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The World Bank

RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING  
OF  
SECOND STATE MODERNIZATION PROJECT  
LOAN  
DECEMBER 28, 2007

TO THE

ARGENTINE REPUBLIC

JANUARY 31, 2011



## ABBREVIATIONS AND ACRONYMS

AGN	Auditor General’s Office ( <i>Auditoria General de la Nacion</i> )
ANDI	National Investment Development Agency ( <i>Agencia Nacional de Desarrollo de Inversiones</i> )
APN	National Public Administration ( <i>Administración Publica Nacional</i> )
CCO	Chief of Cabinet Office ( <i>Jefatura de Gabinete de Ministros</i> )
CCP	Citizens Charter Program
DINAPPFE	National Directorate of Externally Funded Projects ( <i>Dirección Nacional de Proyectos con Financiamiento Externo</i> )
FOI	Freedom of Information
G2C	Government to Citizens
IBRD	International Bank for Reconstruction and Development
ICT	Information and Communication Technology
IFI	International Financial Institutions
INAP	National Institute of Public Administration ( <i>Instituto Nacional de Administración Pública</i> )
IPA	Investment Promotion Agency
ISO	International Organization for Standardization
JGM	Chief of Cabinet Office ( <i>Jefatura de Gabinete de Ministros</i> )
LUPI	Unique File ( <i>Legajo Único de Personal Informatizado</i> )
MECON	Ministry of Economy and Public Finance ( <i>Ministerio de Economía y Finanzas Públicas</i> )
ONC	National Procurement Office ( <i>Oficina Nacional de Contrataciones</i> )
ONEP	National Public Employment Office ( <i>Oficina Nacional de Empleo Público</i> )
ONIG	National Management Innovation Office ( <i>Oficina Nacional de Innovación en la Gestión</i> )
ONP	Nacional Budget Office ( <i>Oficina Nacional de Presupuesto</i> )
ONTI	National Information Technology Office ( <i>Oficina Nacional de Tecnología de la Información</i> )
PDO	Project Development Objective
PROCAE	Training Program for Public Officials ( <i>Programa de Capacitación de Empleados Públicos</i> )
RBM	Results-based Management
SCREI	<i>Secretariat for Trade and International Economic Relations (Secretaría de Comercio y Relaciones Económicas Internacionales)</i>
SECOP	E-Procurement System ( <i>Sistema Electrónico de Contrataciones Públicas</i> )
SGP	Public Management Secretariat ( <i>Secretaria de Gestión Pública</i> )
SIG	Government Indicators System ( <i>Sistema de Indicadores de Gobierno</i> )
SISEG	Management Monitoring and Evaluation System ( <i>Sistema Integral de Seguimiento y Evaluación de la Gestión</i> )
SINFO	Centralized Personnel Registry ( <i>Sistema de Información de Personal</i> )
SMP	State Modernization Project
SRIFD	Undersecretariat for Institutional Reform and Democracy Strengthening ( <i>Subsecretaría para la Reforma Institucional y Fortalecimiento de la Democracia</i> )

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**ARGENTINA**  
**SECOND STATE MODERNIZATION**

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## **SECOND STATE MODERNIZATION**

### **RESTRUCTURING PAPER**

## **SUMMARY**

The proposed changes aim at consolidating project achievements and ensuring project sustainability after closing. The proposed modifications include: (i) changes to the results framework and indicators to closer align the contribution of project activities to the achievement of the project development objective (PDO); (ii) change to the project scope and activities to reflect changes in Government priorities; (iii) changes in institutional arrangements following project related changes in Government set-up during project implementation and to revise the schedule for hiring individual consultants; (iv) changes in component-specific project costs as a result of changes in project scope; (v) change in disbursement arrangements to introduce the same disbursement percentage for all expenditure categories instead of a current graduated schedule and to allow the financing of new activities; (vi) changes to the procurement plan to reflect changes in project scope and activities; (vii) extension of the project closing date by 18 months to June 30, 2013 to complete critical project activities and facilitate satisfactory outcome at exit; and (viii) revisions to the project implementation plan/schedule as a result of changes in project scope and activities.

## **PROJECT STATUS**

The project has been performing satisfactorily. To date, the following outcomes have been achieved: the introduction of a results based management culture within the Chief of Cabinet Office (CCO) and in other ministries, and the development and consolidation of modern public sector management instruments (e.g., strengthening of the e-procurement system, expansion of the civilian personnel registry, and development of a unique file for each public servant). These outcomes have facilitated advances in human resource management, performance monitoring, accountability and e-government. Moreover, the investment promotion agency has been strengthened fostering domestic investment through the implementation of an innovation strategy supported by the project. In terms of implementation progress, the project has disbursed about 46% of the IBRD loan, with project components and sub-components advancing at varying speeds.

In component 1 (Institutional Strengthening of the CCO), the consolidation of the existing M&E system, the implementation of control panels in different ministries, the development of new modules to track the achievements of the Government's main goals as well as the continuous promotion of the use of strategic planning methodologies in several public agencies have supported the introduction of a results based management culture within the CCO and in other ministries. Progress has been however slow in subcomponent 1.1 (Organizational Strengthening of the CCO).

In component 2 (Strengthening Key Public Sector Management Instruments), significant progress has been made in the development and consolidation of modern public sector management instruments such as e-government (with the expansion of the single window portal, new transactional services, and the strengthening of the e-procurement system); functionalities have been increased and these instruments are gradually being adopted throughout the National Public Administration. The expansion of the civilian personnel registry (SINFO), with more than 50% of civilian central Government personnel incorporated, and the gradual development of a unique file for each public servant (LUPI) will contribute to more effective human resources management. No progress has been made under the Access to Information subcomponent.

## PROPOSED CHANGES

**Results/indicators:** The restructuring proposes changes to the project's results framework and indicators. These changes aim to closer align the contribution of project activities to the achievement of the project development objective. See Annex 1 for details.

**Components:** The following changes to project scope and components are being proposed:

- In component 1, Institutional Strengthening of the CCO, there are five main changes: (i) introduction of new activities to strengthen CCO's capacity to evaluate public policies, within the framework of the existing collaboration with DINAPFFE. New activities include the development of a conceptual framework for public policy evaluation, including the institutional and organizational design, training and capacity building, implementation of a pilot; (ii) down-sizing of the CCO's institutional strategy and change management activities, and reorientation towards systematizing of lessons learnt (iii) a new integrated approach between SISEG (the M&E System) and Results-based Management, to be tested in a broad results-based management pilot; (iv) the introduction of new activities under subcomponent 1.3 (Institutional Strengthening of Investment Promotion) in light of the fast completion of project objectives which allows scaling up some public sector management tools; and (v) replace the beneficiary agency under subcomponent 1.3 given that the National Investment Development Agency (ANDI) was dismantled by Decree 1187-2010 and that the Secretariat for Trade and International Economic Relations (SCREI) has signed an agreement with the project management to become the counterpart for this subcomponent. Activities under this subcomponent include the development of a National Investment Map as well as capacity and knowledge building in support of investment promotion and improvement in Investors Services.
- In component 2 (Strengthening Key Public Sector Management Instruments), there are minor modifications in the first three subcomponents associated with

some changes in Government priorities, new technologies available, as well as with implementation lags. These changes include:

- a) Eliminate the references to “safe room” and “call center” given that the instruments for strengthening e-government coordination mechanisms and implementing of a single access point for citizens to government services are still under discussion; and
  - b) Replace “SECOP” with “an electronic procurement system” given that the name of the electronic procurement system has changed.
- In subcomponent 2.4 (Quality Management and Access to Information), a new set of activities has been introduced to reduce dispersion and to ensure systematization and consolidation of some of the basic features of the Citizen’s Charter Program; the aim is to increase citizens’ voice and participation and ensure basic quality standards.

### **Institutional arrangements:**

The restructuring proposes to reflect the current Government arrangements for investment promotion necessitating a change in the beneficiary agency for sub-component 1.3 as discussed above. This replacement of definitions in Schedule 1 of the Loan Agreement does not modify the PDO (project development objective).

During project preparation, a strategy to reduce the total number of individual consultants in the project was agreed between the Bank and the Government and included a reduction of total staffing numbers from 199 consultants in 2008 to 120 by the end of 2011. During the additional 18 months of project implementation this number will be maintained.

### **Financing:**

- Project Costs. The proposed restructuring will not change the total project cost but costs per component will be affected. In particular, the total cost of implementing components 1 and 2 will be reduced while the total cost of component 3 (Project Management) will need to be increased to support the operations of the Project Implementation Unit during the remaining implementation period taking into account the proposed extension of the Loan closing date and to conduct the systematization of public management tools developed by the project. Annex 2 summarizes the changes in the costs per component.
- Disbursement Arrangements. The restructuring proposes to apply a single disbursement percentage of 80% for all expenditure categories under the IBRD Loan to allow for financing of new activities<sup>1</sup>. The cost sharing scheme for this

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<sup>1</sup> Changes in information technologies to be acquired as well as modifications in the implementation plan have decreased the need for the ceilings established in category “Goods, works, Operating Costs, Non-Consultant Services, consultants’ services and Training for Parts 1 and 2 of the Project”. Funds allocated to

project was originally established to promote (1) an incremental participation of counterpart funding in the financing of project activities and (2) a decreasing percentage of expenditures to be financed with loan proceeds; with final financing parameters of the project at closing set at 80% Loan and 20% Counterpart Funding. Considering what has already been executed, the financing parameters are currently 83-17%. Given that the project is already in the last year of implementation the Government was ready to move to an 80-20 scheme and has agreed that the percentage of expenditures to be financed by the Loan is set for all expenditure categories to 80% until the new closing date. This proposal is consistent with the Country Financing Parameters for the Argentine Republic.

- **Reallocations.** Changes in information technology equipment to be acquired as well as modifications in project scope and activities require reallocation of the loan proceeds as per below. Funds allocated to the second and third categories have been increased in order to ensure the functioning of the PIU for the remaining of the project. The unallocated funds have been left as is in order to provide some flexibility in the project to the new administration.

**Table 1. Allocation per expenditure category.**

Category of Expenditure		Allocation		% of Financing	
Current	Revised	Current	Revised	Current	Revised
(1) Goods, works, Operating Costs, Non-Consultant Services, consultants' services and Training for Parts 1 and 2 of the Project		16,200,000	15,000,000	90% of Eligible Expenditures paid by the Borrower during the calendar year 2008; 80% of Eligible Expenditures paid by the Borrower during the calendar year 2009; 73% of Eligible Expenditures paid by the Borrower during the calendar year 2010; and 70% of Eligible Expenditures paid by the Borrower during the calendar year 2011	80% of Eligible Expenditures paid by the Borrower
(2) Goods, Non-Consultant Services, Operating Costs, consultants' services provided by a firm and Training for Part 3 of the Project		200,000	700,000	90% of Eligible Expenditures paid by the Borrower during the calendar year 2008; 80% of Eligible Expenditures paid by the Borrower during the calendar year 2009; 73% of Eligible Expenditures paid by the Borrower during the calendar year 2010; and 70% of Eligible Expenditures paid by the Borrower during the calendar year 2011	80% of Eligible Expenditures paid by the Borrower
(3) Consultants' services provided by individuals for Part 3 of the Project		1,500,000	2,200,000	100%	80% of Eligible Expenditures paid by the Borrower
(4) Premium for Interest-Rate Caps and Collars		0	0	Amount payable pursuant to Section 2.08 (c) of this Agreement	Amount payable pursuant to Section 2.08 (c) of this Agreement
(5) Front-end Fee		0	0	Amount payable pursuant to Section 2.04 of this Agreement in accordance with Section 2.07 (b) of the General Conditions	Amount payable pursuant to Section 2.04

the second and third categories have been slightly increased in order to ensure the functioning of the PIU for the remaining of the project.



					of this Agreement in accordance with Section 2.07 (b) of the General Conditions
(6) Unallocated		2,100,000	2,100,000		
TOTAL		20,000,000	20,000,000		

**Procurement:** The procurement plan has been revised to account for the proposed changes to the project.

**Closing Date:** The restructuring proposes an extension of the IBRD Loan closing date for 18 months, from December 31, 2011 to June 30, 2013. This is to enable completion of critical project activities and their institutionalization and thereby facilitate achievement of the desired project outcomes. A detailed action plan and implementation schedule for the restructured project has been agreed with Government.

**Implementation Schedule:** A detailed implementation schedule has been agreed with the Government to facilitate satisfactory completion of the restructured project.

## APPRAISAL SUMMARY

The proposed restructuring does not change substantially the scope of the project nor the amount of funding, and therefore it does not alter the project's economic and financial viability. There are no new social or environmental issues. It does not trigger new risks or exceptions to Bank policy.

## ANNEX 1: Results Framework and Monitoring

### ARGENTINA: SECOND STATE MODERNIZATION

**Project Development Objective:** The objectives of the Project are: (a) to support the strengthening of CCO's capacity to: (i) engage in organizational strengthening in selected public sector management areas within the CCO; (ii) design a state modernization strategy, promote change management, and monitor and evaluate selected Borrower's programs and projects related to national priority policies; and (iii) promote the design and consolidation of key public sector management systems under the CCO's mandate, including e-government, procurement, human resources management, and quality management; and (b) support the knowledge and capacity-building of SCREL.

Project Outcome Indicators	Core	D=Dropped C=Continued N= New R=Revised	Baseline (Actual at the time of restructuring)		Cumulative Target Values*				
			UoM	Value	YR 1	YR2	YR 3	YR4	YR5
					June 2011	June 2012	June 13		
a) Comprehensive organizational analysis of CCO completed, strategy developed and number of pilots implemented		Continued		Completed					
b) The SISEG reports are taken into account during the budget process of the agencies monitored <i>(Replaces: Percentage of budget associated to government key government priority programs that has been formulated, implemented, and monitored on the basis of the new M&amp;E system in the CCO)</i>		Revised		None	The proposed budget of at least two agencies cite as one of their sources the SISEG report	The proposed budget of at least three agencies cite as one of their sources the SISEG report	The proposed budget of at least four agencies cite as one of their sources the SISEG report		
c) The E-Government Services Platform provides services such as interoperability, data and security standards and digital certificates and signature <i>(Replaces: The four e-government plans, interoperability, enterprise architecture, security, and M&amp;E for e-government, are finalized and implemented in 40 agencies)</i>		Revised		Conceptual design finalized	Design and technical specification document finalized  8 new agencies are implementing the plans with activities such as digital certificates	4 G2C services implemented and operational  9 new agencies are implementing the plans with activities such as digital	6 G2C services implemented and operational  10 new agencies are implementing the plans		

					and digital signature	certificates and digital signature	with activities such as digital certificates and digital signature		
d) Increase in the base of suppliers and number of supplier participating in procurement processes ( <i>Replaces: Increase in the base of suppliers and new suppliers awarded</i> )		Revised		24,812	27,000	28,000	30,000		
e) Percentage of civilian central government personnel incorporated in SINFO ensuring that information is updated automatically; personnel data that appear in both the SINFO and LUPI systems are consistent. ( <i>Replaces: Percentage of civilian central government personnel incorporated in SINFO; personnel data that appear in both the SINFO and LUPI systems are identical</i> )		Revised		56%	80%	85%	90%		
f) Satisfaction rate on services provided by agencies subscribing to the Citizens' Charter Program (as measured by annual percentage increases in selected agencies satisfaction indices) ( <i>Replaces: Satisfaction rate on services provided by agencies subscribing the Citizens' Charter Program (as measured by annual percent increase in overall satisfaction rate in Citizens' Report Cards)</i> )		Revised		Methodology being revised	80% User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the agencies included in the survey	85% User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the agencies included in the survey	90% User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the		

							agencies included in the survey		
g) Percentage increase in electronic request for access to information requests (70%)		Continued		The system has not been developed yet	40%	60%	70 %		
<b>Intermediate Results</b>									
<b>Component 1: Institutional Strengthening of the CCO</b>									
<i>Subcomponent 1: Organizational Strengthening of the CCO</i>									
Intermediate Result (Subcomponent 1.1): a) CCO fulfilling its mandate; functioning with best international practices and tools. b) Key stakeholders support project activities, ensuring sustainability of project outcomes. c) Projects best practices and lessons learned have been systematized and disseminated, constituting a source of strategic knowledge for replication and expansion in national and sub-national agencies. d) Optimal use of public assets and enhanced working conditions for civil servants with top standards in technology, space use, sanitation, and other criteria.									
Revised Intermediate Result (Subcomponent 1.1): a) CCO fulfilling its mandate; functioning with improved management practices and tools. b) Unchanged c) Unchanged d) Unchanged									
a) CCO functional and organizational assessment done, agreed and consensus for its partial implementation generated		Continued		Completed					
b) Stakeholder analysis to assess support to project activities. <i>(Replaces: Stakeholder surveys reflect support to project activities and results have reached 75 percent)</i>		Revised		Technical specifications for the analysis and survey being developed	Stakeholders satisfaction survey	Lessons learned from study cases systematized	Report on implementation of lessons learned		
c) Communication strategies defined; communication plans adopted; and communication tools, mechanisms used regularly		Continued		Used regularly as per progress report.	Used regularly as per progress report.	Used regularly as per progress report.	Used regularly as per progress report.		
d) Participation mechanisms have been established and used regularly		Continued		Used regularly	Used regularly	Used regularly	Used regularly		

e) Development, implementation and impact of the assets management module		Continued		Inventory in process	Inventory of public sector physical assets institutions covering 50% of all employees of the central and decentralized administration completed, and mechanisms for asset register and permanent update finalized	Efficiency gains measured as a percentage of institutional budget savings or surplus achieved by virtue of the application of Assets Module management of public assets, Percentage of target efficiency savings to be established by Working Group.	Efficiency gains measured as a percentage of institutional budget savings or surplus achieved by virtue of the application of Assets Module management of public assets, Percentage of target efficiency savings to be established by Working Group.		
<i>Subcomponent 2: Strengthening Monitoring and Evaluation</i>									
Intermediate Result (Subcomponent 1.2):									
a) The M&E and RBM systems are operational and their information is being used for the preparation of the public budget and the reallocation of public funds.									
b) The strategic planning and results-based management tools are institutionalized in the jurisdictions whose programs have greater impact in the government goals.									
c) The Federal administration has instruments to evaluate projects financed with external financing resources.									
Revised Intermediate Result (Subcomponent 1.2):									
a) The M&E and RBM systems are operational and SISEG reports are taken into account during the budget process of the agencies monitored									
b) The strategic planning processes that enable the application of a system of results-based management and the subsequent monitoring through are institutionalized in the jurisdictions whose programs have greater impact in the government goals.									
c) Unchanged									
Design and implementation of the IT system		Continued		Key modules have been developed and implemented	New modules implemented				
Agreement among CCO, MECON, and the authorities managing the main public programs to establish guidelines for the use and		Revised (New Target)		Informal discussion but no formal agreement	Results based management pilot implemented in coordination with	Progress report on implementation of the pilot.	Report on lessons learned from pilot.		

implementation of systems for RBM and M&E, including generation of information and reports for programs management, as well as preparation of the public budget .					MECON				
Ad hoc reports are prepared by SISEG for each budget reallocation of JGM when they affect the budget appropriations of the agencies that are being monitored ( <i>Replaces: Agreement in CCO establishing guidelines for the use of the RBM and M&amp;E systems information in the reallocation of public funds</i> )		Revised		Reports are prepared by SISEG for each budget reallocation of JGM when they affect the budget appropriations of the agencies that are being monitored	Reports prepared regularly	Reports prepared regularly	Reports prepared regularly		
Institutional performance indicators of the agencies that represent 50% of public expenditure in the National Public Administration, incorporated into the M&E system and monitored ( <i>Replaces: Public expenditure associated with government main policies and goals is identified, included in the system, and monitored</i> )		Revised			Institutions representing 30% of APN budget	Institutions representing 40% of APN budget	Institutions representing 50% of APN budget		
The SISEG reports are taken into account during the budget process of the agencies monitored ( <i>Replaces: Percentage of budget associated to government key government priority programs that has been formulated, implemented, and monitored on the basis of the new M&amp;E system in the CCO</i> )		Revised		Two agencies using it (SGP and Ministry of Employment)	The proposed institutional budget of at least two agencies use SISEG reports as a source	The proposed institutional budget of at least three agencies use SISEG reports as a source	The proposed institutional budget of at least four agencies use SISEG reports as a source		
The jurisdictional module of the SIG and the module to follow up the Congress Agenda are installed and operational.		Continued		Implemented in 5 ministries/ agencies	Includes some programs of six ministries /agencies	Includes all programs of six ministries /agencies	Includes all programs of six ministries /agencies		

					Module to follow up when the Congress Agenda is operational				
Elaboration of a diagnosis of RBM programs executed during the first SMP, development of the conceptual model and methodological framework of an integrated results-based management system for the APN - areas, processes, tools and roles of the various main offices of the cross-systems, and testing in a pilot project coordinated with all project's subcomponents ( <i>Replaces: Elaboration of a diagnosis of RBM programs executed during the first SMP, the results-based management strategy, a proposal of regulatory framework and a proposal of budgetary incentives for its application concludes</i> )		Revised		Development of conceptual model in progress  Pilot agency selected	Preliminary version containing: conceptual and methodological model  Selection of pilot experience and assessment of basic condition for RBM	Final version including scope, processes, instruments and roles of different sector agencies  The pilot agency has a strategic plan in articulation with budget, SIG, Program Agreement, CCP, Management Results Commitments and Improvement Plan based on lessons learned	Report on lessons learned from pilot.		
Gradual implementation, in the ministries, of strategic planning processes that enable the application of a system of results-based management and the subsequent monitoring through SIG ( <i>Replaces: RBM systems operating in ministries that have installed SIG systems and concentrate the main programs related with main government policies and goals</i> )		Revised		5 agencies with strategic planning processes ongoing	Four agencies with strategic plan elaborated	Five agencies with strategic plan elaborated	Six agencies with strategic plan elaborated		

The methodologies for prioritization and evaluation of programs to be financed with resources of external financing.		Revised (only targets)		Methodologies applied to 50% of the programs financed by IFIs	Methodologies applied to 50% of the programs financed by IFIs	Methodologies applied to 80 % of the programs financed by IFIs	Methodologies applied to 100 % of the programs financed by IFIs		
<b>Subcomponent 3: Institutional Strengthening of Investment Promotion</b>									
Intermediate Result (Subcomponent 1.3): a) An institutionally strengthened IPA has developed and implemented a knowledge building methodology. b) The IPA is successfully coordinating an innovation strategy to foster domestic investment									
Revised Intermediate Result (Subcomponent 1.3): Unchanged									
The IPA has developed and implemented a methodology for a systematic and comparable assessment of sectors and clusters.		Continued		7 (cumulative) sector/cluster assessment undertaken. (Final Target Achieved Already)					
Number of domestic businesses reached by the innovation strategy		Continued		20 businesses (Final Target Achieved Already)					
<b>Component 2: Strengthening Key Public Sector Management Instruments</b>									
<b>Subcomponent 1: E-Government</b>									
Intermediate Result (Subcomponent 2.1): a) A comprehensive e-government enabling environment is developed and adopted by the public administration b) The model for an integrated, secure and paperless administration is developed and tested and is functioning in selected pilot agencies c) A citizen-centric national portal model, including the Proceeding Guide and the Single Window, is developed and a call center that provides national government information to citizens is functioning.									
Revised Intermediate Result (Subcomponent 2.1): a) Unchanged b) Unchanged c) A citizen-centric national portal model, including the Proceeding Guide and the Single Window, is developed and an E-Government Services Platform that provides national government information to citizens is functioning									
The E-Government Services Platform provides services such interoperability, data and security standards and digital certificates and signature ( <i>Replaces: The four e-government plans, interoperability, enterprise architecture, security,</i>		Revised		Conceptual design finalized	Design and technical specification document finalized  8 new agencies are implementing the plans with activities	4 G2C services implemented and operational	6 G2C services implemented and operational  10 new		



<i>and M&amp;E for e-government, are finalized and implemented in 40 agencies)</i>					such as digital certificates and digital signature	9 new agencies are implementing the plans with activities such as digital certificates and digital signature	agencies are implementing the plans with activities such as digital certificates and digital signature	
The current single-window portal is enhanced and provides integrated and, some, transactional services		Continued		2 transactional service, based on at least 2 agencies integration	4 transactional service, based on at least 2 agencies integration	5 transactional service, based on at least 2 agencies integration	6 transactional service, based on at least 2 agencies integration	
A security data center for small agencies is implemented and 15 agencies are now using the center as the main data center for critical systems.		Continued		Bidding documents developed	Bidding process for ICT procurement is in process	Center is finalized and operational; 10 agencies using the center	Center is finalized and operational; 15 agencies using the center	
A plan and model for a citizen-centric single-window portal and the portal for proceedings are finalized, visits to the portals and percent increase in satisfaction rates of users, as measured by satisfaction surveys.		Continued		Satisfaction rate survey in the Portal: 61.06% (optional survey) Satisfaction rate survey to contacts: 94% (electronic survey)	Two more pilots are conducted to determine the use of transactional services and proceedings 1,000,000 visits per year  5% increase in their satisfaction rates	Pilots are expanded and assessed to design the final plan 1,000,000 visits per year 5% percent increase in their satisfaction rates	Report on pilots and final plan finalized.  5% percent increase in their satisfaction rates	
The Unified E-Government services platform implemented and in operation ( <i>Replaces: A public sector</i>		Revised		Conceptual design and technical specifications	Conceptual design and technical specifications	Platform in operation	Platform in operation	

<i>call center is implemented and linked to other call centers of other institutions and percent increase in satisfaction rates of users, as measured by satisfaction surveys)</i>				documents elaborated	documents elaborated			
<b>Subcomponent 2: Procurement</b>								
Intermediate Result (Subcomponent 2.2): a) The SECOP II is used by all national administration and the procurement system is further developed by the introduction of new modalities and practices, as well as by the development of quick gains strategies								
Revised Intermediate Result (Subcomponent 2.2): a) Unchanged								
SECOP used by all national administration		Continued		50% (375 Procurement Operations Units). Note: The system changed from SECOP to e-Com	70%	90%	100%	
New modalities introduced in national system by agency		Revised (only definition of targets)			5% of the National State's electronic acquisitions	10% of the National State's electronic acquisitions	10% of the National State's electronic acquisitions	
Increase in the base of suppliers and number of supplier participating in procurement processes ( <i>Replaces: Increase in the base of suppliers and new suppliers awarded</i> )		Revised		24,812	27,000	28,000	30,000	
Procurement plans advertised publicly annually		Continued		Prototype for the Annual Procurement Plan developed	100%	100%	100%	
Quick-gains programs studies done and implementation strategy developed ( <i>Replaces: Quick-gains programs implemented</i> )		Revised		TORs for the consultancy developed	5	5	5	
<b>Subcomponent 3: Human Resources Management</b>								
Intermediate Result (Subcomponent 2.3): a) Central government officials (ONEP) access real-time data on staff composition, profiles, and salaries, estimate future staffing needs and evaluate the fiscal impact of proposed salary changes; career systems defined and consolidated, strengthening personnel performance incentives and eliminating unwarranted salary discrepancies.								
Revised Intermediate Result (Subcomponent 2.3): a) Unchanged								

Civilian central government posts with full job description & career path [increase in thousands]		Revised			40	50	60	
Percentage of civilian central government personnel incorporated in SINFO ensuring that information is updated automatically; personnel data that appear in both the SINFO and LUPI systems are consistent. <i>(Replaces: Percentage of civilian central government personnel incorporated in SINFO; personnel data that appear in both the SINFO and LUPI systems are identical)</i>		Revised		56%	80%	85%	90%	
Percentage of technical and professional staff in ONEP and the personnel offices in ministries and agencies trained in new technologies and employment regimes		Continued			70%	80%	85%	
Percentage of federal government staff trained through the PROCAE.		Revised (only on targets)		30,000 employees	22% (44,000 employees)	30% (60,000 employees)	30% (60,000 employees)	
Quality management of INAP training, certified by ISO norms				First internal auditing scheduled	Certification of INAP by ISO norms Elaboration of the Training Plan	Accreditation by INAP of third parties training programs based on quality standards of ISO norms	Accreditation by INAP of third parties training programs based on quality standards of ISO norms	
<i>Subcomponent 4: Quality Management and Access to Information</i>								
Intermediate Result (Subcomponent 2.4):								
a) Increased quality standards of public service delivery responding to needs and expectations of users. b) Transparent quality standards adopted by agencies subscribing the Citizens' Charter Program. c) Inclusion of citizens' feedback in service delivery monitoring through explicit commitment to quality standards and the use of claim management systems. d) Quality management is certified by universally recognized standards								

e) Optimization of response capacity for FOI requests by an enhanced technological infrastructure connected to all relevant ministries/federal agencies (INFO.AR).								
f) Increased proactively published information across the federal administration.								
Revised Intermediate Result (Subcomponent 2.4): Unchanged								
Satisfaction rate on services provided by agencies subscribing the Citizens' Charter Program (as measured by annual percents increases in selected agencies satisfaction indexes) ( <i>Replaces: Satisfaction rate on services provided by agencies subscribing the Citizens' Charter Program (as measured by annual percent increase in overall satisfaction rate in Citizens' Report Cards)</i> )		Revised		Methodology being revised	80%  User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the agencies included in the survey	85%  User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the agencies included in the survey	90%  User satisfaction indices, based on surveys by independent firms, show 90% increase vis-à-vis the previous measurement in the agencies included in the survey	
Percent increase of users understanding quality standards, goals, and indicators adopted by CCP		Revised (Change in methodology)		Methodology developed		60%	70%	
Guidelines for ISO 9001 certification designed and disseminated among agencies		Continued			15	18	20	
Percentage of federal agencies customized and connected to electronic platform (INFO.AR).		Continued		The system has not been developed yet	90% of the federal administration	95% of the federal administration	100% of the federal administration	

Percent of increase in number of requests submitted via INFO.AR: baseline 2008.		Continued		The system has not been developed yet	40%	60%	70%	
Reduction of number of days in responding to access to information		Continued		The system has not been developed yet	45%	55%	60%	
<b>Component 3: Project Management</b>								
<i>Subcomponent 1: Project Management</i>								
Intermediate Result (Subcomponent 3.1): a) Project is efficiently managed and implemented.								
Revised Intermediate Result (Subcomponent 3.1): a) Unchanged								
Management M&E systems redesigned and fully and operational.		Continued		Used regularly	Used regularly	Used regularly	Used regularly	

**ANNEX 2:**  
**Cost per component**  
**ARGENTINA: SECOND STATE MODERNIZATION**

	<b>Current cost (indicate unit of measurement)</b>	<b>Disbursed</b>	<b>Proposed reallocation of undisbursed funds</b>	<b>Cost after reallocation</b>
<b>I. Institutional strengthening of the CCO</b>	<b>6,800,000.00</b>	<b>2,272,382.89</b>	<b>-1,200,000.00</b>	<b>5,600,000.00</b>
1.1. Organizational Strengthening of the CCO	2,240,000.00	1,134,789.29	0.00	2,240,000.00
1.2. Strengthening of Monitoring and Evaluation	3,700,000.00	1,137,593.60	-1,200,000.00	<b>2,500,000.00</b>
1.3. Institutional Strengthening of Investment Promotion	860,000.00	0.00	0.00	860,000.00
<b>II. Strengthening key public sector instruments</b>	<b>9,400,000.00</b>	<b>3,661,737.64</b>	<b>0.00</b>	<b>9,400,000.00</b>
2.1. E-government	3,670,000.00	1,276,889.17	1,059,200.00	4,729,200.00
2.2. Procurement	2,030,000.00	548,337.04	-712,200.00	1,318,000.00
2.3 Human Resource Management	2,040,000.00	932,573.70	-347,200.00	1,692,800.00
2.4. Quality Management and Access to Information	1,660,000.00	903,937.73	0.00	1,660,000.00
<b>II. Project management</b>	<b>1,700,000.00</b>	<b>1,284,434.45</b>	<b>1,200,000.00</b>	<b>2,900,000.00</b>
<b>Unallocated</b>	2,100,000.00	0.00	0.00	2,100,000.00
<b>Total</b>	20,000,000.00	13,152,675.51	0.00	20,000,000.00