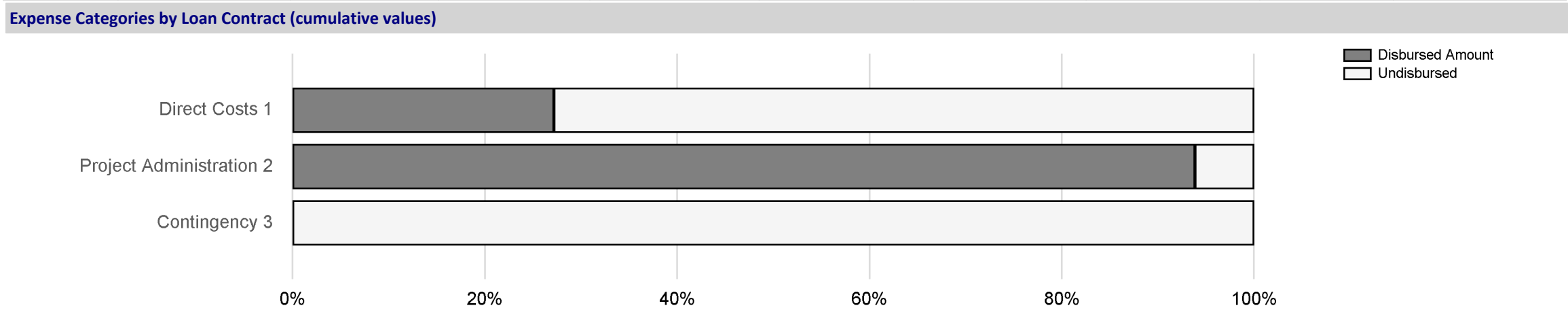


PMR Public Report

Operation Number	BH-L1035	Chief of Operations Validation Date	05/08/23
Year- PMR Cycle	Second period Jan-Dec 2022	Division Chief Validation Date	05/09/23
Last Update	05/02/23	Country Representative Validation Date	05/16/23
PMR Validation Stage	Validated by Representative		

Basic Data			
Operation Profile			
Operation Name	Performance Monitoring and Public Financial Management Reform	Loan Number	3340/OC-BH
Executing Agency	MINISTRY OF FINANCE	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-REFORM AND PUBLIC SECTOR SUPPORT
Team Leader	KONATE, TAKADY MAMADOU	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Bahamas
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	THE COMMONWEALTH OF THE BAHAMAS		
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
BH-L1035	33,000,000	33,000,000	0	0	33,000,000	33,000,000	12,056,195.26	36.53%	20,943,804.74
Aggregated	33,000,000	33,000,000	0	0	33,000,000	33,000,000	12,056,195.26	36.53%	20,943,804.74



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. 0: Increase the Government institutional and management capacity to plan, allocate, manage and monitor public resources.

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2024	
0.0	Average score of 50 PET evaluation indicators	score	0.9	2013		P	2
						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. 0: Component I. Planning and performance monitoring										
Observation:										
	Indicator			Unit of Measure	Baseline	Baseline Year	2021	2023	EOP 2024	
0.0	Scores of the PET evaluation for monitoring and evaluation indicator.			Score	0.6	2014	P	1.6	-	1.6
							A	-	-	-
Details										
Means of Verification:										
Observations:										
Evaluation Methodology: -										
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator						
	Indicator			Unit of Measure	Baseline	Baseline Year	2021	2023	EOP 2024	
0.1	Scores of the PET evaluation for project management indicator.			Score	0.4	2014	P	1.4	-	1.4
							A	-	-	-
Details										
Means of Verification:										
Observations:										
Evaluation Methodology: -										
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator						
Specific Development Objectives Nbr. 1: Component II. National statistics										
Observation:										
	Indicator			Unit of Measure	Baseline	Baseline Year	2021	2023	EOP 2024	
1.0	Scores of the Tool for Assessing Statistical Capacity for institutional capacity indicator.			Score	42.3	2014	P	53	-	53
							A	-	-	-
Details										
Means of Verification:										
Observations:										
Evaluation Methodology: -										
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator						
	Indicator			Unit of Measure	Baseline	Baseline Year	2021	2023	EOP 2024	
1.1	Scores of the Tool for Assessing Statistical (for dissemination of information indicator).			Score	47.5	2014	P	58	-	58
							A	-	-	-
Details										
Means of Verification:										
Observations:										
Evaluation Methodology: -										
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator						

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
1.2	Scores of the Tool for Assessing Statistical Capacity for data analysis indicator.	Score	56	2014	P	65	-	65
					A	-	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Specific Development Objectives Nbr. 2: Component III. Public Financial Management (PFM)

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
2.0	Scores of the PET evaluation for integrated financial management systems.	Score	0.8	2014	P	2.5	-	2.5
					A	-	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
2.1	Extra borrowing need / Total borrowing need.	%	13.22	2014	P	2	-	2
					A	-	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Specific Development Objectives Nbr. 3: Component IV. Public Procurement System

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
3.0	Maximum price – Minimum price	US\$	9.09	2014	P	-	-	-
					A	-	-	-

Details

Means of Verification:

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
3.1	Individual Tender processes.	Quantity	18000	2014	P	1,500	-	1,500
					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 I. Performance Monitoring

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
1.01	1.1 Change Management activities for introduction of Delivery Management Model Implemented	Plan	P	-	1	-	50,000
			P (a)	-	1	-	50,000
			A	-	1	-	47,231
1.02	1.2 Delivery Unit established (staff hired)	Unit	P	-	1	-	960,000
			P (a)	-	1	28,766	1,407,925
			A	-	1	33,197	1,407,925
1.03	1.3 Training program related to the new management model designed and implemented	Training program	P	-	1	-	790,000
			P (a)	-	1	-	790,000
			A	-	1	-	1,166,128
1.04	1.4 ICT system for monitoring government priority projects and programs across government implemented	system	P	-	1	-	1,000,000
			P (a)	-	-	-	106,525
			A	-	1	-	106,525
1.05	1.5 Monitoring and Evaluation for the National Development Plan implemented	Unit	P	-	1	-	210,000
			P (a)	-	-	148,500	49,500
			A	1	1	-	49,500
1.06	1.6 Bahamas investment authority re-structured	Unit	P	-	1	-	150,000
			P (a)	-	1	-	150,000
			A	-	1	-	225,435

Component Nbr. 2 Component II. National statistics

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
2.01	2.1 Statistics Act refined/ Updated	Document	P	-	1	-	40,000
			P (a)	-	1	103,000	115,000
			A	-	1	45,000	57,000
2.02	2.2 National Strategy for Statistical Development (NSDS) designed	strategy	P	-	1	-	115,000
			P (a)	-	1	-	231,376
			A	-	1	-	231,376
2.03	2.3 New business process implemented	Model	P	-	1	-	500,000
			P (a)	-	1	90,000	420,632
			A	-	1	38,156	359,378
2.04	2.4 Institutional training program for both the DoS and the NSS implemented	Training program	P	-	1	-	345,000
			P (a)	-	1	237,315	474,105
			A	-	1	2,255	186,790
2.05	2.5 IT system automating the DOS and NSS implemented	system	P	-	1	-	1,900,000
			P (a)	-	1	1,484,996	1,900,000
			A	-	-	248,038	355,619
2.06	2.6 Public awareness campaign implemented	Campaign	P	-	1	-	100,000
			P (a)	-	-	80,000	100,000
			A	-	1	-	24,975

Component Nbr. 3 Component III. Public Financial Management (PFM)

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
3.01	3.1 New business model implemented.	Model	P	-	1	-	4,000,000
			P (a)	-	1	488,598	4,000,000
			A	-	1	224,625	2,661,392
3.02	3.2 IFMIS implemented	system	P	-	1	-	14,160,000
			P (a)	-	1	6,605,920	14,160,000
			A	-	-	-	258,151

Component Nbr. 4 Component IV. Public procurement system

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
4.01	4.1 E-tender system implemented	system	P	-	1	-	3,150,000
			P (a)	-	1	1,125,000	3,150,000
			A	-	1	-	-
4.02	4.2 Institutional training program for procurement unit implemented	Training Plan	P	-	1	-	450,000
			P (a)	-	1	237,315	450,000
			A	-	1	-	184,535
4.03	4.3 Materials Management Information System implemented	system	P	-	1	-	1,095,000
			P (a)	-	1	-	1,095,000
			A	-	-	-	-
4.04	4.4 Career path for public procurement officials implemented	Career path	P	-	1	-	250,000
			P (a)	-	1	-	250,000
			A	-	1	-	42,500
4.05	4.5 Strategic plan, organizational manual and code of ethics for PPU developed	Document	P	-	1	-	150,000
			P (a)	-	1	-	364,759
			A	-	1	-	364,759
4.06	4.6 Public Procurement Unit (PPU) established	Unit	P	-	1	-	180,000
			P (a)	-	1	408,333	180,000
			A	-	1	-	36,000
4.07	4.7 Staffing of the PPU completed	Staff	P	-	1	-	525,000
			P (a)	-	1	919,000	525,000
			A	-	1	84,600	295,200
4.08	4.8 Awareness campaign delivered	Campaign	P	-	1	-	200,000
			P (a)	-	1	65,000	200,000
			A	-	1	-	138,119

Other Cost				
	Project Management	P		1,200,000
		P (a)	313,980	2,156,663
		A	229,573	1,910,663
	Monitoring and Evaluation	P		180,000
		P (a)	70,000	81,224
		A	0	51,224
	Contingency	P		1,300,000
		P (a)	1,517,588	592,291
		A	0	0
Total Cost				
	Total Cost	P	0	33,000,000
		P (a)	13,923,311	33,000,000
		A	905,444	10,160,425

CHANGES TO THE MATRIX					
Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	1.5 Monitoring and Evaluation for the National Development Plan implemented	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	ALEXANDREV	3/7/2023
	2.3 New business process implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	5/2/2023
	2.4 Institutional training program for both the DoS and the NSS implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	2.5 IT system automating the DOS and NSS implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	5/2/2023
	2.6 Public awareness campaign implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	3.1 New business model implemented.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	3.2 IFMIS implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	4.1 E-tender system implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	5/2/2023
	4.2 Institutional training program for procurement unit implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	4.3 Materials Management Information System implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	4.4 Career path for public procurement officials implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	4.6 Public Procurement Unit (PPU) established	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	5/2/2023
	4.7 Staffing of the PPU completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023
	4.8 Awareness campaign delivered	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ALEXANDREV	3/13/2023

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Inactive		Political Environment
	Response Actions		
	1.01	Management Strategy	Status
		ENHANCE	ACTIVE

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

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Stakeholder Priorities