



Uruguay - Improving Service Delivery to Citizens and Businesses through E-Government Project (P161989)

LATIN AMERICA AND CARIBBEAN | Uruguay | Governance Global Practice | IBRD/IDA | Investment Project Financing | FY 2018 | Seq No: 9 | ARCHIVED on 11-Mar-2022 | ISR49669 |

Implementing Agencies: Oriental Republic of Uruguay, Ministry of Economy and Finance

Key Dates

Key Project Dates

Bank Approval Date: 03-Aug-2017

Effectiveness Date: 28-Dec-2017

Planned Mid Term Review Date: 25-Apr-2022

Actual Mid-Term Review Date:

Original Closing Date: 31-Dec-2021

Revised Closing Date: 30-Jun-2023

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To improve the quality of selected e-government services for citizens, businesses and the Borrower's public entities, and facilitate their access.

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

No

Components Table

Name

- Component 1. Improving the Delivery of e-Government Services to Citizens:(Cost \$3.99 M)
- Component 2. Improving the Delivery of e-Government Services to Businesses:(Cost \$3.35 M)
- Component 3. Improving the Delivery of e-Government Services to Government Entities:(Cost \$2.08 M)
- Component 4. Strategic Diagnostics, Activities and Knowledge Sharing, and Project Coordination:(Cost \$1.55 M)
- Preparation Advance (P484):(Cost \$1.03 M)

Overall Ratings

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

Implementation Status and Key Decisions

The Project has disbursed US\$8.11 million (or 68 percent of the loan amount) since approval in late 2017. The Ministry of Economy and Finance (MEF) resumed project activities in June 2021, following a standstill period due to the COVID-19 emergency.

**Risks**

**Systematic Operations Risk-rating Tool**

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

**Results**

**PDO Indicators by Objectives / Outcomes**

Improve the quality of selected e-government services for citizens, businesses and public entities				
▶ Improved delivery of distance learning materials to targeted schools (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	892.00	1,148.00	300.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The end target was achieved. The government has a contract with the national telecommunications company (ANTEL) to provide broadband connectivity to targeted schools. (Activity 1.2.e).			
▶ Increased number of government executing units managing electronic invoices received from their providers (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	243.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The system to manage electronic invoices is being developed and an initial roll out is expected to be ready in 2022 for the first 30 agencies. (Subcomponent 3.1)			



Facilitate the access of selected e-government services				
▶ Reduced processing time of foreign trade related administrative requirements by VUCE (Hours, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.40	28.14	27.92	33.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The end target was achieved. The VUCE team continues working on several activities as planned, such as supporting specific areas for integration in the platform, improving service, and reducing processing times. (Subcomponent 2.1)			
▶ Increased accessibility to online administrative processes, as measured by the number of citizens' administrative processes attended to by the Mobile Citizens Access Point (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15,000.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The government has reviewed international experience on mobile kiosks and is reassessing the strategy for the Mobile Citizens Access Points to adapt to the COVID-19 and post-COVID situation, as citizen uptake of online services has significantly improved. . (Activity 1.1.e)			

**Intermediate Results Indicators by Components**

Component 1. Improving the Delivery of e-Government Services to Citizens				
▶ 1.1.1. Increase in users performing research online before carrying out an administrative process (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	27.00	42.00	46.00	50.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
▶ 1.1.2. Entities using the Government data analysis platform to improve management (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	4.00	5.00	6.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
▶ 1.1.3. Number of entities which have implemented at least one of the components of the e-Participation solution (Number, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	3.00	6.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
<b>► 1.2 1. Increase in productivity of customer service provided by CEIBAL (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60 UY pesos	39.6 UY pesos	31.2 UY pesos	37 UY pesos
Date	20-Jan-2017	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	Demand for Ceibal's customer support increased dramatically during the COVID-19 pandemic.			
<b>► 1.2.2. User satisfaction with customer service (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80%	91.00	88.00	80%
Date	20-Jan-2017	20-Aug-2021	24-Feb-2022	30-Jun-2023

**Component 2. Improving the Delivery of e-Government Services to Businesses**

**► 2.1.1. Improved perception of the value added by VUCE (Percentage, Custom)**

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	89.00	94.00	92.00	96.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023

**► 2.1.2. Increase in the percentage of administrative processes integrated into VUCE's single window platform (Percentage, Custom)**

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	36.00	85.00	80.00	90.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023

**► 2.2.1. Percentage of taxpayers incorporated into the CFE and issuing e-invoices, as a percent of the total population of taxpayers to be incorporated into the CFE (Percentage, Custom)**

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	83.00	94.12	96.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023

▶ 2.3.1. Number of interactions facilitated through Portal Trama (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No platform	30% increase	65% increase	70% increase
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The portal was launched in 2019. In December 2019, the ANII annual report indicated that the Portal Trama facilitated 734 interactions in its first year. The reported aggregate interactions by December 2021 increased by 65 percent from the first year of the Portal, to a total of 1227 interactions.			
▶ 2.3.2. Increased number of registered users using Portal Timbó (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	40,450.00	61,188.00	67,240.00	47,782.00
Date	30-Dec-2016	20-Aug-2021	24-Feb-2022	30-Jun-2023
Comments:	The portal was launched in October 2019. End target achieved.			

**Performance-Based Conditions**

**Data on Financial Performance**

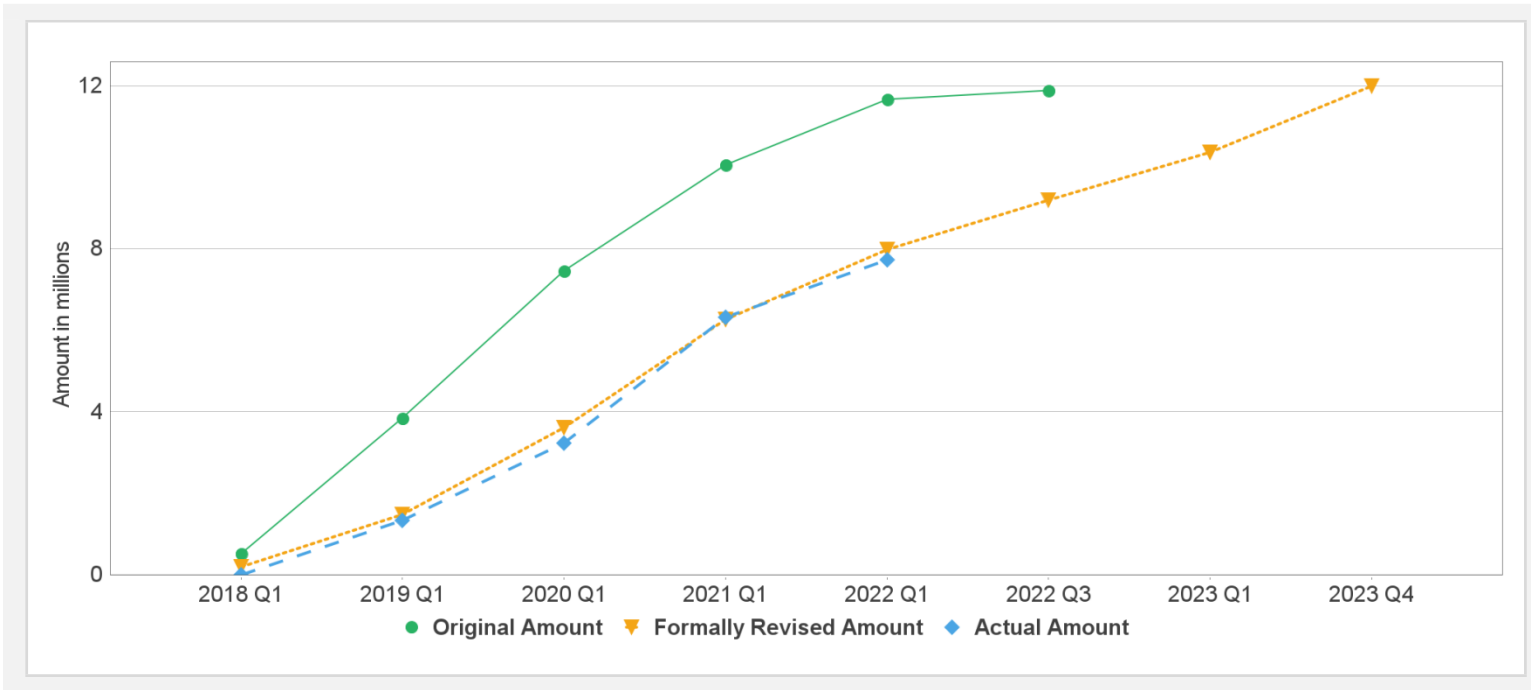
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P161989	IBRD-87780	Effective	USD	12.00	12.00	0.00	8.11	3.89	68%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P161989	IBRD-87780	Effective	03-Aug-2017	07-Nov-2017	28-Dec-2017	31-Dec-2021	30-Jun-2023

**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 30-Aug-2021

**Related Project(s)**

There are no related projects.