



## Fourth Public Sector Modernization Project (P176803)

EUROPE AND CENTRAL ASIA | Armenia | Governance Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2022 | Seq No: 2 | ARCHIVED on 23-Dec-2022 | ISR54095 |

Implementing Agencies: Prime Minister's Office, Republic of Armenia

### Key Dates

#### Key Project Dates

Bank Approval Date: 03-Mar-2022

Effectiveness Date: 14-Nov-2022

Planned Mid Term Review Date: 30-May-2025

Actual Mid-Term Review Date:

Original Closing Date: 31-Mar-2028

Revised Closing Date: 31-Mar-2028

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to improve the efficiency of and access to selected public services for businesses and citizens.

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

No

### Components Table

Name

Component 1: Modernization of Public Administration:(Cost \$8.20 M)

Component 2: Digital Service Delivery:(Cost \$16.00 M)

Component 3: Data Management and Digital Infrastructure:(Cost \$4.00 M)

Component 4: Project Management:(Cost \$1.70 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate

### Implementation Status and Key Decisions

The two effectiveness conditions, which are adoption of the Project Operational Manual and identification of up to six public services and their baselines for the purpose of monitoring indicators, have been met and the project was declared effective on November 14, 2022. The project implementation has now begun. Under the circumstances, the value of results indicators remains the same value as the baseline in this ISR.



**Risks**

**Systematic Operations Risk-rating Tool**

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

**Results**

**PDO Indicators by Objectives / Outcomes**

Efficiency of Public Services				
► Decrease in time to obtain central government and local level services (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Current duration (in days) to obtain selected public services, for each service and average for the sample (current duration (in days) to obtain selected public services, for each service and average for the sample to be measured upon selection of five or six essential services by effectiveness of the project)	Current duration (in days) to obtain selected public services, for each service and average for the sample (current duration (in days) to obtain selected public services, for each service and average for the sample to be measured upon selection of five or six essential services by effectiveness of the project)	Current duration (in days) to obtain selected public services, for each service and average for the sample (current duration (in days) to obtain selected public services, for each service and average for the sample to be measured upon selection of five or six essential services by effectiveness of the project)	50% (the target considers 50% increase of time efficiency of public services related to their baseline status)
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	% decrease in time to obtain central government and local level services (target 50%)			



► Increase in citizen satisfaction with selected public services supported by the project, as measured by surveys and embedded feedback mechanisms, disaggregated by gender (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Current level of citizen satisfaction (the current state of citizen satisfaction by select five or six public services to be measured through a survey within the 1st year of the project).	Current level of citizen satisfaction (the current state of citizen satisfaction by select five or six public services to be measured through a survey within the 1st year of the project).	Current level of citizen satisfaction (the current state of citizen satisfaction by select five or six public services to be measured through a survey within the 1st year of the project).	20% (the target considers 20% increase of citizen satisfaction related to their baseline status)
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Percentage increase in citizen satisfaction with selected services supported by the project, as measured by surveys and embedded feedback mechanisms, disaggregated by gender			
<input type="checkbox"/> Female (Text, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N/A	N/A	N/A	20%
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027

Access to Digital Public Services				
► Increase in use of digital public services, disaggregated by gender (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5% current level of use of accessible digital public services.	5% current level of use of accessible digital public services.	5% current level of use of accessible digital public services.	25%
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	% increase in use of digital public services, disaggregated by gender, and channel (mobile, portal, target 25 %)			
<input type="checkbox"/> Female (Text, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2%	2%	2%	10%
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027

### Intermediate Results Indicators by Components

Component 1: Modernization of Public Administration



▶ Number of Senior Executive Service Positions filled (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Public servants in executive or managerial positions that have attained full tenure.			
▶ HRMIS digital modules relating to Senior Executive Service (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N/A	N/A	N/A	Digital modules relating to Senior Executive Service developed and harmonized with the HRMIS system
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	New modules of HRMIS for Senior Executive Service available in the HRMIS system.			

Component 2: Digital Service Delivery				
▶ Percentage of tax payers (disaggregated by gender) accessing tax service electronic systems via mobile (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	% of tax payers accessing tax service electronic systems via mobile.			
□ Of which female (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
▶ Percentage of public services available digitally at the central government, disaggregated by channel – mobile, portal (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	20.00	20.00	50.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027



Comments:	% increase in the availability of digital public services at the central government – disaggregated by channel (50% on portal, 20% through mobile)			
<input type="checkbox"/> Mobile (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
<input type="checkbox"/> Portal (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	20.00	20.00	50.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
<b>► Percentage of public services available digitally at the local level, disaggregated by channel – mobile, portal (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	% increase in the availability of digital public services at the local government – disaggregated by channel			
<input type="checkbox"/> Mobile (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	20-Sep-2021	01-Jun-2022	19-Sep-2022	30-Sep-2027
<input type="checkbox"/> Portal (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
<b>► Percentage of eligible citizens enrolled on digital ID (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Percentage increase in enrollment of digital ID			



<b>► Number of service delivery systems interoperable with digital ID (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Number of service delivery systems interoperable with digital ID			
<b>► Number of calls effectively handled through GBV hotline per the protocol (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	550.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Number of calls effectively handled through the GBV hotline annually by providing information or making referrals.			

<b>Component 3: Data Management and Digital Infrastructure</b>				
<b>► Study on cloud readiness assessment and roadmap developed (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N/A	N/A	N/A	Study on cloud readiness assessment and roadmap developed.
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Disaster recovery center			
<b>► Findings of the cybersecurity assessment addressed and implemented (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Findings of the cyber security assessment addressed and implemented			
<b>► AI piloted in Government System/s (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3 AI Proof-of-concepts piloted in Government System/s



Date	20-Sep-2021	01-Jun-2022	19-Dec-2022	30-Sep-2027
Comments:	Number of AI PoC completed in use cases			

**Performance-Based Conditions**

**Data on Financial Performance**

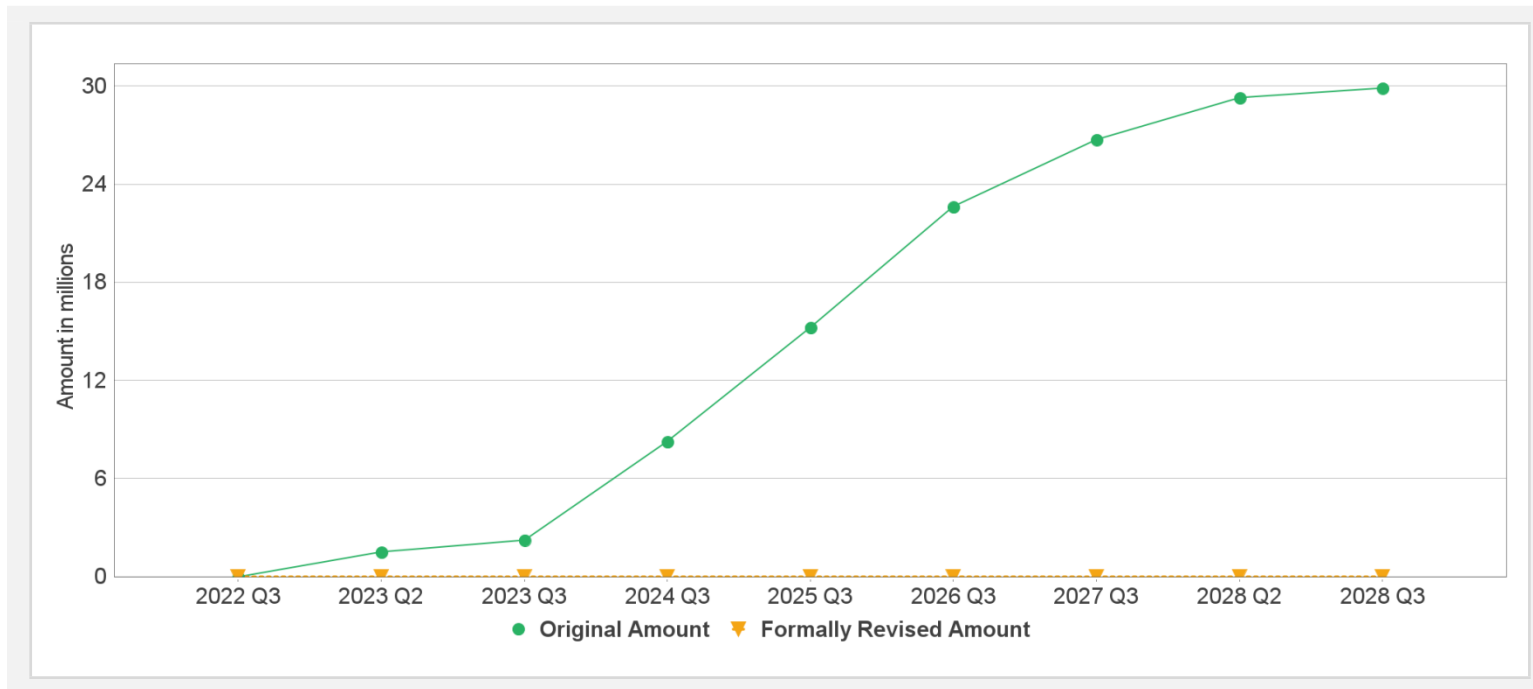
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P176803	IBRD-93380	Effective	USD	29.90	29.90	0.00	0.07	29.83	0.2%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P176803	IBRD-93380	Effective	03-Mar-2022	18-Mar-2022	14-Nov-2022	31-Mar-2028	31-Mar-2028

**Cumulative Disbursements**





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### **Restructuring History**

There has been no restructuring to date.

### **Related Project(s)**

There are no related projects.

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