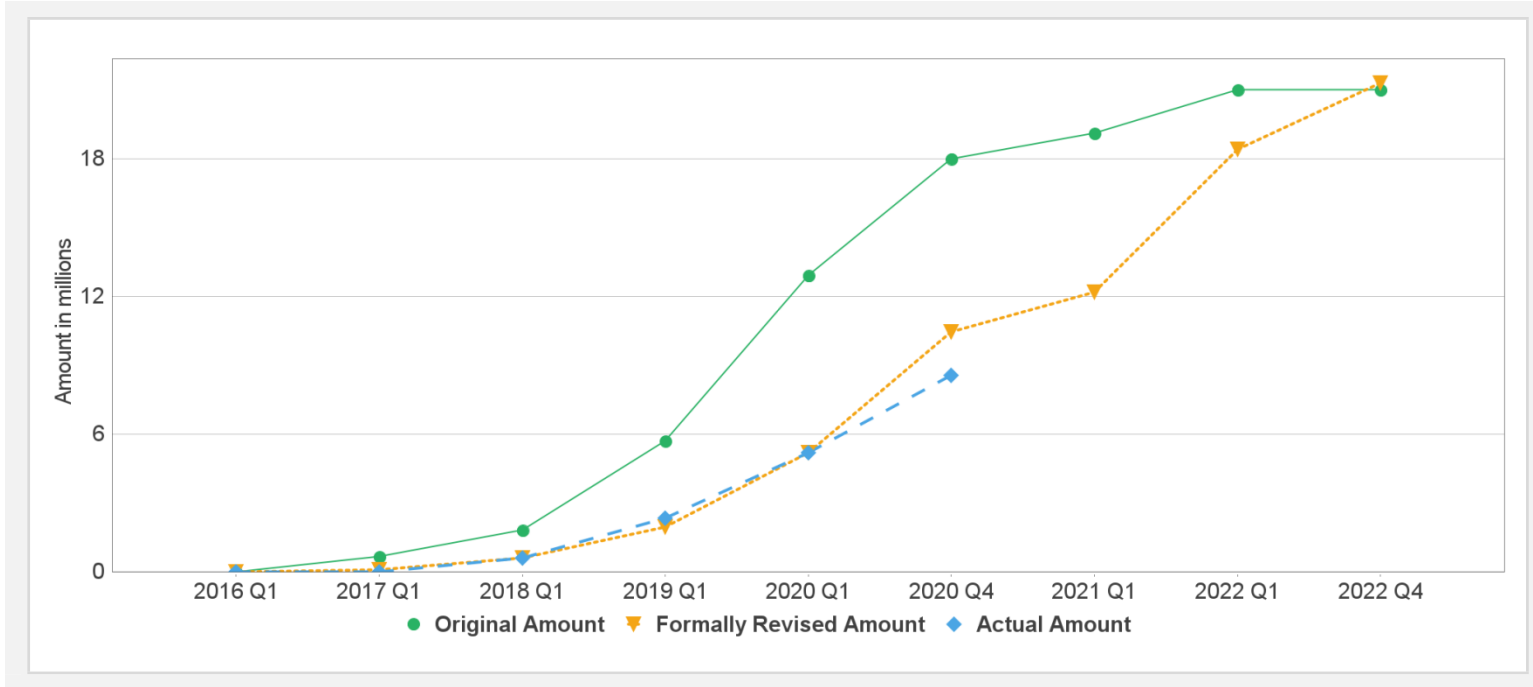
Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
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P149913 IBRD-85390 Effective 30-Sep-2015 18-Nov-2015 06-May-2016 31-Dec-2020 30-Nov-2022

Cumulative Disbursements



PBC Disbursement

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC
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Restructuring History

Level 2 Approved on 17-May-2019 ,Level 2 Approved on 12-Jul-2019

Related Project(s)

There are no related projects.