



## Enabling Digital Governance Project (P164824)

EUROPE AND CENTRAL ASIA | Serbia | Governance Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2019 | Seq No: 4 | ARCHIVED on 27-May-2021 | ISR46767 |

Implementing Agencies: Office for Information Technologies and Electronic Government, Ministry of Finance

### Key Dates

#### Key Project Dates

Bank Approval Date: 24-Apr-2019

Effectiveness Date: 25-Jun-2019

Planned Mid Term Review Date: 13-Sep-2021

Actual Mid-Term Review Date:

Original Closing Date: 30-Jun-2024

Revised Closing Date: 30-Jun-2024

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To improve access, quality, and efficiency of selected administrative e-Government services.

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

No

### Components Table

Name

Foundations for Digital Service Delivery:(Cost \$26.70 M)  
Transforming Services for Citizens, Businesses, and Government:(Cost \$22.60 M)  
Digital Skills Development, Institutional Strengthening and Change Management:(Cost \$5.70 M)

### Overall Ratings

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

### Implementation Status and Key Decisions

The Enabling Digital Governance Project was approved by the World Bank Board on April 24, 2019. The Loan Agreement was signed on May 7, 2019, and the Project has been declared effective on June 25, 2019.

While the implementation of Component 2 and 3 made good progress since the last reporting period, Component 1 continues to be delayed due to procurement issues that occurred in late 2020. Little progress has been made since the last reporting period, and no disbursement has been recorded for one year. Therefore, both the ratings for Implementation Progress and achieving towards the Project Development Objective were downgraded from Moderately Satisfactory to Moderately Unsatisfactory.

More specifically, the Project faced significant procurement issues in the following three activities under Component 1: (i) Interoperability and Government Meta-Registry (ICB), (ii) e-Connectivity (ICB), and (iii) Office Management Applications (ICB). On the other hand, the Project signed the three key contracts under Component 2 and 3 and started these activities: (i) transformation of services to citizens (Component 2), (ii)



strengthening digital skills and knowledge in the government institutions (Component 2), (iii) change management and institutional strengthening (Component 3). As for the transformation of services, the Project has initiated assessing the existing services to create an inventory as the first step, in order for the Government to identify the priority services to be streamlined and digitalized. For Activities (ii) and (iii), the OITeG together with the Ministry of Public Administration have engaged the key stakeholders within the Government, established the Activity Board and Management Group, and developed the work plan. The inception reports were developed and approved. With this good progress, Component 2 and 3 are currently on track.

The Bank's team plans to conduct the next implementation support mission in June and will support improving the project management and performance.

## Risks

### Systematic Operations Risk-rating Tool

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

## Results

### PDO Indicators by Objectives / Outcomes

Access to e-Services				
▶ Number of citizens and businesses accessing e-services disaggregated by gender and size of businesses (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1,270,000.00	1,270,000.00	1,270,000.00	2,000,000.00
Date	17-Jan-2019	15-Oct-2020	14-May-2021	02-Dec-2024



Comments: This indicator will measure the number of citizens and businesses that can access online services. The indicator will be disaggregated by gender and size of businesses

#### Access to e-Services

► Number of services digitalized and available online targetted at businesses and citizens (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	4.00	4.00	4.00	30.00
Date	17-Jan-2019	15-Oct-2020	14-May-2021	02-Dec-2024
Comments:	This indicator will measure the number of services digitilized and available through the Government e-Portal			

#### Quality of e-Services

► Average increase in user satisfaction with selected e-services provided disaggregated by gender and size of businesses (Citizens Engagement) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	17-Jan-2019	15-Oct-2020	14-May-2021	02-Dec-2024
Comments:	This indicator measures the increase in level of satisfaction with the provision selected e-services and available through the Government e-Portal			

#### Efficiency of e-Services

► Amount of time it takes for citizens and businesses to obtain selected digitalized services (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	To be determined after the completion of baseline assessment	TBD	TBD	Depending on the administrative service selected.
Date	30-Dec-2020	15-Oct-2020	14-May-2021	28-Nov-2024
Comments:	This indicator measures the efficiency of delivery of services, measured by savings in time experienced by citizens and businesses in obtaining selected digitilized services			

### Intermediate Results Indicators by Components

#### 1. Foundations for Digital Service Delivery

► Number of entities connected to the Interoperability Platform (Number, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	18.00
Date	17-Jan-2019	15-Oct-2020	14-May-2021	05-Jan-2021
Comments:	This indicator refers to the number of Government agencies connected to the Interoperability Platform (IoP)			
<b>► Establishment of GOS Meta Register (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	22-Jan-2019	15-Oct-2020	14-May-2021	30-Oct-2020
Comments:	This indicator measures the consolidation of the most important registries into a Meta Register.			

## 2. Transforming Services for Citizens, Business and Government

### ► Development of an Administrative Service Inventory (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	22-Jan-2019	15-Oct-2020	14-May-2021	25-May-2020
Comments:	This indicator measures the development of an inventory of administrative services that will form the basis for decisions on business process reengineering			

### ► Number of "to be" process maps generated for selected services (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	0.00	0.00	50.00
Date	28-Jan-2019	15-Oct-2020	14-May-2021	14-Jul-2021
Comments:	This indicator measures the amount of "to-be" maps elaborated to serve as a basis for BPR and future digitalization.			

### ► Number of services available online through the e-Gov Portal (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	22-Jan-2019	15-Oct-2020	14-May-2021	28-Nov-2024
Comments:	This indicator will measure the number of services that can be accessed online through the Government e-Portal by citizens and businesses.			



3. Digital Skills Development, Change Management and Institutional Strengthening

► Number of Citizen Satisfaction Surveys completed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	28-Jan-2019	15-Oct-2020	14-May-2021	29-Nov-2024
Comments:	This indicator will measure citizen satisfaction with reengineered and digitized services			

► Number of Government Officials trained in digital literacy (Number (Thousand), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	29-Jan-2019	15-Oct-2020	14-May-2021	28-Nov-2024
Comments:	This indicator measures the capacity building component of the project			

**Performance-Based Conditions**

**Data on Financial Performance**

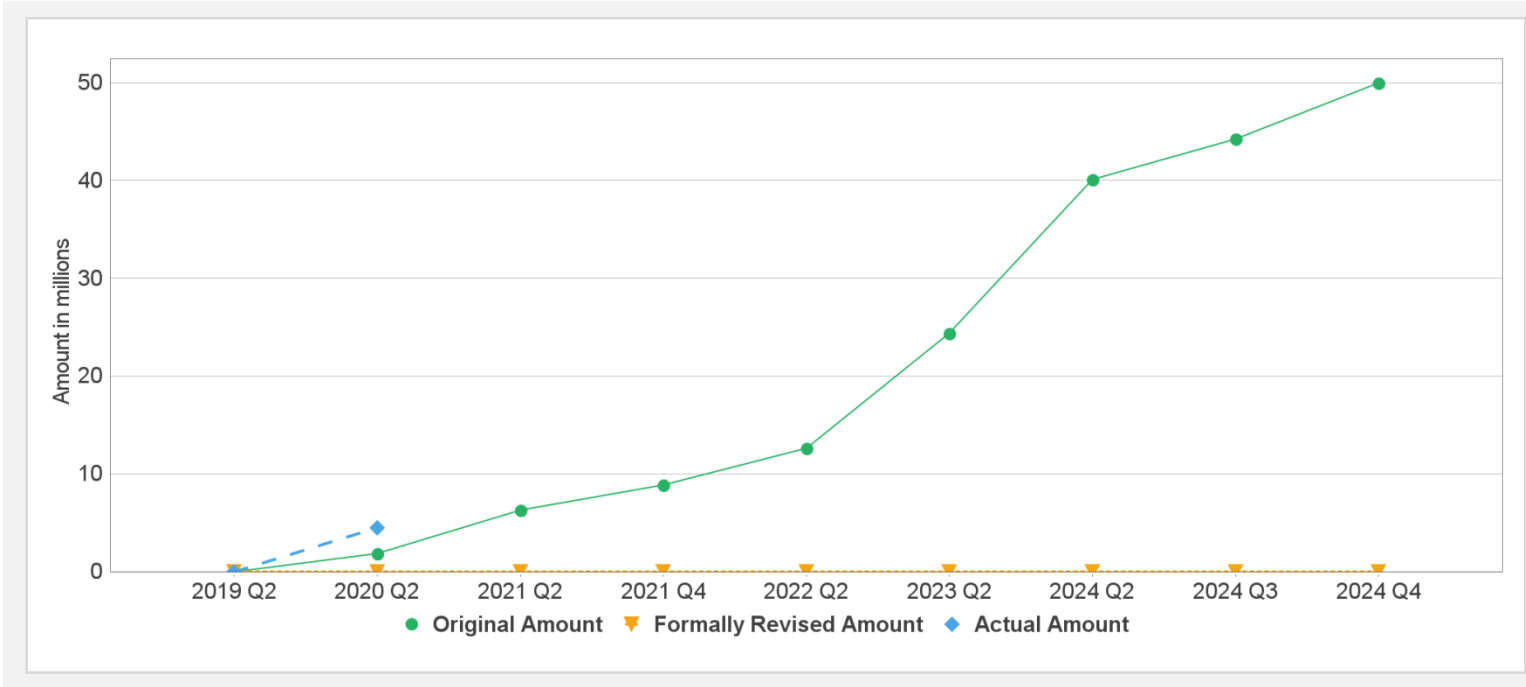
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P164824	IBRD-89470	Effective	USD	50.00	50.00	0.00	4.58	45.31	9.2%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P164824	IBRD-89470	Effective	24-Apr-2019	07-May-2019	25-Jun-2019	30-Jun-2024	30-Jun-2024

**Cumulative Disbursements**



**PBC Disbursement**

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

**Restructuring History**

There has been no restructuring to date.

**Related Project(s)**

There are no related projects.