

**Strengthening Digital Governance for Service Delivery (P178162)**

EUROPE AND CENTRAL ASIA | Kosovo | IBRD/IDA | Investment Project Financing (IPF) | FY 2023 | Seq No: 6 | Archived on 09-Apr-2026 | ISR06897

**1. OBJECTIVE****1.1 Development Objective**

Original Development Objective (Approved as part of Approval package on 20-Mar-2023)

To improve the quality of and user access to selected public administrative services.

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

No

**2. COMPONENTS**

Name

Component 1. Digital Transformation of Government:(Cost 10,000,000.00)

Component 2. Digital Transformation of Public Service Delivery:(Cost 6,500,000.00)

Component 3. Institutional strengthening, change management, and project management:(Cost 3,500,000.00)

**3. OVERALL RATINGS**

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

**4. KEY ISSUES & STATUS****4.1 Implementation Status and Key Decisions**

The Strengthening Digital Governance for Service Delivery Project aims to improve the quality of and user access to selected public administrative services through investments in digital government infrastructure, service delivery



platforms, and institutional capacity. Although implementation remains in the early stages, the project has initiated the structural reforms required to achieve the envisioned outcomes, including:

- establishing the core digital government architecture,
- initiating the modernization of the national digital services platform,
- introducing citizen-centric service delivery models, and
- strengthening the institutional and analytical foundations for digital government.

As the procurement for major investments in digital infrastructure and platform upgrades is finalized and core activities move into implementation phase, the project will contribute to accelerate improvements in the quality and accessibility of digital public services.

## 5. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 20 Mar 2023	Last Approved Rating ISR Seq. 05 - 12 Sep 2025	Proposed Rating
Political and Governance	● Substantial	● Substantial	● Substantial
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	● Moderate	● Moderate	● Moderate
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Substantial	● Substantial	● Substantial
Overall	● Substantial	● Substantial	● Substantial



## 6. RESULTS

### 6.1 PDO Indicators by PDO Outcomes

Improved user access to selected public administrative services								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Number of transactions completed through e-Kosovo per month (Number)	182,910.00	Oct/2022	409,986	25-Feb-2025	434,000.00	31-Dec-2025	400,000.00	Jun/2028
	Comments on achieving targets		Captures the level of utilization of the platform. Numbers have increased significantly and have exceeded the Project target value. The sharp increase is due to the integration of civil registry certificates (birth, marriage, and death), child & mother benefits, book allowances, as well as matura exam and university registration into e-Kosova. Adjustment Needed: Given the significant rise, adjustment of the target value may be needed with a potential restructuring after the next year MTR.					
Number of people accessing public administrative services through e-Kosova (Number)	703,319.00	Oct/2022	1,000,000	25-Feb-2025	1,090,179	31-Dec-2025	850,000.00	Jun/2028
	Comments on achieving targets		Total registered users. Numbers have increased significantly and have exceeded the Project target value. The sharp increase is due to the integration of civil registry certificates (birth, marriage, and death), child & mother benefits, book allowances, as well as matura exam and university registration into e-Kosova. Adjustment Needed: Given the significant rise, adjustment of the target value may be needed with a potential restructuring after the next year MTR.					
Percentage of women accessing public administrative services through e-Kosova (Percentage)	58.00	Oct/2022	58.00	25-Feb-2025	65	31-Dec-2025	60.00	Jun/2028
	Comments on achieving targets		Registered female users as % of total female population					



Improved quality of selected public administrative services								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Compliance with “service standards” for services under pilot life event categories (Text)	None (life events approach not yet in practice)	Oct/2022	None	25-Feb-2025	The assignment for the Life Event approach is under procurement and expected to be signed in May	31-Dec-2025	Services under two pilot categories of life events in compliance with service standards and available.	Jun/2028
	Comments on achieving targets		Standards inform and guide public officials' behavior in carrying out their public duties while delivering online services (OECD, 2020).					
Number of web services automating secure and reliable data exchange via the Government Gateway (GG) (or Government Service Bus) (Number)	26.00	Oct/2022	47 - Target was overachieved as it counts web services, not end-registry. Additionally, the initial target was conservative.	25-Feb-2025	65	31-Dec-2025	50.00	Jun/2028
	Comments on achieving targets		Indicator captures enhanced technical and semantic interoperability, supporting the expansion of transactional online public services and underlying systems.					

**6.2 Intermediate Results Indicators by Components**



Component 1. Digital Transformation of Government								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Adoption of National Interoperability Framework (NIF) by key base registries and core public entities (Text)	No National Interoperability Framework	Oct/2022	No National Interoperability Framework. ToR developed and procurement process in progress.	25-Feb-2025	The NIF is in the Procurement stage, and the contract is expected to be signed on 05/15/2025.	31-Dec-2025	National Interoperability Framework developed, approved, and implemented in key base registries and core public entities(Yes / No)	Jun/2028
	Comments on achieving targets		Key base registries include the civil registry and cadaster. Core public entities include the MoFLT, MoIA, MoE, MoH, and Tax Agency.					
Preparation of data classification methodology and protocols (Text)	No data classification methodology and protocols	Oct/2022	No data classification methodology and protocols	25-Feb-2025	No data classification methodology and protocols	31-Dec-2025	The data classification methodology and protocols developed, approved, and in use by key base registries and core public entities. (Yes / No)	Jun/2028



	Comments on achieving targets		Captures the standards and protocols to be developed for the NIF and other needs					
Support and maintain the enhanced National Open Data Platform (Text)	There is an Open Data platform, updated once per year.	Oct/2022	No enhancement to National Open Data Platform as yet. ToR developed and procurement process in progress.	25-Feb-2025	Under procurement	31-Dec-2025	Enhanced Open Data Portal operational, using the GG and updated frequently (monthly).	Jun/2028
	Comments on achieving targets		Monitors access to government open data portal for improving transparency and accountability.					
Operationalization of shared DRC (Text)	No shared DRC	Oct/2022	TORs prepared on the requirements for a temporary DRC. ToR developed and procurement process in progress.	25-Feb-2025	TOR prepared. Activity under implementation to inform the design of the DRC.	31-Dec-2025	Fully operational shared DRC to host all key government systems for data backup and recovery (Yes / No)	Jun/2028
	Comments on achieving targets		DRC to host key government systems for data backup and recovery from disruptions (including climate induced natural disasters)					
Establishment of a Cloud Computing Transition Plan (Text)	No Cloud Computing Transition Plan	Oct/2022	No Cloud Computing Transition Plan as yet.	25-Feb-2025	TOR to be prepared in 2026	31-Dec-2025	Cloud Computing Transition Plan under	Jun/2028



							implementation and initial results reported. (Yes / No)	
	Comments on achieving targets		Cloud Computing Transition Plan will guide the transition to a hybrid government cloud and strengthen the resilience of Government operations					
Operationalization of the Whole of Government (WoG) platform (Text)	No Government WoG platform	Oct/2022	No Government WoG platform. Draft ToR from the feasibility study exists.	25-Feb-2025	Procurement is in process, contract expected to be signed in March 2026.	31-Dec-2025	WoG platform developed and expanded to entire government (Phase III) (Yes / No)	Jun/2028
	Comments on achieving targets		WoG platform to include agreed functionalities and contemplate to core government agencies					
Core government entities and base registries using the interoperability platform (Government Gateway) for service delivery information management systems and registries (Text)	A limited number of service delivery systems from 3 core entities (MoFLT, MoIA, MoH) and one base registry (Civil Registry) connected to the GG	Oct/2022	No change from baseline	25-Feb-2025	3 assignments are currently under procurement to strengthen the interoperability framework and the GG. The next step will be the enhancing of GG usage.	31-Dec-2025	Core government entities (MoFLT, MoIA, MoH, MoE, and Tax Agency) and base registries (Civil, Cadaster) using the interoperability platform (GG) for service delivery	Jun/2028



							information management systems and registries as per the action plan.	
	Comments on achieving targets		Captures the utilization of GG/GSB by the MDAs for service delivery					
<b>Component 2. Digital Transformation of Public Service Delivery</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
People using digitally enabled services (new services) (Number of people) CRI			0	09-Sep-2025	0	31-Dec-2025		
	Comments on achieving targets		The data to report on the corporate scorecard indicator is in the process of being collected in alignment with the indicator methodology					
People using digitally enabled services (new services) - Female (Number of people) CRI			0	09-Sep-2025	518,713	31-Dec-2025		
	Comments on achieving targets		The data to report on the corporate scorecard indicator is in the process of being collected in alignment with the indicator methodology					
People using digitally enabled services (new services) - Youth (Number of people) CRI			0	09-Sep-2025	226,678	31-Dec-2025		
	Comments on achieving targets		The data to report on the corporate scorecard indicator is in the process of being collected in alignment with the indicator methodology					
Core government agencies using e-Kosova Platform as primary service delivery platform (Text)	Service inventory exists but not updated	Oct/2022	A service inventory exists locally in AIS (16)	25-Feb-2025	A service inventory exists locally in AIS (16)	25-Feb-2025	Target number of core government agencies using e-Kosova Platform as	Jun/2028



							primary service delivery platform	
	Comments on achieving targets		Captures the utilization of e-javascript:void(0)Kosova by the MDAs for service delivery					
Data analytics on e-Kosova used to improve service quality (Text)	No dedicated team in AIS	Oct/2022	No change from baseline.	25-Feb-2025	No change from baseline.	25-Feb-2025	Performance dashboard of analytics used for decision making	Jun/2028
	Comments on achieving targets		Captures the level of utilization and service delivery times					
Citizen satisfaction data tracked showing improvement of service performance (Text)	No exit surveys currently exist	Oct/2022	No change from baseline	25-Feb-2025	No change from baseline	25-Feb-2025	15% increase on baseline data or at least 85% satisfaction with all services accessed (yes / no)	Jun/2028
	Comments on achieving targets		Citizen satisfaction score on service performance					
Increased IEC-outreach program to citizens on eservices with a Contact Center for citizens operational (Text)	No communication campaign, very basic help-line available	Oct/2022	No change from baseline. Only a basic help-line is available.	25-Feb-2025	No change from baseline. Only a basic help-line is available.	25-Feb-2025	IEC-outreach program reaches targeted youth, senior citizens, women and community groups as per	Jun/2028



							the IEC-outreach plan	
	Comments on achieving targets		Total number of programs					
e-Services and facilitation available through multiple platforms (website, mobile, ISC, Contact Center) (Text)	e-Kosova is accessed primarily through website and a basic helpline	Oct/2022	e-Kosova mobile apps in iOS and Android launched in Feb-2024.	25-Feb-2025	e-Kosova mobile apps in iOS and Android launched in Feb-2024.	25-Feb-2025	An increase in e-Kosova user traffic recorded across multiple access platforms (website, mobile app, ISC and Contact Center)	Jun/2028
	Comments on achieving targets		Count of e-Services and facilitation					
Number of transactional services under priority life event categories available at the eKosova platform (Number)	12.00	Oct/2022	12.00	25-Feb-2025	12.00	25-Feb-2025	29.00	Jun/2028
	Comments on achieving targets		Count of the transactional services live on the platform with end-to-end digitalization.					
Percentage of targeted vulnerable groups accessing public services through e-Kosova (i.e., poor, RAE communities, individuals with disabilities) (Text)	Not tracked	Oct/2022	No change from baseline	25-Feb-2025	No change from baseline	25-Feb-2025	Increased percentage of targeted vulnerable groups accessing services (exact numbers to be	Jun/2028

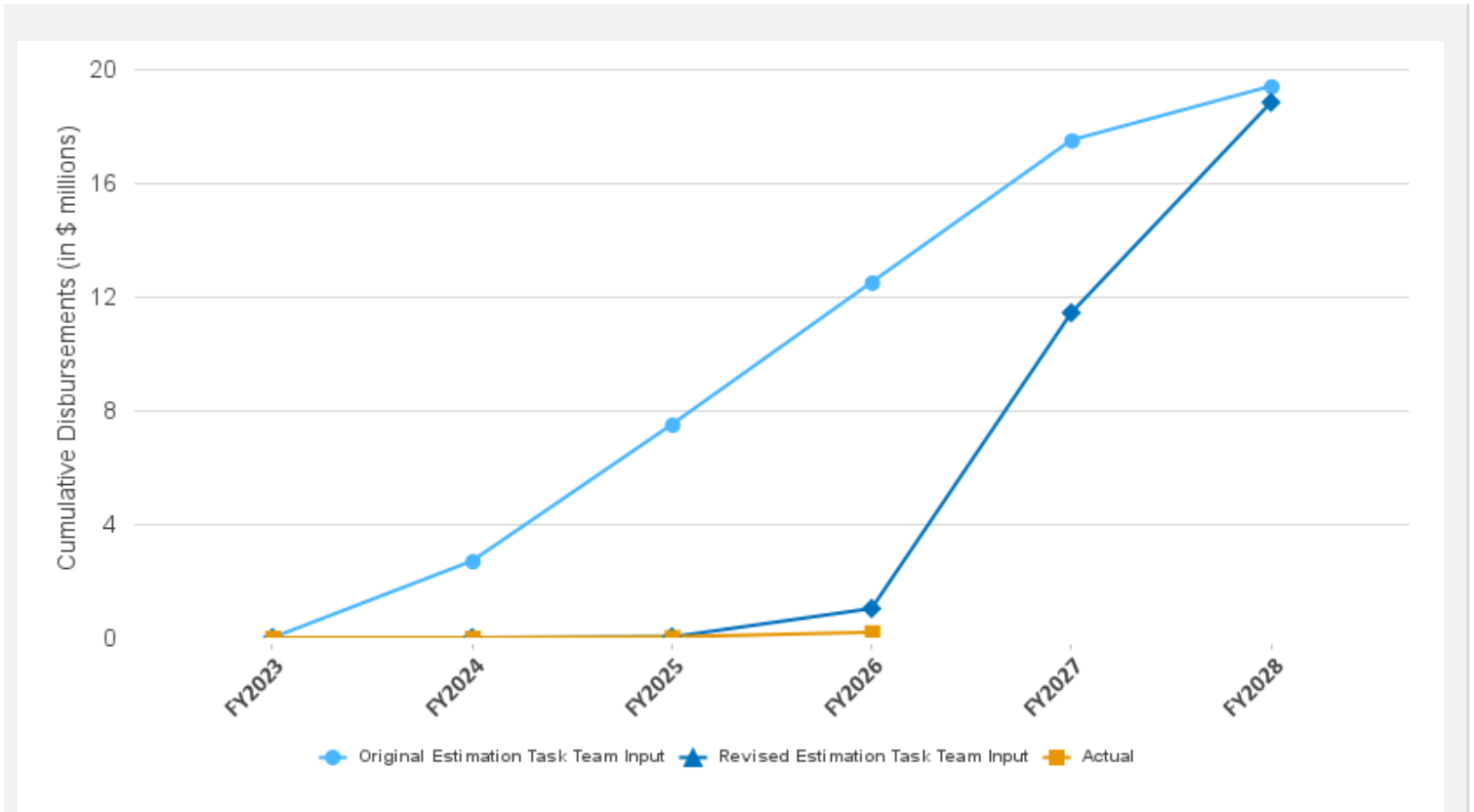


							determined by baseline)		
	Comments on achieving targets		Captures the use of online services by targeted vulnerable groups.						
Establishment of a tool to collect data service use by demographic characteristics (e.g., gender, age, rural/urban residency, disability status, RAE community, etc.) of service users (Text)	Tool does not exist; data on demographic characteristics of service users not systematically collected or monitored.	Oct/2022	No change from baseline	25-Feb-2025	No change from baseline	25-Feb-2025	Tool being utilized to collect and analyze data on service users by demographic characteristics	Jun/2028	
<b>Component 3. Institutional strengthening, change management, and project management</b>									
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period		
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year	
Establishment of Data Governance body with sufficient capacity (Text)	No Data Governance body	Oct/2022	No change from baseline	25-Feb-2025	No change from baseline	31-Dec-2025	Data Governance body is fully operational and publishing annual reports on the use of NIF. (Yes / No)	Jun/2028	
	Comments on achieving targets		Captures the establishment of a dedicated entity and capacity building on data governance						



## 7. DATA ON FINANCIAL PERFORMANCE

### 7.1 Cumulative Disbursements



### 7.2 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	Historical Disbursed	% Disbursed
IDA-72730	Effective	20.00	21.63	0.00	.19	21.44	0.00	0.88%

### 7.3 Key Dates (by loan)

Loan/Credit/TF	Status	Approval	Signing	Effectiveness	Orig. Closing	Rev. Closing
IDA-72730	Effective	20-Mar-2023	28-Sep-2023	01-Jul-2024	31-Jul-2028	31-Jul-2028

## 8. KEY DATES



Key Events	Planned	Actual
Approval	20-Mar-2023	20-Mar-2023
Effectiveness	01-Jul-2024	01-Jul-2024
Operation Closing/Cancellation	31-Jul-2028	

## 9. RESTRUCTURING HISTORY

## 10. ASSOCIATED OPERATION(S)

There are no associated operations