



GH eTransform Ghana (P144140)

AFRICA | Ghana | Digital Development Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 10 | ARCHIVED on 19-Mar-2019 | ISR35889 |

Implementing Agencies: Ministry of Finance, Ministry of Communications

Key Dates

Key Project Dates

Bank Approval Date: 24-Oct-2013

Effectiveness Date: 19-Sep-2014

Planned Mid Term Review Date: --

Actual Mid-Term Review Date: 15-Oct-2014

Original Closing Date: --

Revised Closing Date: 31-Dec-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

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

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

No

Components

Name

Component One - Enabling Environment for Digital Ghana:(Cost \$18.72 M)

Component Two - Support for Digitization and Connectivity:(Cost \$11.58 M)

Component Three - Launch and scale up of priority digital services and applications:(Cost \$50.66 M)

Component Four - Project Management:(Cost \$7.50 M)

Contingency and provision for exchange rate losses:(Cost \$8.54 M)

Overall Ratings

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

Implementation Status and Key Decisions

The eTransform project aims to improve the delivery of government services using information and communication technology (ICT). The implementation of the project began in January 2015.

This ISR reflects the finding and recommendation of the Mid-Term Review mission of 26 Nov- 5 Dec, 2018.



Disbursement, as of March 11 2019 is at US\$38.83m (44%) with an increase of almost US\$8m since the mission of June 2018. Disbursement should increase further following decisions made during the mid-term review mission.

On the whole progress towards the achievement of project indicators has been slow. However, following project re-structuring in late 2017, project implementation has progressed at a faster much pace and a few additional targets and results are expected to be reached by the end of Q3 in FY19.

As part of the MTR mission, the team also visited a number of project sites and saw activities which have been satisfactorily completed or are progressing well, such as the tech hubs at the Accra Digital Center, the electronic court case management system (eJustice), and the weather station in Tema (eMeteo) .

The mission noted that, since the previous last mission of June 2018, several activities have been completed and are operational, while others are at the final stages implementation. Under Component 1 (Enabling environment), the following activities are progressing well:

-- The establishment of verification and authentication system, activity introduced only in early 2018, is well advanced and completion is expected for FY19. Remaining activities to be completed include a key management process and completion of risk assessments.

-- the contract for the Open Data Platform upgrade was awarded in June 2018 and in under implementation. Completion is also expected during 2019, though some policy documents regarding release of data are still required.

-- The assessment for the CERT (Cyber security), another of the new activities introduced in the restructuring, has been completed. The next step is the recruitment of consultants for establishing the CERT, and three new positions have been advertised.

-- The innovation ecosystem activities are progressing well. The site visit to the Accra Digital Center showed that the tech hubs have been successfully developed (Ghana Innovation Hub and Ghana TechLab, with over 1'000 people already receiving training (of which 49.8% female)). Progress in Kumasi has been slower due to the need to follow university procurement procedures.

However, a few activities are still dragging behind, and they were proposed to be dropped or deferred. The Cloud storage and back up facilities activity is one of these activities which is currently of lower priority, as commercial services are now widely available.

On Component 2 (Digitization and Connectivity), progress has improved markedly but this issue now is that competitive bids are proving to be higher than the available budget. .

-- On the digitization activities, three contracts are being awarded – JSG, RGD, BDR – while the contracts for MOJAGD and GIS are being deferred, and health record digitization cancelled. A new digitization request has been received for PRAAD.

-- The connectivity transaction, grouped in four lots, has funding issues as the overall value of the bids exceeded the available funds. Around US\$9m in funding was reallocated internally between components. Additional funds from the PFM program were discussed, and agreed by the TTL, but blocked by the PIU. However, the final total gap was still too high. It was agreed that the 2d lot for the Last mile connectivity will be postponed indefinitely, while Lot 1 (backbone) would be phased).. Following a reallocation of funds between components agreed with the Government, the other two lots (for security operations center and international connectivity) can go ahead,

Component 3 (Digital services and applications) now has a number of activities completed, such as the eJustice, eMeteo, eProcurement and the GARNET financing. Also the Digital services have made progress, with 6 government eServices now fully operational on the eService platform, although the usage rate has been disappointingly low thus far. Final completion of user acceptance testing for the eParliament network (including extension) has been completed and full launch is expected once user training is complete. However, a few other key activities did not move as fast as expected. The Digital schools, despite their importance, will be reduced in number and scope. Procurement for school ICT lab equipment (for 200 schools) and teacher's portal and content development activities were consolidated into one activity. However, the value of the bids far exceeded the allocated budget. It was agreed to move forward this activity with fewer schools (from 200 schools reduced to 54). Contract negotiations are to be completed by end of March 2019.

elmmigration is still not completed, this activity has had long delays and now an issue related to the relocation of the SBMS system and eGates from the old to the new terminal is still unresolved. The GIS has requested more funds for this relocation and has request to extend the elmmigration to other borders. The progress on Digital Post Offices has been slow and the business model is not very clear/convincing yet. This activity is being reduced in number from 50 to 25 post offices. Procurement is underway



Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

to improve the efficiency and coverage of government service delivery using ICT.

►Average days required to process a birth certificate (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15.00	7.00	7.00	5.00
Date	03-Jun-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	There is the need to intensify publicity on eservices in collaboration with the beneficiary institutions to ensure mass utilization of online services by citizens.			

►Average days required to process a company registration (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	4.00	2.00	2.00	1.00



Date	03-Jun-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	There is the need to intensify publicity on eservices in collaboration with the beneficiary institutions to ensure mass utilization of online services by citizens.			
►Number of teachers and students using education portals, including in rural areas, under the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5,000.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	This target has been revised downwards as the number of schools to receive assistance under the program has been reduced from 200 to 55.			
►Number of new e-Government applications providing service to the public, under the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	3.00	3.00	4.00	7.00
Date	01-Oct-2014	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	<ul style="list-style-type: none"> ○ One electronic application (eJustice) has been rolled out. Additional three (3) electronic applications (eProcurement, elmmgration and eParliament) are almost ready for roll-out by December 2018. This will bring the total number of e-applications to seven (7), outstripping the target of six (6) by the end of the year. ○ ○ elmmigration system operational acceptance achieved in December 2017 but full roll-out is yet to ○ eParliament system implementation started in November 2016. Deployment is expected in Decem ○ eJustice system contract awarded. Deployment started in July 2018. System is fully operational i ○ eProcurement end User Acceptance training conducted System deployment expected in Decem 			
►Number of new e-Services available to the public online, under the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	15.00	15.00	16.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	<p>Target has been exceeded. Seven (7) new e-services have been introduced, bringing the total number to fifteen (15), outstripping the year-ending target of fourteen (14). Additional eservices established are:</p> <ul style="list-style-type: none"> ○ Authentication of marriage certificate ○ Certified true copy of marriage ○ Marriage certificate search 			

- Authentication of birth certificate
- Authentication of death certificate
- Birth certificate search
- Authentication of Police Report

Overall Comments

Good progress on four out of five indicators. The educational indicator target has been reduced now that the number of schools to receive assistance under the program has been reduced from 200 to 55.

Intermediate Results Indicators by Components

Component One - Enabling Environment for Digital Ghana				
▶Number of datasets available on the Government Data website / portal (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	100.00	147.00	147.00	500.00
Date	01-Aug-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	Even though the first figures for the datasets on the open data portal indicator will be registered in the course of the year, the targeted number of 400 is not likely to be achieved until 2019. This is because open data platform development is not expected to be completed until early December 2018, following contract commencement in July 2018.			
▶Certification authorities operating in Ghana (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	Certification authorities operating in Ghana is likely to register first numbers in early 2019, given the fact that contract award for establishment of authentication and verification systems has been made and implementation has begun in August 2018.			
▶Tech Hubs in Ghana, supported by the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3.00	3.00	3.00

Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	The targeted three (3) tech-hubs under the project have been established and operational.			

Component 2 - Support for digitization and connectivity

►Number of pages of Government records digitized (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	17,500,000.00	18,500,000.00	18,500,000.00	40,000,000.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	The first numbers for the indicator Number of government records digitized are likely to be recorded in early 2019 given the fact that contract signature is likely to be done by mid December 2018.			

▲Number of birth and deaths records digitized (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	6,000,000.00	6,000,000.00	6,000,000.00	14,000,000.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020

▲Number of pages of digitized records in the Registrar General's Department (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	9,000,000.00	9,000,000.00	9,000,000.00	16,000,000.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020

►Number of records digitized in beneficiary institutions for e-Applications (Judicial Service, Ghana Immigration Service, Ministry of Justice and Attorney Generals Department) under the project (Amount(USD), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2,500,000.00	3,500,000.00	3,500,000.00	5,000,000.00
Date	03-Jun-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020

►Number of Government employees and citizens benefitting from Improved online access, under the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	100,000.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	The first numbers for the indicator Number of Government employees and citizens benefitting from improved online access under the project are likely to be recorded by January 2019, given that the various e-applications under the project will become operational as from October 2018, and enhanced connectivity will be available by January 2019.			

►Schools and universities benefitting from high-speed connectivity, under the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	10.00	50.00
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	This target has been revised to include universities (covered by GARNET) but to exclude health centers as that activity has been dropped from the program. The overall target has been revised downwards.			

Component Three - Launch and scale-up of priority digital services and applications

►Number of teachers completing training through computer/internet aided education, under the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	280.00	909.00	600.00
Date	01-Aug-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020

▲Of which, teachers completing training who are female (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	109.00	200.00
Date	01-Aug-2013	30-Jun-2018	30-Jun-2018	31-Dec-2020

►Number of people trained, under the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	416.00	1,853.00	1,000.00
Date	01-Aug-2013	30-Jun-2018	30-Jun-2018	31-Dec-2020

▲Of which, number of people trained, under the project, who are female (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	20.00	613.00	300.00
Date	01-Aug-2013	30-Jun-2018	30-Jun-2018	31-Dec-2020

►Teachers and students benefitting from improved online access to educational material, under the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	49,800.00	94,786.00	100,000.00
Date	01-May-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020

Comments: The achievement of the indicator -- Teachers and students benefitting from improved online access to educational materials under the project -- has been exceeded. So far, 94,786 teachers and students as against a targeted 80,000 teachers have benefitted from improved online access through the campus network infrastructure established under the project.



► Strategic plan for an integrated eHealth System, developed under the project (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	01-Jul-2013	30-Jun-2018	06-Dec-2018	31-Dec-2020
Comments:	Final document is expected December 2018.			

Overall Comments

Good progress on nine of the 11 intermediate indicators. However, the indicators on medical records digitized and on cloud storage have been dropped as this is no longer included in the program. Also, the target for the number of schools to be connected has been revised downwards.

Data on Financial Performance

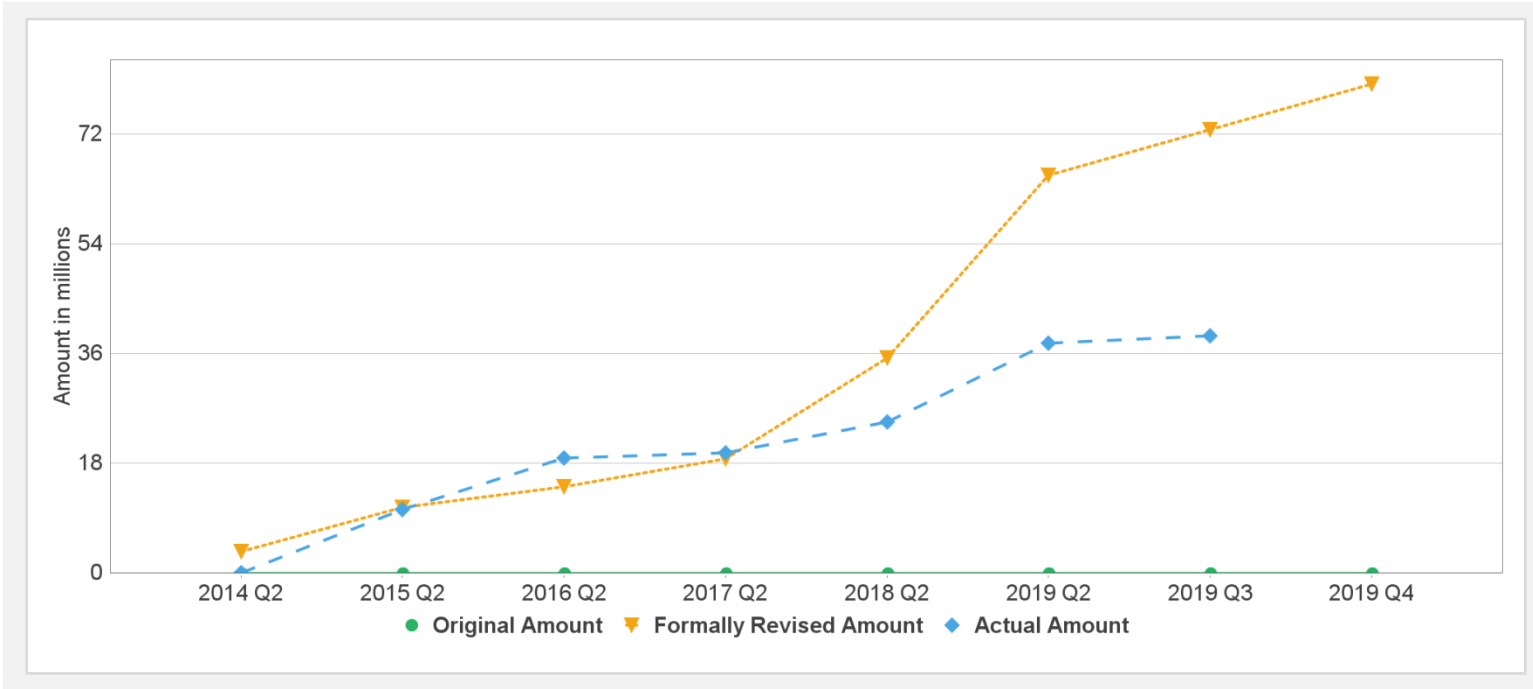
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P144140	IDA-53040	Effective	USD	97.00	97.00	0.00	38.83	51.42	43%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P144140	IDA-53040	Effective	22-Oct-2013	30-Jul-2014	19-Sep-2014	30-Jun-2019	31-Dec-2020

Cumulative Disbursements



Restructuring History

Level 2 Approved on 17-Jan-2018

Related Project(s)

There are no related projects.