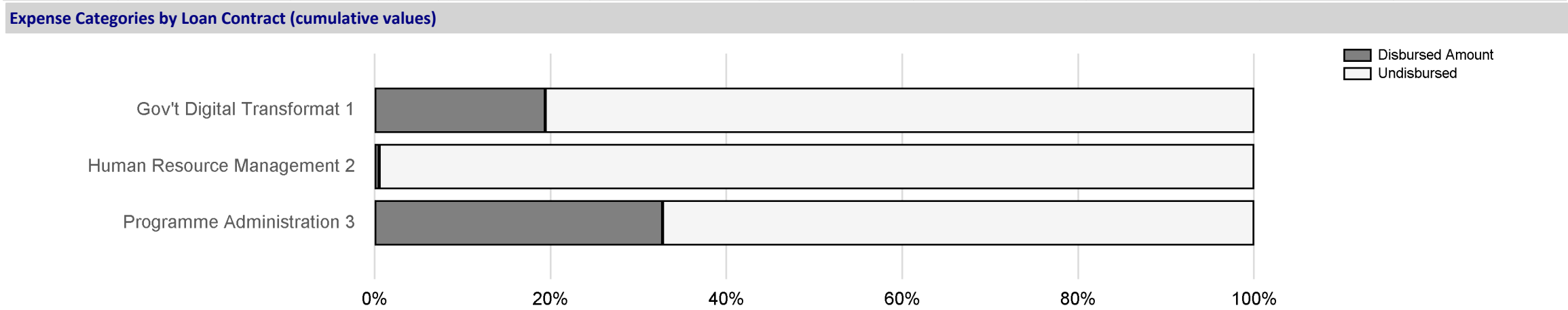


PMR Public Report

Operation Number	BA-L1046	Chief of Operations Validation Date	04/27/23
Year- PMR Cycle	Second period Jan-Dec 2022	Division Chief Validation Date	05/03/23
Last Update	04/26/23	Country Representative Validation Date	05/15/23
PMR Validation Stage	Validated by Representative		

Basic Data			
Operation Profile			
Operation Name	Public Sector Modernization Programme	Loan Number	4920/OC-BA
Executing Agency	MINISTRY OF INNOVATION, SCIENCE AND SMART TECHNOLOGY	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-REFORM AND PUBLIC SECTOR SUPPORT
Team Leader	REYES, JAVIER RAMIRO	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Barbados
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	BARBADOS		
Environmental and Social Safeguards			
Impacts Category	C	Was/Were the objective(s) of this operation reformulated?	NO
Safeguard Performance Rating		Date of approval	
Safeguard Performance Rating - Rationale			

Financial Data									
	Total Cost and Source					Available Funds (US\$)			
Operations	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Amount
BA-L1046	40,000,000	40,000,000	0	0	40,000,000	40,000,000	12,565,966.1	31.41%	27,434,033.9
Aggregated	40,000,000	40,000,000	0	0	40,000,000	40,000,000	12,565,966.1	31.41%	27,434,033.9



Please note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

RESULTS MATRIX

General Development Objectives

General Development Objectives Nbr. 1: Improve the Effectiveness of the Government of Barbados

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2024	
1.0	Government Effectiveness	score	0.84	2017	2025	P	.92
						A	-

Details

Means of Verification:

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			

General Development Objectives Nbr. 2: Enhance the competitiveness of the Barbados Economy

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2024	
2.0	Competitiveness of the Economy	score	4.2	2017	2025	P	4.7
						A	-

Details

Means of Verification:

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			

RESULTS MATRIX

Specific Development Objectives

Specific Development Objectives Nbr. 1: Increase in Adoption of Digital Channels

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
1.0	Online applications for obtaining a work permit	Percent	0	2018	P	-	60
					A	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
1.2	Online applications for renewing a driver's license	Percent	0	2018	P	-	70
					A	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
1.3	Units in the government using a digital dashboard to manage investment projects	# of units	0	2018	P	-	5
					A	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Specific Development Objectives Nbr. 2: Enhancement of the Efficiency in the Civil Service and Strengthening the Skills in the Public Sector

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
2.0	Diversity Management	Score	80	2018	P	-	90
					A	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Indicator		Unit of Measure		Baseline	Baseline Year	2024	EOP 2024
2.2	Human Resources Management Information Systems	Score	1	2018	P	-	3
					A	-	-
Details							
Means of Verification:							
Observations:							
Evaluation Methodology: -							
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			
Indicator		Unit of Measure		Baseline	Baseline Year	2024	EOP 2024
2.3	Job Profiles	Score	3	2018	P	-	4
					A	-	-
Details							
Means of Verification:							
Observations:							
Evaluation Methodology: -							
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			
Indicator		Unit of Measure		Baseline	Baseline Year	2024	EOP 2024
2.4	Investment in Training	Score	0	2018	P	-	2
					A	-	-
Details							
Means of Verification:							
Observations:							
Evaluation Methodology: -							
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1. Government Digital Transformation and Service Quality Improvement

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
1.01	1.1 E-Government Strategies designed	# of strategies	P	-	1	200,000	200,000
			P (a)	1	1	150,000	727,956.71
			A	-	-	123,456.71	123,456.71
1.02	1.2 Cybersecurity Strategies designed	# of strategies	P	-	1	200,000	200,000
			P (a)	-	1	150,000	751,500
			A	-	1	-	-
1.03	1.3 Services operating on the online platform	# of services	P	2	10	1,500,000	12,500,000
			P (a)	4	9	1,500,000	10,088,039.46
			A	-	3	1,026,941.7	3,377,039.46
1.04	1.4 Persons receiving training under the Digital Ambassadors programme	# of persons	P	1,000	4,000	10,000	100,000
			P (a)	300	1,000	-	250,000
			A	-	-	-	-
1.05	1.5 Number of Digital Ambassadors Trained	# of Digital Ambassadors	P	150	175	10,000	40,000
			P (a)	150	1,425	-	201,000
			A	-	-	-	-
1.06	1.6 Data centers upgraded	# of data centers	P	-	2	400,000	3,900,000
			P (a)	-	2	700,000	3,435,514
			A	-	-	-	67,923.11
1.07	1.7 Number of Ministries, Departments and Agencies (MDAs) using Records Management System operating	# of MDAs	P	4	21	500,000	9,500,000
			P (a)	5	24	3,000,000	4,722,593.05
			A	8	15	1,725,691.77	3,469,848.78
1.08	1.8Digital Dashboard for investment projects operating	# of dashboards	P	-	1	-	2,500,000
			P (a)	-	1	200,000	1,600,000
			A	-	-	-	-

Component Nbr. 2 Component2. Enhancing HR Management in the Public Sector

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
2.01	2.1 Functional Reviews of Ministries and Agencies completed	# of functional reviews	P	3	6	-	210,000
			P (a)	3	6	100,000	158,000
			A	-	-	-	-
2.02	2.2 HR transformation strategy	# of strategies	P	1	1	-	1,000,000
			P (a)	1	1	90,000	189,000
			A	-	-	-	-
2.03	2.3 Competencies Framework to support career mapping for public sector employees	# of career streams mapped	P	-	2	-	300,000
			P (a)	-	2	-	1,300,000
			A	-	-	-	-
2.04	2.4 Equitable and inclusive recruitment guidelines implemented	# recruitment guidelines	P	-	1	-	40,000
			P (a)	-	1	-	400,000
			A	-	-	-	-
2.05	2.5 Human Resources Management Information System implemented	# of Systems	P	-	1	-	2,200,000
			P (a)	-	1	100,000	3,229,467.09
			A	-	-	-	29,629.63
2.06	2.6 Change Management and Communications Strategy designed	# of strategies	P	-	1	-	500,000
			P (a)	1	1	200,000	273,000
			A	-	-	-	-

Other Cost				
	Programme Management and Administration	P		0
		P (a)	200,000	2,668,098.35
		A	518,098.35	1,455,526.25

	Audits and Monitoring and Evaluation	P		0
		P (a)	65,000	458,703.7
		A	23,703.7	23,703.7
	Contingencies	P		0
		P (a)		1,000,000
		A	0	0
Total Cost				
	Total Cost	P	2,820,000	33,190,000
		P (a)	6,455,000	31,452,872.36
		A	3,417,892.23	8,547,127.64

CHANGES TO THE MATRIX					
Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	1.1 E-Government Strategies designed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	1.2 Cybersecurity Strategies designed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	1.3 Services operating on the online platform	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	1.4 Persons receiving training under the Digital Ambassadors programme	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JANETTEA	4/26/2023
	1.5 Number of Digital Ambassadors Trained	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JANETTEA	4/26/2023
	1.6 Data centers upgraded	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	1.7 Number of Ministries, Departments and Agencies (MDAs) using Records Management System operating	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	1.8Digital Dashboard for investment projects operating	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	2.1 Functional Reviews of Ministries and Agencies completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	2.2 HR transformation strategy	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	2.3 Competencies Framework to support career mapping for public sector employees	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	2.4 Equitable and inclusive recruitment guidelines implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
	2.5 Human Resources Management Information System implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023
			Modify Financial Historical Actual	JANETTEA	4/6/2023
	2.6 Change Management and Communications Strategy designed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JANETTEA	4/26/2023

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Inactive		Natural Environment
	Response Actions		
	1.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
2	Active		Political Environment
	Response Actions		
	2.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
3	Inactive		Human Resources
	Response Actions		
	3.01	Management Strategy	Status
		MITIGATE	INACTIVE

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Project Monitoring & Evaluation