

## PROJECT PROFILE

### JAMAICA

#### I. BASIC DATA

<b>Project Name:</b>	Support to the Public Sector Transformation Programme		
<b>Project Number:</b>	JA-L1073; JA-L1078		
<b>Project Team:</b>	Mariano Lafuente (ICS/CPE), Team Leader; Camila Mejia (ICS/CJA), Alternate Team Leader; Evelyn Molina, Arturo Muento, Nathalie Hoffman (IFD/ICS); Javier Reyes (ICS/CAR); Waldo Tapia, Lucia Madrigal, Fernando Pavon (SCL/LMK); Gerardo Reyes-Tagle (IFD/FMM); Juan Pedro Schmid (CCB/CCB); Sudaney Blair and Brodrick Watson (CCB/CJA); Rene Herrera, Naveen Jainauth-Umrao (VPC/FMP); and Louis-Francois Chretien (LEG/SGO)		
<b>Borrower:</b>	Jamaica		
<b>Executing Agencies:</b>	Office of the Prime Minister (OPM) and Ministry of Finance and the Public Service (MOFPS)		
<b>Financial Plan:</b>	IDB Investment Loan (JA-L1073) (OC)	US\$	50,000,000
	IDB Policy Based Loan (JA-L1078) (OC)	US\$	110,000,000
	Total:	US\$	160,000,000
<b>Safeguards:</b>	Policies triggered:	B.1; B.2; B.3; B.6; B.7; B.17	
	Classification:	C	

#### II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 Jamaican citizens and firms demand easier, better and more seamless access to government services, with higher levels of quality and performance in service delivery. Citizen satisfaction levels in main service delivery sectors of Jamaica are lagging. Waiting times, customer service and very limited web, telephone or mobile apps services are the main issues that explain satisfaction levels below 50%.<sup>1</sup> Moreover, according to the Global Competitiveness Index 2016-2017, of the World Economic Forum, inefficient government bureaucracy ranked as the most problematic factor for doing business in Jamaica. Furthermore, the country ranked 117 out of 140 economies in the world in a quality of public expenditures indicator produced by the same organization.<sup>2</sup>

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<sup>1</sup> Source: Hurwich and Co Inc (2015), "Assessment of Jamaica's Public Sector Customer Service for the Cabinet Office".

<sup>2</sup> Source: [Global Competitiveness Index by the World Economic Forum \(2016/2017\)](#).

- 2.2 **The Government of Jamaica outlined its policy for Public Sector Transformation (PST) including a new Public Sector Transformation Implementation Unit (PSTIU) in January 2017.** The Government's policy defines a transformed public sector as dynamic, innovative and responsive to the needs of citizens and businesses, constantly measuring itself and improving. This is to be achieved through an in-depth and focused modernization strategy. The PSTIU has overall responsibility for coordinating the entire spectrum of transformation activities included in the Public Sector Transformation Programme, across Ministries, Departments and Agencies (MDAs).<sup>3</sup> As a way of enhancing accountability, a newly created Public Sector Transformation Oversight Committee, which consists of non-governmental stakeholders, will monitor the activities of the PSTIU and all public sector reform activities.
- 2.3 **This need for better and more efficient public services is framed within a challenging fiscal context.** Since signing the Extended Fund Facility (EFF) with the International Monetary Fund (IMF) in May 2013, Jamaica has been addressing economic vulnerabilities, especially related to fiscal imbalances, high debt levels and a vulnerable external position that had been building up since the early 2000s. Progress is visible as inflation fell to historical lows, net international reserves are at prudent levels, and public debt has been decreasing for the last 4 years. However, growth has been slow in recovering, poverty and unemployment remain high, and crime and security are increasingly binding impediments to growth and prosperity. The central government's relatively high wage bill, which remains close to 10% of GDP<sup>4</sup>, accounts for one-third of public expenditures, creating budgetary rigidities and limiting the resources available for needed growth-enhancing capital spending.<sup>5</sup> The 2016 Stand-by Arrangement with the IMF targets a wage bill of 9% of GDP by FY2018/19, which is also the target under the legally binding Jamaican Fiscal Rule.<sup>6</sup> The primarily non-contributory public-sector pension system and spending by Public Bodies (PBs)<sup>7</sup> are additional critical factors for fiscal sustainability and public sector efficiency.
- 2.4 **The main problem targeted by this programme is the quality and efficiency of public services in Jamaica** This is associated with: (i) the underutilization of Information and Communication Technologies (ICT) across the public sector; (ii) cumbersome processes to access public services; (iii) a relatively large workforce, in particular of administrative staff, which combined with a primarily non-contributory public pension system represents a critical proportion of primary expenditures; (iv) limited monitoring of public bodies; and (v) weak capacity to implement public sector reform initiatives.

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<sup>3</sup> [Prime Minister's Policy Statement on Public Sector Transformation dated January 9, 2017.](#)

<sup>4</sup> IMF (2016). Request for Stand by Arrangement and Cancellation of the Current Extended Fund Facility. Press Release and Staff Report.

<sup>5</sup> Capital spending in Jamaica was around 2% of GDP in 2015/2016, one of the lowest percentages in comparison to with other Caribbean countries for the same period, Bahamas (3%), Trinidad and Tobago (4.3%) and Guyana (7.6%). When compared to countries with similar GDP per capita, Jamaica's capital expenditure, also remained the lowest: Costa Rica (2.8%), Guatemala (2.9%) and Dominican Republic (2.9%) (Source: IMF Article IV).

<sup>6</sup> Both the 2010 SBA and the 2013 EFF aimed at reducing Central Government salaries as a share of GDP but were only partially successful.

<sup>7</sup> Public Bodies are "defined as statutory bodies, authorities or government companies" (MOFPS/PED Jamaica Public Bodies: Estimates of Revenues 2016, p.1).

- a. **The Jamaican public sector underutilizes ICT for its day to day operations.** Digital government in the delivery of public services is directly linked to citizens' satisfaction.<sup>8</sup> Despite progress made in the last few years<sup>9</sup> the 2016 United Nations e-Government Development Survey places Jamaica in the 112<sup>th</sup> position, just above Cuba and Haiti in the Caribbean Region (a downgrade of three positions compared to 2014 and much lower compared to its 59<sup>th</sup> position in 2005).<sup>10</sup>
- b. **Cumbersome processes to access transactional public services negatively affect citizens and businesses.** Government bureaucracy and poor management of customer service have strong negative effects on citizen satisfaction.<sup>11</sup> In addition to government bureaucracy being perceived as the most problematic factor for doing business in Jamaica, the country ranked 112<sup>th</sup> out of 140 countries in the burden of government regulation index of the Global Competitiveness Index 2016-2017. Additionally, the lack of a unique and reliable National Identification System (NIDS) increases the transactional costs for citizens to access services in the public and private sector, and also the costs for public sector providers.<sup>12</sup>
- c. **Jamaica's public sector workforce is large and represents a substantial share of primary expenditures, which is further exacerbated by a primarily non-contributory pension scheme for public servants.** The public sector workforce as a percentage of the population (4.5%) is considerably larger than in comparable countries.<sup>13</sup> Administrative and support staff represent a relatively large share of employment: they exceed teachers as a percentage of the total central government staff (31% versus 29%), an unusual proportion for international standards.<sup>14</sup> In terms of the management of personnel expenditures, while the design and roll out of the Human Capital Management Enterprise System (HCMES) has been initiated,

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<sup>8</sup> IDB (2016), "Simplifying Lives: Quality and Satisfaction with Public Services", Institutional Capacity of the State Division. Within the dimensions affecting the quality of public services (processes, resources, ICT, management and regulations and management of customer service) the strongest causality with citizen satisfaction is related to ICT and customer service.

<sup>9</sup> Including, for example, the modernization activities of the Public Sector Efficiency Programme (JA-L1046) like the online business registration, an e-procurement system and the strengthening of e-Gov Jamaica and the office of the Chief Information Officer (CIO) and the Ministry of Science, Energy and Technology.

<sup>10</sup> This index includes both back office and front office aspects of E-Government, as well as infrastructure.

<sup>11</sup> On the effects of Government bureaucracy, please see: Tummers, L.G., Weske, U., Bouwman, R. & Grimmelikhuijsen, S.G. (2015) The impact of red tape on citizen satisfaction: An experimental study. *International Public Management Journal*.

<sup>12</sup> Average passport application process has an overall transactional cost for citizens of US\$115.09 per passport (equivalent to 96 times the hourly minimum wage) (Source: Transactional Costs survey done in public and private sector entities, 2016). The implementation of the NIDS and the establishment of the new National Identification and Registration Authority (NIRA) is financed under the operation in pipeline JA-L1072.

<sup>13</sup> Countries comparable to Jamaica in terms of population and territory tend to present lower levels. For example: Belize (4.1%), Panama (3.5%), Dominican Republic (3.1%) and Costa Rica (2.5%). Source: IDB (2016) *Mission Impossible? How to Achieve Better Results in Health and Education Through Better Management of Human Resources*; and IDB estimates for Jamaica based on e-Census.

<sup>14</sup> Teachers average 35% to 40% of Central Government employment in comparable countries (for example, Belize 40%, Costa Rica 36% and Panama 35%), while administrative staff tend to be closer to 20%. Sources: IMF (2016) p. 24; IDB (2016). The unusual ratio between teachers and administrative staff in Jamaica is not due to a shortage of teachers: its student per teacher ratio (23:1) and net coverage (93% in primary and 78% in secondary) tend to be better than in comparable countries. Sources: IMF (2016) p. 24; IDB (2016), and Ministry of Education Youth and Information (MOEYI) of Jamaica.

it only covers 14 MDAs. In terms of pensions, the cost to the government associated with public pension payments is projected to increase from 1.1% of GDP in 2010 to approximately 2.25% of GDP in 2025 under the current scheme, having a negative effect on public debt. In addition, the pensions system is governed by over thirty pieces of legislation which makes it complex.

- d. **Public bodies represent a large part of public spending and a comprehensive integrated system is required to improve the monitoring and evaluation of the performance of public bodies.**<sup>15</sup> Public bodies characterized as self financing are monitored separately from those that are included in the Central Government's Estimates of Expenditure. Of those classified as self-financing, some incur in deficits.
  - e. **Limited capacity in the government to implement public sector transformation.** Despite efforts and progress made in the last decade, responsibility for public sector transformation has traditionally been fragmented across different MDAs. Although there has been consistent work in identifying reform measures to enhance efficiency and public services, implementation has been slower than planned, and coordination across entities has been limited.
- 2.5 The main objective of this programme is to improve the delivery of public services in Jamaica through: (i) enhancing the quality of specific services; and (ii) enhancing efficiency in public spending. To meet this objective, the programme is structured into a hybrid project, with an investment loan and a Policy-Based Loan (PBL). The measures in the first tranche of the PBL will open up the path to critical reforms. The investment component, in turn, will finance activities which will allow the government to: (i) achieve the measures foreseen for the PBL's second tranche; and (ii) consolidate the new sector policies making them sustainable over time.<sup>16</sup>
- A. Policy Based Loan (US\$110 million- two tranches of US\$55 million each)**
- 2.6 **Component 1. Macroeconomic stability.** The objective of this subcomponent is to maintain a stable macroeconomic framework, in line with what is established in the Policy Matrix.
- 2.7 **Component 2. Enhancing quality of public services.** The objective of this subcomponent is to improve the quality of public services to citizens and firms through policy measures that: (i) establish an adequate digital government framework for public sector transformation; and (ii) enhance service delivery in prioritized sectors.
- 2.8 **Component 3. Enhancing efficiency in public spending.** The objective of this subcomponent is to enhance the efficiency of public spending through policy measures that: (i) enhance the efficiency of personnel expenditures; and (ii) enhance the efficiency of non-personnel expenditures.

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<sup>15</sup>As of October 2016, there were 185 active public bodies 70 of which were characterized as self-financing public bodies (SFPBs). SFPBs are entities which have authority to collect revenue, borrow and spend outside of the central government budget. Their gross assets were equivalent to 74.6% of GDP and their staff complement was 10% of the total public sector workforce.

<sup>16</sup> The activities to be included in this programme will support key areas within the GOJ's Public Sector Transformation Programme.

- 2.9 **Component 4. Institutional Strengthening for public sector transformation.** The objective of this subcomponent is to strengthen the government's capacity for the implementation of public sector transformation.

**B. Investment Loan (US\$50 million)**

- 2.10 **Component 1. Enhancing quality of public services (US\$22.5 million).** This subcomponent will finance: (i) modernization interventions in three prioritized MDAs<sup>17</sup> which will include process reengineering and ICT investments to improve specific services; (ii) improving government connectivity; and (iii) retraining and upskilling of civil servants.
- 2.11 **Component 2. Enhancing efficiency in public spending (US\$20.5 million).** This subcomponent will finance: (i) the expansion of the HCMES; (ii) the implementation of shared corporate services for the public sector (i.e., asset management, internal audit, finance and accounts, information technology, and public relations and communications); and (iii) a compensation review.
- 2.12 **Component 3. Institutional Strengthening for Public Sector transformation (US\$7 million).** This subcomponent will finance activities to strengthen the institutional capacity of the government to implement public sector transformation, to ensure a dynamic programme implementation and the sustainability of the reforms that promote better quality of service delivery and more efficiency in the public sector. These activities include: (i) strengthening the capacity of the PSTIT to manage the Public Sector Transformation Programme, including the utilization of a delivery management model; (ii) project management offices at prioritized MDAs; (iii) change management and communication strategies for all activities under the programme; and (iv) the Programme Execution Unit (PEU).
- 2.13 **Expected Results.** (i) Improvement in service delivery in prioritized MDAs (reduction in waiting times and transaction costs); (ii) wage bill as a percentage of GDP decreases from 10% to 9% in a sustainable manner; and (iii) the share of front-line public servants (teachers, doctors, nurses, police officers) increases as a percentage of total public sector employment due to the right-sizing of administrative staff. The beneficiaries of this programme will be the citizens, the government and the private sector in Jamaica.
- 2.14 **Strategic Alignment.** This programme is included in the 2017 Operational Program Report (GN-2884). It is included as a strategic area under the improvement of the public-sector management and contributes to the strategic objectives of reducing the central government's wage bill as a percentage of GDP and increasing efficiency of the public sector in the IDB Group Country Strategy with Jamaica 2016-2021 (GN-2868). The programme is consistent with the Update to the Institutional Strategy (UIS) 2010-2020 (AB-3008) and is strategically aligned with the development challenge of productivity and innovation. The programme is also aligned with the cross-cutting theme of institutional capacity and rule of law. Additionally, the programme will contribute to the Corporate Results Framework (CRF) 2016-2019 (GN-2727-6) output indicators of government agencies benefited by projects that strengthen technological and managerial tools to

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<sup>17</sup> Ministry of Labour and Social Security (MLSS), the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) and the MOEYI. The criteria followed for the selection of these entities were direct provision of services to citizens and readiness for implementation. Pro-Gender services will be prioritized when possible.

improve public service delivery. The programme is also aligned with the Sector Strategy on Institutions for Growth and Social welfare (GN-2587-2).

### III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Executing Agency and execution period.** For the purposes of this hybrid project, the Executing Agency (EA) for the Policy Based Loan will be the Ministry of Finance and the Public Service. The first tranche of the PBL is expected to be disbursed by April 2018, and the second tranche by June 2019. The EA for the Investment Loan will be the Office of the Prime Minister (OPM). The OPM has a wide enough mandate to ensure proper coordination among all concerned institutions. OPM is also the EA for the project “Implementation of the National Identification System (NIDS) for Economic Growth (JA-L1072)”, currently under preparation. It is expected that the investment loan will be disbursed over a period of six years.
- 3.2 **Sector Knowledge.** This programme will build on the Bank’s experience in other projects and analytical work<sup>18</sup> to improve public service delivery, human resources management in the public sector and public sector efficiency. Among them: Jamaica: Public Sector Efficiency Programme (3121/OC-JA); Ecuador: Public Administration Institutional Reform Programme (2653/OC-EC); and Programme to Improve Citizen Service Management (3073/OC-EC). In addition, the service delivery activities will be coordinated with the JA-L1072.

### IV. ENVIRONMENTAL SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 According to the results of the IDB “Safeguards Policy Filter Report”, and the safeguard and Environmental Policies (OP-703), this programme is classified as Category “C”, given the low impact on environmental and social issues.

### V. OTHER ISSUES

- 5.1 **Retroactive financing.** The Bank may finance retroactively under the loan, eligible expenses in relation to the investment loan incurred by the Borrower prior to the date of loan approval up to the amount of US\$10 million (20% of the proposed investment loan amount), if they satisfy requirements substantially similar to those set out in the loan agreement. These expenses may include consultant services, non-consulting services and goods. These expenses must have been incurred on or after the approval date of this project profile, and no expenditures incurred more than 18 months prior to the loan approval date should be included.

### VI. RESOURCES AND TIMETABLE

- 6.1 It is expected that the Project Operation Document (POD) will be available on August 22, 2017. Approval by the Board is expected by November 1, 2017. The resources needed for programme preparation are estimated to be US\$100,454. Programme preparation is also being supported by the Technical Cooperation ATN/OC-16179-JA for a total amount of US\$180,000. The staff time needed from

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<sup>18</sup> IDB (2016), [Simplifying lives](#); IDB (2016) [Useful Governments](#); and IDB (2016), [Mission Impossible? How to Achieve Better Results in Health and Education Through Better Management of Human Resources](#).

programme preparation will be 1.35 FTE (see Annex V). The operation has been registered as a triple booking between IFD/ICS, IFD/FMM and SCL/LMK.

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## Safeguard Policy Filter Report

### Operation Information

Operation		
JA-L1073 Support to the Public Sector Transformation Programme		
Environmental and Social Impact Category	High Risk Rating	
C	{Not Set}	
Country	Executing Agency	
JAMAICA	JA-JA - JAMAICA)	
Organizational Unit	IDB Sector/Subsector	
Financial & Municipal Mgmt	REFORM AND PUBLIC SECTOR SUPPORT	
Team Leader	ESG Primary Team Member	
MARIANO LAFUENTE	{Not Set}	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$50,000,000	0.000 %
Assessment Date	Author	
19 Jul 2017	srojas Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	28 Jun 2017	
QRR (Estimated)	30 Aug 2017	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		



# Safeguard Policy Filter Report

## Potential Safeguard Policy Items

[No potential issues identified]

## Safeguard Policy Items Identified

### B.1 Bank Policies (Access to Information Policy– OP-102)

The Bank will make the relevant project documents available to the public.

### B.1 Bank Policies (Gender Equality Policy– OP-761)

The operation will offer opportunities to promote [gender equality](#) or [women's empowerment](#).

### B.2 Country Laws and Regulations

The operation is expected to be in compliance with laws and regulations of the country regarding specific women's rights, the environment, gender and indigenous peoples (including national obligations established under ratified multilateral environmental agreements).

### B.3 Screening and Classification

The operation (including [associated facilities](#)) is screened and classified according to its potential environmental impacts.

### B.6 Consultations

Consultations with affected parties will be performed equitably and inclusively with the views of all stakeholders taken into account, including in particular: (a) equal participation by women and men, (b) socio-culturally appropriate participation of indigenous peoples and (c) mechanisms for equitable participation by vulnerable groups.

### B.7 Supervision and Compliance

The Bank is expected to monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.

### B.17. Procurement

Suitable safeguard provisions for the procurement of goods and services in Bank financed operations may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.

## Recommended Actions

Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.

## Additional Comments



## Safeguard Screening Form

### Operation Information

Operation		
<b>JA-L1073</b> Support to the Public Sector Transformation Programme		
Environmental and Social Impact Category	High Risk Rating	
C	{Not Set}	
Country	Executing Agency	
JAMAICA	JA-JA - JAMAICA)	
Organizational Unit	IDB Sector/Subsector	
Financial & Municipal Mgmt	REFORM AND PUBLIC SECTOR SUPPORT	
Team Leader	ESG Primary Team Member	
MARIANO LAFUENTE	{Not Set}	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$50,000,000	0.000 %
Assessment Date	Author	
19 Jul 2017	srojas Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	28 Jun 2017	
QRR (Estimated)	30 Aug 2017	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		

### Operation Classification Summary

Overriden Rating	Overriden Justification
Comments	



## Safeguard Screening Form

Conditions / Recommendations

Summary of Impacts / Risks and Potential Solutions

Disaster Risk Summary

Disaster Risk Level

Disaster / Recommendations

Disaster Summary

Details

Actions

## **Environmental and Social Strategy**

- 1.1 The main objective of this programme is to improve the delivery of public services in Jamaica through: (i) enhancing the quality of specific services; and (ii) enhancing efficiency in public spending. To meet this objective, the programme is structured into a hybrid project, with an investment loan and a Policy-Based Loan (PBL).
- 1.2 According to the results of the IDB “Safeguards Policy Filter Report”, and the safeguard and Environmental Policies (OP-703), this operation is classified as Category “C”, given the low impact on environmental and social issues.

## INDEX FOR COMPLETED AND PROPOSED SECTOR WORK

Theme	Description	Status	Reference
Public Sector Transformation	Empirical evidence	Completed	<ul style="list-style-type: none"> <li>• Global Competitiveness Index by the World Economic Forum (2016/2017)</li> <li>• Government of Jamaica (2012), <a href="#">Corporate Governance Framework for Public Bodies in Jamaica</a>.</li> <li>• Government of Jamaica (2016), Policy on the Categorization and rationalization of Public Bodies.</li> <li>• Government of Jamaica (2016), Strategic Review of the Ministry of Finance.</li> <li>• Government of Jamaica (2017), <a href="#">Prime Minister's Policy Statement on Public Sector Transformation</a>. January 9, 2017.</li> <li>• Government of Jamaica (2017), <a href="#">National Identification and Registration Act</a>.</li> <li>• Haltiwanger, J. y M. Singh (1999). <a href="#">Cross-Country Evidence on Public Sector Retrenchment</a>. The World Bank Economic Review, Vol. 13, No. 1. Pp 23-63</li> <li>• Holzmann, R. et al (2011). <a href="#">Severance Pay Programs around the World: History, Rationale, Status, and Reforms</a>, IZA Institute for the Study of Labor, Discussion Paper Series, IZA DP No. 5731.</li> <li>• Hurwich and Co Inc (2015), "Assessment of Jamaica's Public Sector Customer Service for the Cabinet Office".</li> <li>• IDB (2016), Improving the Human Capital Efficiency of Central Governments: Report on Public Employment and Salary Policy. Country Report: Jamaica</li> <li>• IDB (2016), <a href="#">Simplifying lives</a>.</li> <li>• IDB (2016) <a href="#">Useful Governments</a>.</li> <li>• IDB (2016), <a href="#">Mission Impossible? How to Achieve Better Results in Health and Education Through Better Management of Human Resources</a>.</li> <li>• IDB (2016), Experiences with Public Sector Reform Programmes in LAC: Efficiency and Better Service Delivery</li> </ul>

			<ul style="list-style-type: none"> <li>IDBG Country Strategy with Jamaica, 2016</li> <li>IMF (2015), Government Wage Bill Spending: Reform Options to Promote Public Sector Transformation, Fiscal Affairs Department</li> <li>IMF (2016). Request for Stand By Arrangement and Cancellation of the Current Extended Fund Facility. Press Release and Staff Report.</li> <li>Kitch Consulting (2014), Consultancy Services for Compensation Review and Retention Strategies in Jamaica – Ministry of Finance and the Public Service</li> <li>Lafuente and Dumas (2016), Mission Impossible? How to Achieve Better Results in Health and Education Through Better Management of Human Resources, in Beverinotti and Prats, <a href="#">Overview of Social Expenditures in Central America and the Dominican Republic</a>, IDB.</li> <li>Ministry of Finance and Planning (2011), <a href="#">Options for the Reform of the Public Sector Pension System</a>. Green Paper.</li> <li>Ministry of Finance and Planning (2014), <a href="#">The Reform of the Public Sector Pension System</a>. White Paper.</li> <li>Ministry of Finance and the Public Service (2016), <a href="#">Jamaica Public Bodies: Estimates of Revenue and Expenditure for the Year Ending March 2017</a>.</li> <li>Morsiani, G. (2014), Public Sector Re-tooling Project Public Sector Reform: Assessment and Recommendations. United Nations Jamaica Program.</li> <li>Partnership for Public Service (2014) Helping Government Deliver: Transforming mission and support services.</li> <li>Rama, M. (1999). <a href="#">Public Sector Downsizing</a>. The World Bank Economic Review, Vol. 13, No. 1. Pp 1-22.</li> <li>Villasmil, R. (2015), Evaluation and Quantification of Main Fiscal Risks and Strengthening of the Fiscal Responsibility Framework.</li> </ul>
		In progress	<ul style="list-style-type: none"> <li>Public Sector Transformation program - Early Retirement Survey (to be completed by August 2017)</li> <li>Cabinet Paper “Early Retirement Implementation Project”, Ministry of Finance and the Public Service (to be completed by August 2017)</li> </ul>

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