



Modernization and Innovation for Better Public Services in Argentina (P157136)

LATIN AMERICA AND CARIBBEAN | Argentina | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2017 | Seq No: 5 | ARCHIVED on 28-Aug-2019 | ISR38252 |

Implementing Agencies: Secretariat of Modernization, Chief of Cabinet, Republic of Argentina

Key Dates

Key Project Dates

Bank Approval Date: 21-Feb-2017

Effectiveness Date: 18-Oct-2017

Planned Mid Term Review Date: 10-Jun-2019

Actual Mid-Term Review Date: 15-Jul-2019

Original Closing Date: 30-Jun-2021

Revised Closing Date: 30-Jun-2021

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To improve the quality and accessibility of selected government administrative services and enhance transparency in the public administration.

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

No

Components

Name

Component 1. Improvements in Service Delivery to Citizens, Businesses and Government:(Cost \$17.90 M)

Component 2. Strengthening of Cross-Cutting Public Sector Management Systems and Platforms:(Cost \$20.90 M)

Component 3. Enabling Technology and Reform Management (Includes Project Implementation Unit):(Cost \$49.90 M)

Overall Ratings

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

Implementation Status and Key Decisions

The mid-term review concluded that the Project Development Objective (PDO) is relevant and that progress is being made in the three project components and their outcome indicators, intermediate and disbursement-linked outcome indicators (DLIs). Disbursements to date amount to US\$ 39 million, representing 49% of the loan.

The final targets of the project objective indicators have already been achieved: (a) number of users registered in the Citizen's Digital Profile (through the portal Mi Argentina); (b) score obtained by Argentina in the Open Data Barometer Index; and (c) number of deals with flows collected, modeled and incorporated into the GDE (DLI) platform. The majority of the targets of the intermediate indicators show progress that surpasses



initial expectations and, in many cases, surpass the final target in indicators of the three components of the project. DLI results have been verified. It is expected that all DLI targets will have been met by the end of 2019

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

To improve the quality and accessibility of selected government administrative services and enhance				
▶ Number of users registered on the argentina.gob.ar portal with a Citizen Digital Profile (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	500.00	1,600,000.00	1,600,000.00	1,500,000.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	The current number of users registered at present exceeds the overall expected target for the project.			
▶ Improved performance in the Open Data Barometer Index (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	23.78	47.00	47.00	46.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020



Comments:	The results of the latest measurement of the Index are above the expected for the project by its end date.			
▶ Cumulative number of government internal administrative processes mapped and modelled with eDMS across national line ministries and other entities of the national public administration (DLI) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	460.00	460.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020

Intermediate Results Indicators by Components

Component 1. Improvements in Service Delivery to Citizens, Businesses and Government				
▶ 1.1.1: Number of key citizen centric processes designed and available online (DLI) (Number, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	11.00	22.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
▶ 1.1.2: Percentage of transactions related to SMEs carried out through electronic means (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	25.00	90.00	90.00
Date	01-Aug-2016	28-Sep-2018	19-Jul-2019	30-Dec-2019
Comments:	End target has been reached by MTR mission.			
▶ 1.1.3: Number of regional government offices within the Province of Buenos Aires with an operating electronic Civil Registry (DLI) (Number, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	137.00	137.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	As stated by PIU in DLI verification report, final target has been reached by MTR mission.			
▶ 1.1.4. Improved user satisfaction with government services for a predetermined set of services (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	To be determined	0.00	58.50	68.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	PIU has worked with the DLI verification firm in the design and implementation procedures of the user satisfaction surveys for both the Mi Argentina Portal and the Remote Access Platform. Current indicator reflects Mi Argentina Portal.			



►1.2.1: Number of framework agreements processed through the e-procurement portal (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	23.00	15.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	The number of framework agreements processed through the e-procurement portal reported at MTR mission exceeds the expected end target of the overall project.			
►1.2.2: Percentage of public employees that have their asset declarations captured electronically, processed and analyzed (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	70.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
►1.2.3: Number of pilot Province governments with back-office processes supported by eDMS (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	11.00	7.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	The number of pilot Province governments with back-office processes supported by eDMS reported at MTR mission exceeds the expected end target.			
►1.2.4: Number of pilot municipalities with improved digital public services (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	190.00	1,053.00	1,046.00	700.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	The number of municipalities with improved digital services (digital solutions) reported at MTR mission exceeds the end target of the overall project.			

Component 2. Strengthening of Cross-Cutting Public Sector Management Systems and Platforms

►2.1.1: Number of Results-Based Management Dashboards implemented at the ministry level (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	10.00	28.00	10.00
Date	01-Aug-2016	28-Sep-2018	19-Jul-2019	31-Dec-2020
Comments:	The target reported at MTR mission exceeds the expected end target.			



►2.2.1: Percentage of purchasing units within the national public administration operating with the new electronic procurement system (DLI) (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	11.00	42.00	95.00	95.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	As presented by PIU in the DLI verification report, the end target has been reached by MTR mission.			
►2.3.1: Percentage of ministerial units (reparticiones) using the management system for HR Management SARHA or equivalent validated system (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	36.50	79.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
►2.4.1: Number of datasets in open formats published in the national open data portal in a timely manner (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	200.00	842.00	922.00	800.00
Date	01-Aug-2016	21-Mar-2019	19-Jul-2019	31-Dec-2020
Comments:	The target reported at MTR mission exceeds the expected end target.			
►2.4.2: Ratio of innovation projects implemented of total project proposed (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Aug-2016	12-Jan-2018	12-Jan-2018	31-Dec-2020

Component 3. Enabling Technology and Reform Management (Includes Project Implementation Unit)				
►3.3.1: Increased government IT processing and data storage capacity (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1 rack installed	1.00	3.00	3 racks installed
Date	01-Aug-2016	12-Jan-2018	19-Jul-2019	31-Dec-2020
Comments:	The end target has been achieved by MTR mission.			

Disbursement Linked Indicators

►DLI 1 1.1.1: Number of key citizen centric processes designed and available online (DLI) (Number, Output, 5.00, 20.00%)				
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	Baseline	Actual (Previous)	Actual (Current)	June 2021
Value	0.00	0.00	11.00	22.00
Date	--	21-Mar-2019	19-Jul-2019	--
►DLI 2 1.1.3: Number of regional government offices within the Province of Buenos Aires with an operating electronic Civil Registry (DLI) (Number, Output, 3.00, 16.67%)				
	Baseline	Actual (Previous)	Actual (Current)	June 2021
Value	0.00	0.00	137.00	137.00
Date	--	21-Mar-2019	19-Jul-2019	--
►DLI 3 2.2.1: Percentage of purchasing units within the national public administration operating with the new electronic procurement system (DLI) (Percentage, Output, 3.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	June 2021
Value	11.00	11.00	95.00	95.00
Date	--	21-Mar-2019	19-Jul-2019	--
►DLI 4 1.1.1: Number of key citizen centric processes designed and available online (DLI) (Number, Output, 8.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	June 2021
Value	0.00	0.00	11.00	8.00
Date	--	21-Mar-2019	19-Jul-2019	--

Data on Financial Performance

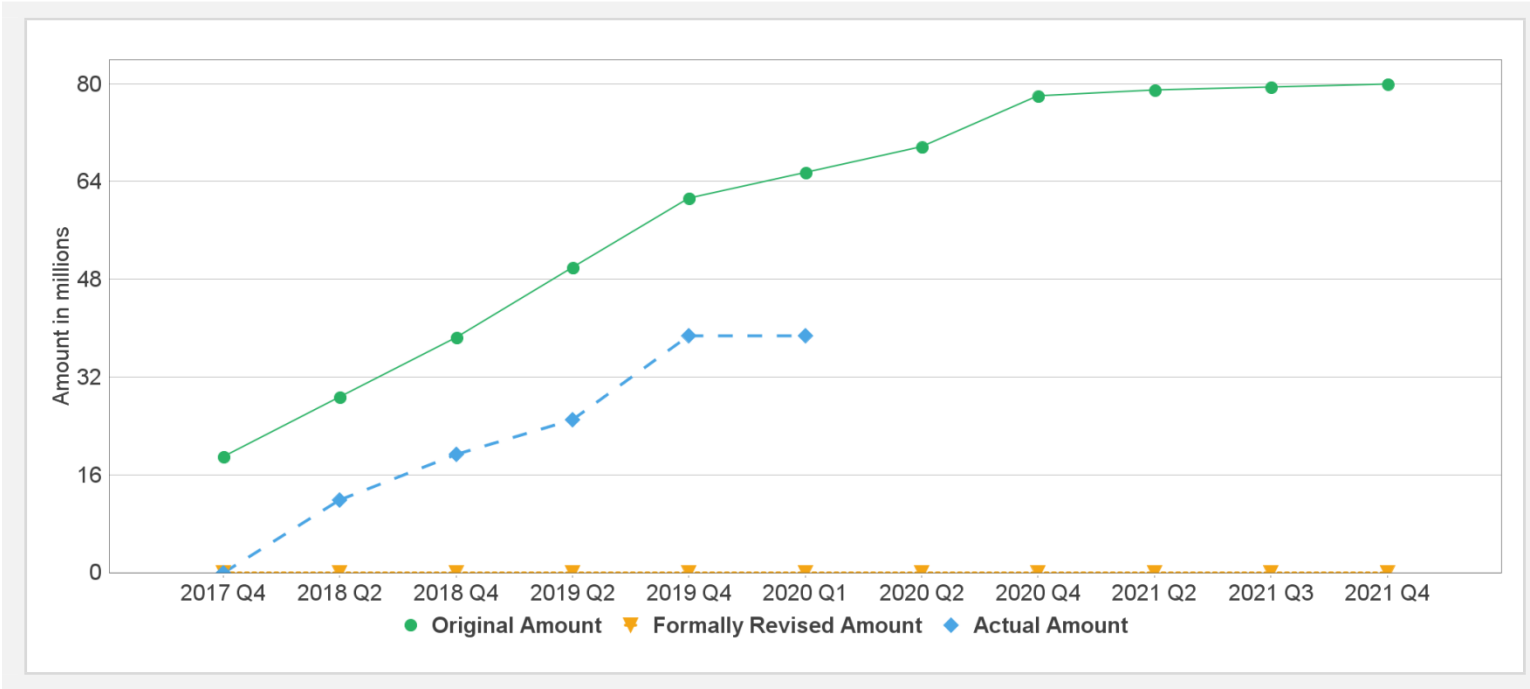
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P157136	IBRD-87100	Effective	USD	80.00	80.00	0.00	39.00	41.00	49%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P157136	IBRD-87100	Effective	21-Feb-2017	17-Aug-2017	18-Oct-2017	30-Jun-2021	30-Jun-2021

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.