INTEGRATED SAFEGUARDS DATA SHEET
CONCEPT STAGE

Report No.: ISDSC15422

Date ISDS Prepared/Updated: 28-Oct-2015

Date ISDS Approved/Disclosed: 02-Nov-2015

I. BASIC INFORMATION

A. Basic Project Data

Country:	Moldova	Project ID:	P148537
Project Name:	Modernization of Government Services in the Republic of Moldova (P148537)		
Task Team Leader(s):	Maya V. Gusarova,Sandra Sargent		
Estimated Appraisal Date:	16-May-2016	**Estimated Board Date:**	30-Sep-2016
Managing Unit:	GGO15	**Lending Instrument:**	Investment Project Financing
Sector(s):	Central government administration (50%), General public administration sector (25%), General information and communications sector (25%)		
Theme(s):	Administrative and civil service reform (50%), e-Government (30%), Participation and civic engagement (20%)		
Financing (In USD Million)			
Total Project Cost:	20.00	Total Bank Financing:	20.00
Financing Gap:	0.00		

Financing Source	Amount
BORROWER/RECIPIENT	0.00
International Development Association (IDA)	20.00
Total	20.00

Environmental Category:	C - Not Required
Is this a Repeater project?	No

B. Project Objectives

The proposed project development objective is to improve the access to, efficiency of delivery, and quality of selected government administrative services.

C. Project Description

The project will support the Government of Moldova administrative services modernization reform

in 2016-2021 through US$ 20 million IDA operation. The Government has expressed interest in using an Investment Project Financing instrument while also agreeing to explore the possibility of using result-based financing (RBF) for a component of the operation, covering business process reengineering of selected administrative services. The use of RBF will be confirmed during project preparation. The project will build on results of the World Bank-administered Central Public Administration Reform Multi-Donor Trust Fund (completed in 2014), the ongoing Government e-Transformation Project (ending in December 2016) and lessons from the implementation of the Government Public Services Modernization Program 2014-2016. The project aims to achieve improvements in access, efficiency and quality of delivery of selected administrative services through five components:

Component I - Public service modernization
a) Business process re-engineering
b) Reform management and coordination
c) Expanding access points for central government services

Component II - E-Government
a) Digitization of revised services
b) Strengthening e-services infrastructure
c) Standardization of IT Management
d) Cyber security and privacy

Component III - Aligning HR to new service delivery models
a) Staffing review
b) Capacity building/training - for process re-designing and innovation
c) Strategic staff planning and job descriptions for new service delivery

Component IV - Citizen/CSO Engagement
a) Cooperation for improved services delivery
b) Citizen outreach for modernized services

Component V - Project Management - PIU staffing, monitoring & evaluation

The project will focus on reengineering and digitization of central level government administrative services, comprising over 70 percent of total government services. The Project will aim to better align service delivery with citizen needs, making them faster and better quality.

Service modernization will be accomplished in three inter-related phases. Phase I will encompass in-depth process re-engineering of selected public services by the line ministries and agencies responsible for the selected services and under the supervision of the State Chancellery and the Government Public Administration Reform Commission. Phase II will consist of digitization, automation and delivery of online service platforms for as many of the re-engineered services as possible. Phase III will address change management, encompassing alignment of organizational structure and human resources to automated services delivery within line ministries and agencies followed by training.

The project will finance a horizontal review of services, process re-engineering activities, service digitization and automation, change management and capacity development, including IT training. During project preparation, supported by a project preparation grant, the approach to rationalization

and reengineering of services will be developed to guide the selection of services that will be modernized under the project. It is anticipated that a number of services will be eliminated due to duplication and redundancy, merger with other services and introduction of shared service delivery platform enabling data re-use. During project preparation selection criteria will be developed and applied to the remaining services to identify those that will be modernized under the project. Ministries responsible for the selected services will agree to commit human and financial resources to re-engineering, optimization, digitization and automation of their internal processes and services as well as ensure integration with the existing e-services delivery infrastructure. This commitment will require strong and clear leadership from the State Chancellery and the Public Administration Reform Commission.

The project will also support the alignment of civil service staff with the new modality of services delivery. Staffing reviews are planned for the selected services as part of the reengineering process. Staffing plans for services after modernization will be prepared, competencies identified and job descriptions developed. Strategies will be identified for re-staffing the modernized services and staff training plans will be developed. It is expected that modernized services will allow to the Government to consolidate the number of staff and promote changes in civil service skills in areas such use of IT technology, data analysis and customer service. This may necessitate the development of human resources policy and guidelines for early retirement, retrenchment, transfer, re-training and recruitment.

Under the project, the Government will establish a mechanism for the reform implementation. Achieving the objectives of this reform program will require strong and ongoing political will, management and coordination. The Council on Public Administration Reform, led by the Prime-Minister and comprised of five ministers and two parliamentarians, defines the reform agenda and oversees its implementation. This Council is well placed to provide oversight and leadership for the reform process. However, implementation of the Government Public Services Reform Program 2014-2016 demonstrates that there is a need for a dedicated Public Services Unit to ensure day-to-day reform management and coordination. This Unit should be placed in the State Chancellery and should be staffed with appropriately qualified civil servants. The Unit can benefit from technical assistance supported by the project preparation grant and during project implementation. The reform implementation mechanism will provide guidance to line ministries and agencies as well as focal points for the reform implementation from each line ministry and agency.

The project will enhance customers access to e-services at the local level. The project will fund equipment for access points to government e-services in rayon-level municipalities and training of rayon administration staff in facilitating use of the e-services portal. This access can be located in municipal government premises, some of which were reformed under the USAID Local Self-Government Support Project and which operate as one-stop shops for municipal government services. One-stop-shop facilities may also be established in local post offices and libraries. The approach used to expand local access will be elaborated during project preparation.

The project will support dialogue of between the Government and civil society on the modernization of government services. A process for mainstreaming citizen engagement in services reengineering may be based on the design thinking approach, piloted by MiLab, a unit established in the Government and operated with support of UNDP to promote innovations in public administration and citizen-centered approaches. The project will fund relevant training and capacity building for line ministries and agencies on government-citizen cooperation techniques. These techniques will include citizen consultations, engagement in the process of re-engineering and service quality

monitoring, use of feedback on perceptions of service quality. Finally, under the project, a customer support service will be established and operated through a centrally located call-center.

Project design and implementation will be closely coordinated with other development partners. Specifically, the project will coordinate with EU technical assistance for central public administration reform which includes policy advice on public services, development of public administration framework legislation and the modernization of four government services. The project will also coordinate with USAID, supporting Local Self-Governance Support Project, which has established one-stop shop model for municipal services in three (out of 32) rayons and developed a methodology for roll-out this model. The USAID project ends in February 2016, its further plans have not been finalized yet and will be confirmed during the project preparation.

D. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

The project will be implemented country wide while the new IT equipment will be installed in the existing government offices.

E. Borrowers Institutional Capacity for Safeguard Policies

The country has in place well designed and functioning EA system. As the project doesn't trigger any safeguards policies the institutional capacity of the main implementing Agency which is E-Government under the State Chancellery has not been assessed, although this body has overall understanding on the WB requirements as currently is implementing another WB project which is specified as Category C.

F. Environmental and Social Safeguards Specialists on the Team

Arcadii Capcelea (GENDR)

Sophia V. Georgieva (GSURR)

II. SAFEGUARD POLICIES THAT MIGHT APPLY

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	This policy is not triggered. Based on the discussion with the client it was decided no any civil works would be supported under the project. All new equipment to be purchased will be installed within the existing government offices at the national and local levels. Thus the project will not generate any direct and indirect environmental and social impacts. There is possibility of social risk from project activities - specifically consolidation of services under Component I and staffing review under Component III ? that in addition to staff redeployment may lead to staff redundancies and retrenchment. The scale of such retrenchment cannot be estimated at this stage. It is dependent on the outcome of the business process re-engineering of selected services, decisions on services to be consolidated and outcomes of staffing reviews. In the

		event that retrenchment is pursued the Project team will: (i) document the process of staffing review and justification for retrenchment; (ii) ensure that client has prepared a social mitigation plan acceptable to the World Bank, and monitor its implementation; (iii) ensure that sufficient budget is available to implement any consultation, compensation, and outreach activities detailed in the social mitigation plan.
Natural Habitats OP/BP 4.04	No	
Forests OP/BP 4.36	No	
Pest Management OP 4.09	No	
Physical Cultural Resources OP/BP 4.11	No	
Indigenous Peoples OP/BP 4.10	No	
Involuntary Resettlement OP/BP 4.12	No	
Safety of Dams OP/BP 4.37	No	
Projects on International Waterways OP/BP 7.50	No	
Projects in Disputed Areas OP/BP 7.60	No	

III. SAFEGUARD PREPARATION PLAN

A. Tentative target date for preparing the PAD Stage ISDS: 31-May-2016

B. Time frame for launching and completing the safeguard-related studies that may be needed. The specific studies and their timing[1] should be specified in the PAD-stage ISDS:

Safeguard-related studies, if needed, will be undertaken between January - May 2016.

IV. APPROVALS

Task Team Leader(s):	Name: Maya V. Gusarova,Sandra Sargent	
Approved By:		
Safeguards Advisor:	Name: Brandon Enrique Carter (SA)	Date: 28-Oct-2015
Practice Manager/ Manager:	Name: Adrian Fozzard (PMGR)	Date: 02-Nov-2015

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[1] Reminder: The Bank's Disclosure Policy requires that safeguard-related documents be disclosed before appraisal (i) at the InfoShop and (ii) in country, at publicly accessible locations and in a form and language that are accessible to potentially affected persons.