



RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
GH ETRANSFORM GHANA  
APPROVED ON OCTOBER 24, 2013  
TO THE  
REPUBLIC OF GHANA  
November 30, 2023

DIGITAL DEVELOPMENT GLOBAL PRACTICE  
WESTERN AND CENTRAL AFRICA REGION

Regional Vice President:	Ousmane Diagana
Country Director:	Pierre Frank Laporte
Regional Director:	Zhenwei Qiang
Acting Practice Manager:	Xavier Decoster
Task Team Leader:	Kaoru Kimura



## ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
FM	Financial Management
GDAP	Ghana Digital Acceleration Project
GIS	Ghana Immigration Service
GoG	Government of Ghana
ICT	Information and Communication Technologies
IDA	International Development Association
ISR	Implementation Status and Results Report
JSG	Judicial Service of Ghana
M&E	Monitoring and Evaluation
MoCD	Ministry of Communications and Digitalisation
NITA	National Information Technology Agency
PDO	Project Development Objective
PIU	Project Implementation Unit
PPA	Public Procurement Authority
SDR	Special Drawing Right
SHSs	Senior High Schools
SOC	Security Operations Centre



## BASIC DATA

### Product Information

Project ID P144140	Financing Instrument Investment Project Financing
Original EA Category Not Required (C)	Current EA Category Partial Assessment (B)
Approval Date 24-Oct-2013	Current Closing Date 30-Nov-2023

### Organizations

Borrower Republic of Ghana	Responsible Agency
-------------------------------	--------------------

### Project Development Objective (PDO)

Original PDO

The Project Development Objective of the eTransform Project is to improve the efficiency and coverage of government service delivery using ICT.

### Summary Status of Financing (US\$, Millions)

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IDA-67410	30-Jun-2020	24-Sep-2020	06-Oct-2020	30-Nov-2023	115.00	60.74	54.26
IDA-53040	22-Oct-2013	30-Jul-2014	19-Sep-2014	30-Nov-2023	97.00	79.13	10.63

### Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No



## I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

### Summary

1. The proposed restructuring seeks to: (i) extend the project closing date from November 30, 2023, to June 30, 2024; (ii) cancel a total of US\$32.89 million equivalent (representing 15.5 percent of the total financing amount of US\$212 million) from International Development Association (IDA) Credit 5304-GH and IDA Credit 6741-GH awarded to the Republic of Ghana for the eTransform Ghana Project (the Project); (iii) reallocate between the disbursement categories due to this cancellation; (iv) change component descriptions and costs; (v) remove the disbursement condition for IDA Credit 6741-GH; and (vi) amend the results framework in accordance with the proposed changes. The request from the Government of Ghana (GoG) is dated November 24, 2023, and received on November 28, 2023.

### Project Background and Overall Status

2. The Project was approved on October 22, 2013, and the Financing Agreement with the Republic of Ghana (Original IDA Credit 5304-GH) became effective on September 19, 2014. The Original IDA Credit amounts to SDR 64.2 million (US\$97 million equivalent at the time of the approval; around US\$ 85.44 million equivalent at the current exchange rate). The Project Development Objective (PDO) is *to improve the efficiency and coverage of government service delivery using Information and Communication Technologies (ICT)*. Specifically, the Project was designed to: (i) reduce average time to process government services (birth and death certificates, business registration); (ii) increase the number of e-government applications providing a service to the public (procurement, justice, immigration, parliament); (iii) increase the number of new e-services available to the public online; and (iv) raise the number of teachers or students using education portals. The main implementation agency is the Ministry of Communications and Digitalization (MoCD), which hosts the Project Implementation Unit (PIU). There are around a dozen beneficiary agencies or institutions, notably the National Information Technology Agency (NITA), Judicial Service of Ghana (JSG), Public Procurement Authority (PPA), the Ghana Immigration Services (GIS), and the Parliament.

3. An Additional Financing (AF) in the amount of US\$ 115 million (Additional IDA Credit 6741-GH) was approved by the Board on June 30, 2020, and became effective on October 6, 2020. The AF's purpose was to scale up planned activities and to make up for a shortfall due to currency exchange loss. The AF extended the coverage of fiber optic backbone connectivity from 69 to 254 districts and supported last-mile connectivity to government offices (including hospitals and health facilities, and public institutions) across the country (Component 2), in response to the significant increase in demand for digital connectivity during the global pandemic COVID-19. Other digitalization activities that were scaled up include: capacity and security enhancement for the government cloud data center (Component 1), digital economy sector studies and implementation of quick-wins (Component 1), implementation of eHealth strategy (Component 3), scaling up for e-procurement (Component 3), e-Justice case management systems phase 2 (Component 3), and innovation ecosystem support (Component 1).

4. The closing date of the Original IDA Credit for Ghana was extended three times, and the closing date of the Additional IDA Credit was also extended once:

- i. A first restructuring approved on January 17, 2018, encompassed: (i) a reallocation across categories of expenditures to accommodate new and cancelled activities, to be realigned with the restated priorities of the government and (ii) an extension of the Project closing date by 18 months (from June 30, 2019, to December 31, 2020). In particular, the digital ID component (originally under Component 2) was cancelled while other activities were added or scaled up. These included the consolidation of previously dispersed activities supporting public records digitization and internet connectivity into a revised Component 2 and the introduction of new activities such as institutional support for the Cybersecurity Emergency Response Team (CERT) (Component 1), campus connectivity support as well as institutional support for higher education connectivity (Component 3), automated hydromet stations (Component 3), digitalization and repurposing of post offices (Component 3) and support for automation of functions within the MoCD (Component 3). The total envelope remained unchanged.



- ii. A second restructuring under the AF on June 30, 2020, extended the closing date by another 34 months – from December 31, 2020, to October 31, 2023.
  - iii. A third restructuring on October 31, 2023, extended the Project closing date for one month from October 31, 2023, to November 30, 2023. This extension was aimed to: (i) provide sufficient time to reach agreements between the GoG and the World Bank on partial cancellation of activities and corresponding funds; and (ii) change the Safeguards Category Classification from Category C to Category B.
5. Progress toward achieving the PDO was rated Satisfactory in May 2023 Implementation Status and results Report (ISR). However, due to the significant delays encountered in delivering key activities in Component 2 (last-mile connectivity support) and Component 3 (eJustice phase 2 and eEducation) the PDO will be downgraded to Moderately Satisfactory in the upcoming ISR.
6. As of November 15, 2023, the targets associated with two of five PDO results indicators have been fully achieved, namely the “Number of new eGovernment applications providing service to the public under the Project” and “Number of new e-services available to the public online under the Project.” In addition, 71 percent of the end target (current value seven days against end target value five days) associated to the PDO indicator tracking “Average days required to process a birth certificate” has been reached, while “Average days required to process a company registration” have reached two days against end target value of one day. These two PDO indicators’ end target values will be revised in this restructuring based on the realistic timeline and partial cancellation. Due to accumulated delays, however, no progress has been observed under one PDO indicator pertaining to the “Number of teachers and students using educational portals, including in rural areas, under the Project”. This PDO indicator is expected to show progress in the next three months, with the roll out of the first lot of the eEducation activities at Senior High Schools (SHSs) in Northern Regions. The end target value will be revised accordingly due to the partial cancellation of Lot 2 (covering Middle Regions) and Lot 3 (covering Southern Regions). The Lot 2 and Lot 3 will be implemented under the Ghana Digital Acceleration Project (P176126, GDAP), and the remaining impact will be achieved under the GDAP.
7. Out of the total 22 intermediate indicators, 17 indicators have been fully achieved. Three are in the process of being achieved including, “Number of records digitized at the Registrar General’s Department (current 15.4 million against the end target of 16 million, achievement 96.5 percent)”, “Number of active judicial cases processed through automated case management system in Ghana’s law courts (current value 67.6K against the end target of 90k, achievement 75 percent)”, and “Number of locations of higher education benefitting from enhanced bandwidth under the Project (current value 55 against the end target of 60, 91.6 percent)”. Two are at a lower-level attainment including, “Number of datasets available on the government Open Data website/portal (current number is 315, against the end target of 600, achievement 52.5 percent)” and “Number of schools and health centers connected to the internet under the Project (current value 146 against the end target of 200, achievement 73 percent)”. NITA has been rolling out re-training the staff to ensure periodically data upload and achieve the end target by the Project closing date. The internet connectivity in schools and health centers will be achieved by the ongoing last-mile connectivity support by Project closing date (June 30, 2024).
8. The overall Procurement Performance rating is Moderately Satisfactory, and the procurement risk is Substantial. As of September 30, 2023, out of the 151 anticipated activities, 69 contracts are completed for around US\$38.9 million, 48 activities were ongoing for US\$93.8 million<sup>1</sup>, 24 were at the pre-contract stage for US\$22.5 million and 10 were yet to be initiated for US\$5.1 million. Some critical activities which are not yet initiated will be implemented under the ongoing GDAP. About US\$36.9 million or 75 percent of the large and critical last-mile connectivity support contract for US\$49.5 million has been paid. The government has agreed that no new procurement will be undertaken, and no contracts will be awarded under the Project as of

---

<sup>1</sup> Please note that the amount of US\$93.8 million is the sum of on-going activities’ contracts amount. It is not the same as actual disbursement amount. Forty percent of on-going contracts (19 contracts) are more than 90 percent completed. Sixty-five percent on-going contracts (31 contracts) are more than 75 percent completed.



November 1, 2023. The World Bank will continue weekly monitoring of procurement progress and contract management with the Borrower.

9. The overall Financial Management (FM) Performance rating is Moderately Satisfactory, and the FM risk is Substantial. The latest review for FM arrangements (July- September 2023) focused on disbursements, compliance with financial covenants, Project closure procedures, and a follow-up on the June 2023 FM action plan. The original approved IDA Credit 5304-GH was US\$97 million but is currently valued at around US\$85 million, due to an exchange loss between the SDR and US\$. A total of US\$74.6 million (87.4 percent) has been disbursed, leaving an undisbursed portion of US\$10.8 million (12.6 percent) on the initial IDA Credit. Out of the US\$115 million approved under the AF, US\$60.7 million have been disbursed (52.8 percent), leaving an undisbursed amount of US\$54.2 million (47.2 percent).

10. Project disbursement stands at 65.98 percent as of November 27, 2023. An additional US\$19.6 million in commitments are expected to be disbursed by November 30, 2023. With the closing date extension approved, the disbursement rate is expected to reach 90 percent by end of June 2024.

11. The Monitoring and Evaluation (M&E) has been consistently Satisfactory. The Project currently has tangible actual progress to show in the results indicators. To further strengthen the progress monitoring toward PDO achievement, an M&E assessment has been conducted and a bi-weekly follow-up meeting (between the World Bank and the PIU) has been set up to push all lagging activities. The PIU led by M&E Coordinator already planned out a few activities specific surveys to assess the Project achievements and lessons learned. Those survey results will feed into the Borrower's Implementation Completion and Results Report.

12. The overall Project risk to achieving its PDO was raised from Low to Moderate during the technical discussion in October 2023, due to implementation timeline and increase in safeguards risk. The Political and Governance (Low), Macroeconomic (Substantial), Sector Strategies and Policies (Moderate), Technical Design of the Project (Low), Fiduciary (Moderate), Stakeholders (Low), and Other (Low) risks remain the same as the initial assessment when the Project was approved. Institutional Capacity for Implementation and Sustainability risk and Environmental and Social risk were increased from Low to Moderate in the last ISR of May 2023, due to increased concerns with timely Project implementation and completion and based on ongoing backbone connectivity activity scope. The revised risk ratings and overall risk rating will be updated in the upcoming ISR.

13. The overall Environmental and Social Safeguards Performance Rating is Moderately Satisfactory. The rating for Environment and Social Safeguards risk was also increased from Low to Moderate due to potential concerns associated with electronic waste management, occupational health and safety, sexual exploitation and abuse and sexual harassment, and physical and economic displacement related to the last-mile connectivity activity.

## II. DESCRIPTION OF PROPOSED CHANGES

14. **Change of Closing Date.** The Project closing date is proposed to be extended from November 30, 2023, to June 30, 2024. Requirements of the World Bank Policy and World Bank Directive for Investment Financing Directive for the closing extension have been met, namely: (i) the PDO remains achievable; (ii) the performance of the Borrower remains satisfactory; (iii) the Borrower and the World Bank agreed on actions that will be undertaken to complete the Project; (iv) the credits are not subject to suspension of disbursements; and (v) there are no outstanding audit reports or audit reports that are not satisfactory to the World Bank. This extension is essential to ensure the completion of several critical and outstanding activities under the Project, which include: (i) the upgrade and utilization of the existing Security Operations Centre (SOC) Platform to the new generation solution, equipped with more advanced and enhanced features (under Component 1); (ii) the provision of last-mile connectivity to district centers, selected government offices, Ghana Integrated Financial Management Information System (GIFMIS) offices, health facilities, and public institutions (under Component 2); and (iii) the provision of computer labs and network for 73 SHSs in the Northern regions (under Component 3).



15. **Cancellation of Financing Amount.** It is proposed to cancel a total of US\$32.89 million equivalent (representing 15.5 percent of the total financing amount) from IDA Credit 5304-GH and IDA Credit 6741-GH awarded to the Republic of Ghana for the Project (Table 1). This cancellation aims to streamline activities by discontinuing delayed or stalled activities and focusing on key priority activities for their successful implementation. The cancellation of any such activities will not affect the successful achievement of the PDO. Some critical activities will be implemented under the newly approved GDAP (P176126). Detailed list is shown in Annex 1.

**Table 1: Proposed Changes to Component Costs and Cancellation of Funds**

Component	Current Allocation including Original and AF (2020) (US\$, million)	Proposed Revised Allocation including AF, for restructuring. (US\$, million)	Cancellation Amount (US\$, million)
1. Enabling Environment for Electronic Government and Business	31.26	30.44	0.82
2. Support for Digitization and Connectivity	70.23	67.97	2.26
3. Scale up of Applications to Improve Service Delivery in Priority Sectors	91.26	64.05	27.21
4. Project Management Support	11.00	8.39	2.61
Contingency and provision for exchange rate losses	8.25	8.25	n.a.
<b>Total</b>	<b>212.00</b>	<b>179.10</b>	<b>32.89</b>

16. **Revision of Disbursement Categories.** Following the cancellation of US\$32.89 million equivalent, there will be corresponding updates to the withdrawal table detailed in Section III.A of Schedule 2 of the Financing Agreement. These changes are detailed in Tables 2 and 3 below. This modification reflects the reduced resources for each disbursement category after the cancellation, aligning the withdrawal schedule with the current financial status of the Project.

**Table 2: Proposed Reallocation of Resources between Disbursement Categories (IDA Credit 5304-GH)**

Category	Current Amount of the Credit Allocated (SDR)	Proposed Revised Allocation, for restructuring. (SDR)	Cancellation Amount (SDR)
(1) Goods, non-consulting services, consultants' services, Training and Operating Costs for Parts A (except Part A.2), B, C and D of the Project	61,700,000	59,137,412	2,562,588
(2) Works, Goods, non-consulting services required for Innovation or Training Plans under Innovation and Training Grants for Part A.2 of the Project	2,500,000	2,500,000	0
<b>TOTAL AMOUNT</b>	<b>64,200,000</b>	<b>61,637,412</b>	<b>2,562,588</b>

**Table 3: Proposed Reallocation of Resources between Disbursement Categories (IDA Credit 6741-GH)**

Category	Current Amount of the Credit Allocated (US\$)	Proposed Revised Allocation for restructuring. (US\$)	Cancellation Amount (US\$)
----------	---	---	----------------------------



(1) Goods, non-consulting services, consultants' services, Training and Operating Costs for Parts A.1, B, C and D of the Project	113,500,000	83,989,237	29,510,763
(2) Works, Goods, non-consulting services required for Innovation or Training Plans under Innovation and Training Grants for Part A.2 of the Project	1,500,000	1,500,000	0
<b>TOTAL AMOUNT</b>	<b>115,000,000</b>	<b>85,489,237</b>	<b>29,510,763</b>

17. **Results Framework.** The proposed changes require modifications to the Result Framework, notably targets of the PDO-level and Intermediate Indicators, as indicated in the Table 4:

- i. The target for the PDO indicator "Average days required to process a birth certificate" will be adjusted from 5 to 7. Due to a reduction in capacity building and operational cost support for the Birth and Death registry. The time frame will be reduced by half rather than two thirds as originally planned.
- ii. Similarly, the target for the PDO Indicator "Average days required to process a company registration" will be adjusted from 1 to 2. This adjustment is due to a reduction in capacity building and operational cost support. The Project will halve rather than divide by four the time frame for company registration.
- iii. The target for the PDO Indicator "Number of Teachers or Students using educational portals, including in rural areas, % of which female" will be revised significantly. as the implementation of education portals in 73 SHSs in Northern regions under the Project will be financed under the GDAP due to lack of time for their implementation under this Project by the revised closing date.
- iv. For the intermediate indicator "Number of datasets available on the Government Data website/portal Certification Authorities," the target will be adjusted to half of what was expected in light of insufficient time remaining to deliver delayed training activities under the Open Data Initiatives.
- v. Lastly, the target for the intermediate indicator "Number of active judicial cases processed through the automated case management system in Ghana's law courts" will be reduced. This change reflects the choice of financing the originally planned eJustice phase 2 scale-up under the GDAP to allow these activities to be completed as the eTransform Project timelines no longer allow for their finalization.

**Table 4: Modification to the Result Framework**

Indicator	Original End Target Value	Proposed End Target Value
<b>PDO indicator:</b> Average days required to process a birth certificate	5 (baseline: 15)	7
<b>PDO indicator:</b> Average days required to process a company registration	1 (baseline: 4)	2
<b>PDO indicator:</b> Number of Teachers or Students using educational portals, including in rural areas, % of which female	150,000 (baseline: 0)	40,000
<b>Intermediate indicator:</b> Number of datasets available on the Government Data website/portal Certification Authorities	600 (baseline: 100)	315
<b>Intermediate indicator:</b> Number of active judicial cases processed through the automated case management system in Ghana's law courts	90,000 (baseline: 0)	70,000

18. **Removal of Disbursement Condition.** Other change included in this restructuring is the removal of the disbursement condition associated with IDA Credit 6741-GH (as stipulated in Schedule 2, Section III.B.1 (b) and (c) of the Financing Agreement, withdrawal conditions defining that no withdrawal of AF funding can be made until the original financing is fully disbursed) will allow the Project to document activities under the AF and the parent Project (IDA 5304-GH) concurrently, facilitating accounting, providing timely visibility on all expenditures and timely implementation of remaining Project activities.





## II. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Components and Cost	✓	
Loan Closing Date(s)	✓	
Cancellations Proposed	✓	
Reallocation between Disbursement Categories	✓	
Disbursement Estimates	✓	
Implementation Schedule	✓	
Other Change(s)	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
PBCs		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓



#### IV. DETAILED CHANGE(S)

##### COMPONENTS

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
Component One - Enabling Environment for Electronic Government and Business	31.26	Revised	Component One - Enabling Environment for Electronic Government and Business	30.44
Component Two - Support for Digitization and Connectivity	70.23	Revised	Component Two - Support for Digitization and Connectivity	67.97
Component Three - Scale up of Applications to Improve Service Delivery in Priority Sectors	91.26	Revised	Component Three - Scale up of Applications to Improve Service Delivery in Priority Sectors	64.05
Component Four - Project Management Support	11.00	Revised	Component Four - Project Management Support	8.39
Contingency and provision for exchange rate losses	8.25	No Change	Contingency and provision for exchange rate losses	8.25
<b>TOTAL</b>	<b>212.00</b>			<b>179.10</b>

##### LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-53040		30-Jun-2019	31-Dec-2020, 31-Oct-2023, 30-Nov-2023	30-Jun-2024	30-Oct-2024
IDA-67410		31-Oct-2023	30-Nov-2023	30-Jun-2024	30-Oct-2024

##### CANCELLATIONS

Ln/Cr/Tf	Status	Currency	Current Amount	Cancellation Amount	Value Date of Cancellation	New Amount	Reason for Cancellation
IDA-53040-001	Disbursing&Repaying	XDR	64,200,000.00	2,562,588.00	28-Nov-2023	61,637,412.00	BORROWER'S REQUEST FOR



IDA-67410-001	Disbursing	USD	115,000,000.00	29,510,763.00	28-Nov-2023	85,489,237.00	COUNTRY REASONS BORROWER'S REQUEST FOR COUNTRY REASONS
---------------	------------	-----	----------------	---------------	-------------	---------------	---

#### REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

	Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
				Current	Proposed
IDA-53040-001   Currency: XDR					
iLap Category Sequence No: 1			Current Expenditure Category: GD,CS,NCS,TR,OC-Pt ABCD (Ex A2)		
	61,700,000.00	53,231,475.37	59,137,412.00	100.00	100.00
iLap Category Sequence No: 2			Current Expenditure Category: WK,GD,NCS Innv/TR Plan/Grant Pt A2		
	2,500,000.00	2,120,561.51	2,500,000.00	100.00	100.00
<b>Total</b>	<b>64,200,000.00</b>	<b>55,352,036.88</b>	<b>61,637,412.00</b>		

IDA-67410-001   Currency: USD					
iLap Category Sequence No: 1			Current Expenditure Category: GD,NCS,CS,TR,OC-PT A1,A3,B,C,D		
	113,500,000.00	0.00	83,989,237.00	100.00	100.00
iLap Category Sequence No: 2			Current Expenditure Category: WK,GD,NCS-Innov TRPlan&TGrant-PT A2		
	1,500,000.00	0.00	1,500,000.00	100.00	100.00
<b>Total</b>	<b>115,000,000.00</b>	<b>0.00</b>	<b>85,489,237.00</b>		

#### DISBURSEMENT ESTIMATES

Change in Disbursement Estimates



Yes		
<b>Year</b>	<b>Current</b>	<b>Proposed</b>
0000	0.00	0.00
2014	0.00	0.00
2015	18,825,868.53	18,825,868.53
2016	858,124.49	858,124.49
2017	0.00	0.00
2018	15,943,808.50	15,943,808.50
2019	12,027,905.14	12,027,905.14
2020	18,410,047.11	18,410,047.11
2021	13,061,686.80	13,061,850.00
2022	20,742,850.00	29,742,850.00
2023	40,000,000.00	40,000,000.00
2024	72,129,709.40	30,229,546.23



**Results framework**

COUNTRY: Ghana  
GH eTransform Ghana

**Project Development Objectives(s)**

The Project Development Objective of the eTransform Project is to improve the efficiency and coverage of government service delivery using ICT.

**Project Development Objective Indicators by Objectives/ Outcomes**

Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
<b>To improve the efficiency and coverage of government service delivery using ICT.</b>				
Average days required to process a birth certificate (Days)		15.00	10.00	7.00
<b>Action: This indicator has been Revised</b>		<b>Rationale:</b> <i>The end target value is reduced from “5 days” to “7 days”. The Project made significant improvement (more than 50% reduction) to issue a birth certificate from 15 days (baseline) to 7 days, however no further rigorous improvement or training support is anticipated due to reduction of capacity building/operational cost support.</i>		
Average days required to process a company registration (Days)		4.00	2.00	2.00
<b>Action: This indicator has been Revised</b>		<b>Rationale:</b> <i>The end target value is reduced from “1 day” to “2 days”. The Project made significant improvement (50% reduction) to process a company registration from 4 days (baseline) to 2 days, however no further rigorous improvement or training support is anticipated due to reduction of capacity building/operational cost support.</i>		



Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Number of new e-Government applications providing service to the public under the project (Number)		3.00	5.00	7.00
<i>Action: This indicator has been Revised</i>				
Number of new e-Services available to the public online, under the project (Number)		8.00	12.00	16.00
<i>Action: This indicator has been Revised</i>				
Number of teachers and students using education portals, including in rural areas, under the project (Number)		0.00		40,000.00
<i>Action: This indicator has been Revised</i>	<i>Rationale: The end target value 150,000 will be proportionately adjusted to 40,000, due to smaller scale implementation (73 SHSs in Northern regions). Achievement of the canceled of Lot 2 and Lot 3 (a total of 242 SHSs) out of the total of 315 SHSs will be supported by the GDAP.</i>			
(% of which, female) (Number)		0.00	40.00	40.00
<i>Action: This indicator has been Revised</i>				

### Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
<b>Component One - Enabling Environment for Electronic Government and Business</b>				
Number of datasets available on the Government Data website / portal (Number)		100.00	130.00	315.00



Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
<b>Action: This indicator has been Revised</b>		<b>Rationale:</b> <i>The end target value is reduced from "600" to "315 (current value)" due to cancellation of training budget to support Open Data initiatives.</i>		
Certification authorities operating in Ghana (Number)		0.00		1.00
Tech Hubs in Ghana supported by the project (Number)		0.00		3.00
Number of jobs created or sustained through the tech hubs supported by the project, including by start-ups benefiting from innovation and training grants and through online work (Number)		0.00	30.00	100.00
of which jobs created for women (Number)		0.00	40.00	40.00
<b>Component Two - Support for Digitization and Connectivity</b>				
Number of pages of Government records digitized (Number)		17,500,000.00	20,000,000.00	40,000,000.00
Number of birth and deaths records digitized (Number)		6,000,000.00	7,400,000.00	14,000,000.00
Number of records digitized in the Registrar General's Department (Number)		9,000,000.00	10,000,000.00	14,000,000.00
Number of records digitized in the Judicial Service of Ghana (Number)		2,500,000.00	4,000,000.00	5,000,000.00
Number of schools and health centers connected to the internet under the project (Number)		0.00	40.00	200.00



Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Number of locations of Government Ministries, Departments, and Agencies (MDAs) benefiting from enhanced bandwidth, under the project (Number)		0.00	100.00	240.00
<b>Component Three - Scale up of Applications to Improve Service Delivery in Priority Sectors</b>				
Number of teachers completing training through computer/internet aided education, under the project (Number)		0.00	1,000.00	1,400.00
Of which, teachers completing training who are female (Number)		0.00	200.00	300.00
Number of people trained, under the project (Number)		0.00	2,000.00	3,000.00
Of which, number of female trained, under the project (Number)		0.00	600.00	1,200.00
Number of students and teachers benefiting from enhanced internet access under the project (Number)		0.00	100,000.00	150,000.00
<b>Action: This indicator has been Revised</b>				
of which, % female (Number)		0.00	40.00	40.00
<b>Action: This indicator has been Revised</b>				
Number of locations of higher education benefiting from enhanced bandwidth under the project (Number)		27.00	40.00	60.00
Strategic plan for an integrated eHealth System, developed under the project (Yes/No)		No		Yes





Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Number of transactions processed under the eProcurement and elmigration systems (Number)		0.00	50,000.00	100,000.00
Number of active judicial cases processed through automated case management system in Ghana's Law Courts (Number)		0.00	50,000.00	70,000.00
<b>Action: This indicator has been Revised</b>	<b>Rationale:</b> <i>The end target value will be modified from "90,000" to "70,000" due to the cancellation of the eJustice phase 2 (scale-up). The impact of the eJustice phase 2 will be materialized under the GDAP.</i>			
<b>Component Four - Project Management Support</b>				
Percentage of grievances addressed within a 15 day period (Percentage)		0.00		100.00
<b>Action: This indicator has been Revised</b>				



### Annex 1. List of Cancellation Activities

Comp No.	Activity	Cancellation Amount (m\$)	IDA source	Comment
1.1	Saving from Procurement of Information Technology Management System, Data Center Certification, Gap Analysis and Roadmap to Secure ISO/IEC 20000-1:2018, ISO 22301:2012 AND ISO/IEC 270001:2013 Certification	0.80 M	Original	Procurement saving amount will be cancelled.
1.3	Incident Management Security Analyst for the National Cyber Security Centre (NCSC)	0.02 M	AF	to be hired under GDAP
2.1	Digitization Service and its Implementation in Current Operational and/or Content Management System for Registrar General's Department	0.35 M	Original	Implementation stuck for long time. Remaining portion will be cancelled. (Allocated budget was 1.14M)
2.1	Digitization Service JSG	1.00 M	Original	Implementation stuck for long time. Remaining portion will be cancelled. (Allocated budget was 2.60M)
2.1	Digitization of public records completed at the Office of the Attorney General and Ministry of Justice	0.91 M	AF	High risk. It takes too long to finalize the scope. If this activity is relevant, it will be considered under GDAP.
3.1	CSIRT Health	2.63 M	AF	Risk to complete in time. Move to GDAP
3.1	Scale up of CSIRT for eHealth	2.70 M	AF	Risk to complete in time. Move to GDAP
3.2	Procurement for computer equipment using thin client solution to be installed in 305 laboratories in 305 SHS – (Lots 2& Lot3, covering 232 SHS out of 305 SHS)	9.56 M	AF	Essential for PDO but risk to complete in time. Move to GDAP
3.2	Procurement of digital books for upload unto the cloud-based knowledge and skills platform	1.23 M	Original (0.5M), AF (0.73M)	Risk to complete in time. Move to GDAP
3.2	cancellation of operation cost for KACE stationary support for SADA	0.02 M	AF	Non critical
3.3	eRegsiter upgrade	0.90 M	AF	Non critical. If this activity is still relevant, it will be considered under GDAP.
3.5	Design, Supply, Implementation, Training and Support for an Integrated eParliament Solution for Parliament of Ghana	0.65 M	AF	Risk for uncompletion due to difficulty to complete (disagreement between the beneficiary and vendor to complete UAT). Remaining balance will be cancelled. (Allocated budget was 4.65M)
3.5	Wi-Fi Deployed for Parliament	0.60 M	AF	Too long to finalize the scope. If this activity is still relevant, it will be considered under GDAP.
3.6	eJustice phase 2	7.27 M	AF	Risk to complete in time. Move to GDAP
3.6	Consultancy for Change Management for eJustice	0.30 M	AF	Associated to the cancellation of eJustice 2
3.91	ICT Equipment for SADA	0.68 M	AF	Move to GDAP
3.91	Furniture for SADA	0.08 M	AF	Move to GDAP
3.92	cancellation of additional PIU support for project closing (documentation, communication, reporting, etc.)	0.34 M	AF	Non critical
3.93	Additional equipment to MoCD for eRegistry	0.25 M	AF	Non critical. If this activity is still relevant, it will be considered under GDAP.
4.6	MOF IT equipment support and capacity building	0.50 M	AF	Non critical
4.2.9	Purchase of Vehicles for project supervision (eJustice, connectivity, education)	0.37 M	AF	No longer relevant, given the cancellation of Tin Client Solution (Lot 2&3) and eJustice phase 2
4	Technical experts in PIU (Infrastructure, Innovation, Application Specialist) who come on board in eTransform and continue to GDAP	0.09 M	AF	to be hired under GDAP
4	cancellation of operational cost for comp 1 to comp 3	0.53 M	AF	Non critical
4	Every other small procurable and non procurable items (Comp 4)	1.12 M	AF	Non critical
<b>TOTAL</b>		<b>32.89 M</b>		



**Annex 2. Action Plan for Extended Period (December 2023 - June 2024)**

No	PP contract no.	Description	Estimated total value in US\$	Start date	End date	Comments
1	GH-MOC-341828-NC-DIR	Additional Cloud Storage Capacity for the data center	4,278,615	Ongoing	4/28/2024	Supply part completed; Nov-Feb - installation, upgrade to be completed Feb 2024.
2	GH-MOC-200760-CS-CDS	Critical Information Infrastructure Protection (CIIP) Lead at the National Cyber Security Centre (NCSC)	54,000	Ongoing	6/30/2024	Ongoing work; continue until Project closure
3	GH-MOC-352164-NC-DIR	Scale up NITA Security Operations Center (SOC) to cover all critical government businesses/ enterprises platforms/ systems	2,697,802	Ongoing	1/30/2024	Inception report submitted.
4	GH-MOC-203640-NC-DIR	Managed services extension to SOC	430,000	Ongoing	2/28/2024	Ongoing work; continue until Feb 2024
5		Cybersecurity awareness creation and publicity	62,384	Ongoing	6/30/2024	Ongoing work; continue until Project closure.
6	GH-MOC-341840-NC-RFB	Regulatory Management system	1,445,642	Ongoing	11/30/2023	Activity to be completed by end November 2023.
7	GH-MOC-341838-CS-CDS	Managed service extension for eVerification and Authentication system with additional training	400,000	Ongoing	04/30/2024	Completion expected by April 2024
8	GH-MOC-43555-NC-RFB; GH-MOC-43555-NC-RFB; GH-MOC-43560-NC-DIR; GH-MOC-200362-NC-DIR; GH-MOC-200363-NC-DIR	Establishment and management of mLab and iHub in Accra and Kumasi	150,000	Ongoing	2/28/2024	Less than 10% of work remaining; to be completed on time.
9		Capacity building in digital policy	75,000	Ongoing	6/30/2024	On going.
10	GH-MOC-221301-CS-INDV	Digital Economy Study Coordinator	50,000	Ongoing	4/30/2024	Extended to be aligned with the remaining Digital Economy Studies timeline.
11	GH-MOC-204757-CS-QCBS	Digital Economy Studies on: Energy; Tourism, Hospitality and Leisure; Transportation and Mobility; Local Government	463,905	Ongoing	4/28/2024	Among 5 deliverables, 3 remaining deliverables to be completed by March 2024; Then review and approval.
12		Digital Economy Studies on: Communications and Connectivity; Agriculture; Entrepreneurship and Industry	583,244	Ongoing	12/30/2023	Only final deliverable to be confirmed.
13	GH-MOC-244318-NC-RFB; GH-MOC-244318-NC-RFB; GH-MOC-244318-NC-	Connectivity to increase high-speed government connectivity to district centres, hospitals, police stations and post offices in five (5) Lots	55,000,000	Ongoing	12/30/2023	30% of work remaining; On track to be completed.



	RFB; GH-MOC-244318-NC-RFB; GH-MOC-244318-NC-RFB					
14	GH-MOC-352073-CS-CDS	Resettlement Action Plan (RAP) consultant for connectivity activity	195,000	Ongoing	1/31/2024	Activity to be completed by November 2023; Then review and approval.
15	GH-MOC-301792-NC-RFB	Ghana Knowledge and Skills Bank, a cloud-based platform which will aggregate digital content for upload.	4,157,154	Ongoing	12/30/2023	20% of work remaining; On track to be completed.
16	GH-MOC-297594-GO-RFB	Computer equipment using thin client solution to be installed in digital school labs - Lot 1 for 73 school labs in Northern regions	3,042,455	Ongoing	2/28/2024	Supply part completed; Nov-Feb – delivery and installation, to be completed Feb 2024.
17	GH-MOC-200493-GO-RFB	Procurement of Furniture for digital school labs	2,040,770	Ongoing	1/30/2024	Almost completed except one school. To be completed by January 2024.
18	GH-MOC-230669-NC-RFB	GARNET Network Connectivity and equipment for technical universities and colleges of education	581,760	Ongoing	2/28/2024	40 sites remaining to be completed by Feb 2024.
19	GH-MOC-48256-CS-QCBS	Review and Update of Government Enterprise Architecture and eGovernment Interoperability Framework for Ghana	379,905	Ongoing	2/28/2024	Only training remaining. To be completed by the end of Dec 2023
20		Training and Capacity Building for digital services	100,000	1/15/2023	6/30/2024	Training plan to be submitted for roll-out of activities.
21	GH-MOC-145178-GO-RFQ; GH-MOC-43491-GO-DIR	Roll-out of eGovernment Procurement System (GHANEPS) in Ghana and scale up	3,456,000	Ongoing	6/30/2024	Ongoing work; continue until Project closure
22		PPA Training and Roll out for GHANEPS	653,985	Ongoing	4/30/2024	50% completed; Remaining training plan to be submitted.
23	GH-MOC-87833-GO-RFB; GH-MOC-87842-GO-RFQ; GH-MOC-87835-GO-RFB; GH-MOC-92017-GO-RFQ; GH-MOC-87832-GO-RFB; GH-MOC-251738-GO-RFB; GH-MOC-87839-CW-RFB; GH-MOC-251724-GO-RFQ; GH-MOC-251738-GO-RFB	Restructuring of 50 Ghana Post Office facilities to serve as eGovernment Service Centres (including office facilities, furniture, IT software and equipment)	821,715	Ongoing	2/28/2024	Contracts on Digital Post Offices have been mostly completed, with only small payments remaining
24		PIU Staff (Project Coordinator; M&E Coordinator; 2 Procurement Specialists Communications Specialist; Safeguard		Ongoing	6/30/2024	Ongoing work; continue until Project closure



		Specialist; CNIP Security Analyst; Finance and Administrative Officer; RIC Security)				
25		PIU Operational Budget (stationery; utility; vehicle maintenance; fuel; etc.)	178,066	Ongoing	6/30/2024	Ongoing work; continue until Project closure
26		Project Steering/Technical Committees & Beneficiary Institutions, Evaluation Committees	22,000	Ongoing	6/30/2024	Ongoing work; continue until Project closure
27		Financial Audit/Bank charges	31,600	Ongoing	6/30/2024	Ongoing work; continue until Project closure
28		M&E, Communications and E&S Support (except Implementation Completion Report)	262,000	Ongoing	6/30/2024	Ongoing work; continue until Project closure
29		Implementation Completion Report	30,000	2/28/2024	6/30/2024	To initiate 90 days before the Project closure
30		E&S Support	120,000	Ongoing	6/30/2024	On going.