

### Fourth Public Sector Modernization Project (P176803)

EUROPE AND CENTRAL ASIA | Armenia | Governance Global Practice | IBRD/IDA | Investment Project Financing | FY 2022 | Seq No: 4 | ARCHIVED on 22-Dec-2023 | ISR59302 |

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?

### **Components** Table

Name

No

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	Satisfactory	Satisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Satisfactory
Overall Risk Rating	Moderate	Moderate

#### Implementation Status and Key Decisions

The PSMP4 project is in its 2nd year of implementation (effective since November 2022). The project has faced a slight implementation delay with regard to changes in governance arrangements. However, the Government demonstrated high level commitment and a Roadmap is agreed to expedite the implementation in coming months.



### 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	Low
Environment and Social	Low	Low	Low
Stakeholders	Moderate	Moderate	Moderate
Other	Substantial		
Overall	Moderate	Moderate	Moderate

## Results

# PDO Indicators by Objectives / Outcomes

Comments:	The services have been ag	in central government and lo greed and established in the use baselines were formalized	Project Operational Manua	al, with the respective
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027
/alue	Baseline 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)	Actual (Previous) 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)	Actual (Current) Baselines of selected five services are the following: 1. Buy and Sale of Apartment-75 hours 2. Buy and Sale of a Car-27 hours 3. Registration of the Place of Residence-75 hours 4. Business Registration-2,5 hours 5. Receiving Age Pension -12 days	End Target 50% (the target considers 50% increase of time efficiency of public services related to their baseline status)
fficiency of Public Se ► Decrease in time to	obtain central government and local lev	el services (Text, Custom)		

► 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 fiv or six public services to be measured through a survey within the 1st yea of the project).	satisfaction (the current e state of citizen satisfaction by select five or six public services to	The survey is currently being finalized with a plan to be submitted for the Bank's record by due date (December 31, 2023).	20% (the target considers 20% increase of citizen satisfication related to their baseline status)			
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027			
Comments:	by surveys and embedo A M&E firm has been so started. The survey is b	Percentage increase in citizen satisfaction with selected services supported by the project, as measured by surveys and embedded feedback mechanisms, disaggregated by gender. A M&E firm has been selected and contracted by the client. The survey on citizen satisfaction has been started. The survey is being finalized currently with the plan to be submitted for the Bank's review by due date (December 31, 2023).					
□Female (Text, Cus	tom Breakdown)						
	Baseline	Actual (Previous)	Actual (Current)	End Target			
Value	N/A	N/A	N/A	20%			

Value	N/A	N/A	N/A	20%
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027

Access to Digital Public Services							
► Increase in use of digital pub	lic 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	05-Jun-2023	05-Dec-2023	30-Sep-2027			
Comments:	% increase in use of digita 25 %)	al public services, disaggrega	ated by gender, and channe	el (mobile, portal, target			
□Female (Text, Custom Brea	akdown)						
	Baseline	Actual (Previous)	Actual (Current)	End Target			
Value	2%	2%	2%	10%			
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027			



# Intermediate Results Indicators by Components

Number of Senior E	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	05-Jun-2023	05-Dec-2023	30-Sep-2027					
Comments:	Public servants in e	Public servants in executive or managerial positions that have attained full tenure.							
► HRMIS digital mod	ules relating to Senior Executive S	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	05-Jun-2023	05-Jun-2023	30-Sep-2027					
		IMIS for Senior Executive Serv	ice available in the HRMIS	system.					
Comments: Component 2: Digital \$ ► Percentage of tax p				·					
Component 2: Digital S	Service Delivery			·					
Component 2: Digital 3 ▶ Percentage of tax p	Service Delivery bayers (disaggregated by gender)	accessing tax service electron	ic systems via mobile (Perc	entage, Custom)					
Component 2: Digital 5 ► Percentage of tax p Value	Service Delivery payers (disaggregated by gender) Baseline	accessing tax service electron Actual (Previous)	ic systems via mobile (Perc Actual (Current)	entage, Custom) End Target					
Component 2: Digital 3 ► Percentage of tax p Value Date	Service Delivery payers (disaggregated by gender) Baseline 0.00 20-Sep-2021	accessing tax service electron Actual (Previous) 0.00	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023	entage, Custom) End Target 20.00					
Component 2: Digital 5 ► Percentage of tax p Value Date Comments:	Service Delivery payers (disaggregated by gender) Baseline 0.00 20-Sep-2021	accessing tax service electron Actual (Previous) 0.00 05-Jun-2023 essing tax service electronic sy	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023	entage, Custom) End Target 20.00					
Component 2: Digital 5 Percentage of tax p Value Date Comments:	Service Delivery payers (disaggregated by gender) Baseline 0.00 20-Sep-2021 % of tax payers acc	accessing tax service electron Actual (Previous) 0.00 05-Jun-2023 essing tax service electronic sy	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023	entage, Custom) End Target 20.00					
Component 2: Digital 5 Percentage of tax p Value Date Comments:	Service Delivery payers (disaggregated by gender) Baseline 0.00 20-Sep-2021 % of tax payers acc Percentage, Custom Breakdown)	accessing tax service electron Actual (Previous) 0.00 05-Jun-2023 essing tax service electronic sy	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023 ystems via mobile.	entage, Custom) End Target 20.00 30-Sep-2027					
Component 2: Digital 3 Percentage of tax p Value Date Comments: Of which female (	Service Delivery bayers (disaggregated by gender) Baseline 0.00 20-Sep-2021 % of tax payers acc Percentage, Custom Breakdown) Baseline	accessing tax service electron Actual (Previous) 0.00 05-Jun-2023 essing tax service electronic sy Actual (Previous)	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023 ystems via mobile. Actual (Current)	entage, Custom) End Target 20.00 30-Sep-2027 End Target					
Component 2: Digital 3 ► Percentage of tax p Value Date Comments: Of which female ( Value Date Date Date	Service Delivery Dayers (disaggregated by gender) Baseline 0.00 20-Sep-2021 % of tax payers acc Percentage, Custom Breakdown) Baseline 0.00	accessing tax service electron Actual (Previous) 0.00 05-Jun-2023 essing tax service electronic sy Actual (Previous) 0.00 05-Jun-2023	ic systems via mobile (Perc Actual (Current) 0.00 05-Dec-2023 ystems via mobile. Actual (Current) 0.00 05-Dec-2023	entage, Custom) End Target 20.00 30-Sep-2027 End Target 20.00 30-Sep-2027					



Value	20.00	20.00	20.00	50.00
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027
Comments:		vailability of digital public servic ortal, 20% through mobile)	es at the central governmer	nt – disaggregated by
□Mobile (Percentag	e, Custom Breakdown)			
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027
□Portal (Percentage	e, Custom Breakdown)			
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	20.00	20.00	50.00
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027
/alue	Baseline 0.00	Actual (Previous) 0.00	Actual (Current) 0.00	End Target 20.00
Percentage of public	c services available digitally at th	e local level, disaggregated by	channel – mobile, portal (Pe	ercentage, Custom)
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027
Comments:	-	vailability of digital public servic		
Johnnon				
□Mobile (Percentag	e, Custom Breakdown)			
□Mobile (Percentag	e, Custom Breakdown) Baseline	Actual (Previous)	Actual (Current)	End Target
□ <b>Mobile (Percentag</b> Value		Actual (Previous) 0.00	Actual (Current) 0.00	End Target 10.00
	Baseline			
Value Date	Baseline 0.00	0.00	0.00	10.00
Value Date	Baseline 0.00 20-Sep-2021	0.00	0.00	10.00
Value Date	Baseline 0.00 20-Sep-2021 e, Custom Breakdown)	0.00 05-Jun-2023	0.00 05-Dec-2023	10.00 30-Sep-2027
Value Date	Baseline 0.00 20-Sep-2021 e, Custom Breakdown) Baseline	0.00 05-Jun-2023 Actual (Previous)	0.00 05-Dec-2023 Actual (Current)	10.00 30-Sep-2027 End Target
Value Date Portal (Percentage Value Date	Baseline 0.00 20-Sep-2021 e, Custom Breakdown) Baseline 0.00	0.00 05-Jun-2023 Actual (Previous) 0.00 05-Jun-2023	0.00 05-Dec-2023 Actual (Current) 0.00	10.00 30-Sep-2027 End Target 20.00
Value Date Portal (Percentage Value Date	Baseline 0.00 20-Sep-2021 e, Custom Breakdown) Baseline 0.00 20-Sep-2021	0.00 05-Jun-2023 Actual (Previous) 0.00 05-Jun-2023	0.00 05-Dec-2023 Actual (Current) 0.00	10.00 30-Sep-2027 End Target 20.00

Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027				
Comments:	Percentage increase	Percentage increase in enrollment of digital ID						
► Number of service del	livery systems interoperable witl	h digital ID (Number, Custom)						
				E d Tanad				
Value	Baseline 0.00	Actual (Previous) 0.00	Actual (Current) 0.00	End Target 5.00				
Date	20-Sep-2021	20-Sep-2021         05-Jun-2023         05-Dec-2023         30-Sec						
Comments:		Number of service delivery systems interoperable with digital ID						
Number of calls effect	tively handled through GBV hotli	ine per the protocol (Number, 0	Custom)					
	Baseline	Actual (Previous)	Actual (Current)	End Target				
Value	0.00	0.00	0.00	550.00				
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027				
Comments:	Number of calls effect referrals.	ctively handled through the GB	V hotline annually by provid	ding information or making				
Component 3: Data Man	agement and Digital Infrastructu	ıre						
	agement and Digital Infrastructuness assessment and roadmap of							
			Actual (Current)	End Target				
► Study on cloud readin	less assessment and roadmap o	developed (Text, Custom)	Actual (Current) N/A	Study on cloud				
Study on cloud readin Value	ness assessment and roadmap o Baseline	developed (Text, Custom) Actual (Previous)		Study on cloud readiness assessmen and roadmap				
	ness assessment and roadmap o Baseline N/A	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023	N/A	Study on cloud readiness assessmen and roadmap developed.				
Study on cloud readin Value Date Comments:	ness assessment and roadmap of Baseline N/A 20-Sep-2021 Disaster recovery ce	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 enter	N/A 05-Dec-2023	Study on cloud readiness assessmen and roadmap developed.				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> </ul>	Baseline N/A 20-Sep-2021	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 enter	N/A 05-Dec-2023	Study on cloud readiness assessmen and roadmap developed.				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> <li>Findings of the cybers</li> </ul>	Baseline N/A 20-Sep-2021 Disaster recovery ce security assessment addressed Baseline	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 Inter and implemented (Percentage Actual (Previous)	N/A 05-Dec-2023 , Custom) Actual (Current)	Study on cloud readiness assessmen and roadmap developed. 30-Sep-2027 End Target				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> <li>Findings of the cybers</li> </ul>	Baseline N/A 20-Sep-2021 Disaster recovery ce	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 Inter and implemented (Percentage	N/A 05-Dec-2023 , Custom)	Study on cloud readiness assessmen and roadmap developed. 30-Sep-2027				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> </ul>	Baseline N/A 20-Sep-2021 Disaster recovery ce security assessment addressed Baseline	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 Inter and implemented (Percentage Actual (Previous)	N/A 05-Dec-2023 , Custom) Actual (Current)	Study on cloud readiness assessmen and roadmap developed. 30-Sep-2027 End Target				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> <li>Findings of the cybers</li> <li>Value</li> <li>Date</li> </ul>	eess assessment and roadmap of Baseline N/A 20-Sep-2021 Disaster recovery ce security assessment addressed Baseline 0.00 20-Sep-2021	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 Inter and implemented (Percentage Actual (Previous) 0.00	N/A 05-Dec-2023 Custom) Actual (Current) 0.00 05-Dec-2023	Study on cloud readiness assessmen and roadmap developed. 30-Sep-2027 End Target 80.00				
<ul> <li>Study on cloud readin</li> <li>Value</li> <li>Date</li> <li>Comments:</li> <li>Findings of the cybers</li> <li>Value</li> <li>Date</li> <li>Comments:</li> </ul>	eess assessment and roadmap of Baseline N/A 20-Sep-2021 Disaster recovery ce security assessment addressed Baseline 0.00 20-Sep-2021	developed (Text, Custom) Actual (Previous) N/A 05-Jun-2023 Inter and implemented (Percentage Actual (Previous) 0.00 05-Jun-2023	N/A 05-Dec-2023 Custom) Actual (Current) 0.00 05-Dec-2023	Study on cloud readiness assessmen and roadmap developed. 30-Sep-2027 End Target 80.00				



Value	0.00	0.00	0.00	3 AI Proof-of-concepts piloted in Government System/s		
Date	20-Sep-2021	05-Jun-2023	05-Dec-2023	30-Sep-2027		
Comments:	Number of AI PoC completed in use cases					

## **Overall Comments**

The project is in its' first year of implementation (since effectiveness in November 2022). The results will be started to be observed in several months.

## **Performance-Based Conditions**

## Data on Financial Performance

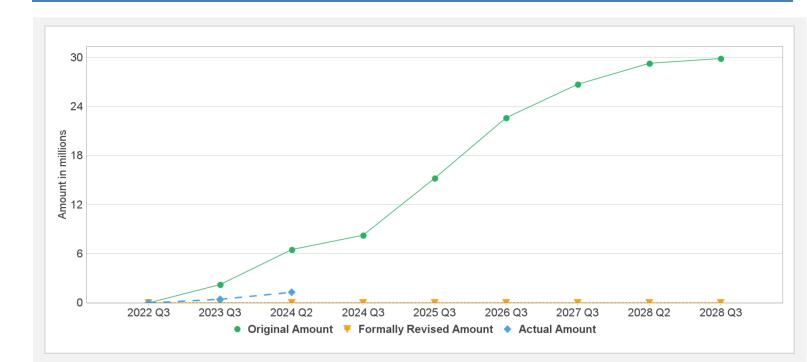
### **Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P176803	IBRD-93380	Effective	USD	29.90	29.90	0.00	1.37	28.47	4.6%

### 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**



## **Restructuring History**

There has been no restructuring to date.

# Related Project(s)

There are no related projects.