



Operation Number: **TT0057**
Year- PMR Cycle: **Second period Jan-Dec 2013**
Last Update: **6/4/2014**
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **06/19/2014**
Division Chief validation date: **06/24/2014**
Country Representative validation date: **06/27/2014**

Inter-American Development Bank - IDB
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

Operation name:	Public Sector Reform Program	Loan Number:	1523/OC-TT
Executing Agency (EA):	Ministry of Public Administration and In formation		
Team Leader:	King,Dana Michael	Sector/Subsector:	REFORM AND PUBLIC SECTOR SUPPORT
Operation Type:	Loan Operation	Overall Stage:	Closed (All the loans are closed).
Lending Instrument:	Investment Loan	Country:	TRINIDAD AND TOBAGO
Borrower:	TRINIDAD AND TOBAGO	Convergence related Operation(s):	

Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
TT0057	\$5,000,000.00	\$4,605,589.43	\$1,250,000.00	\$0.00	\$6,250,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
TT0057	\$4,605,589.43	\$4,432,822.48	96.25%	\$172,766.95

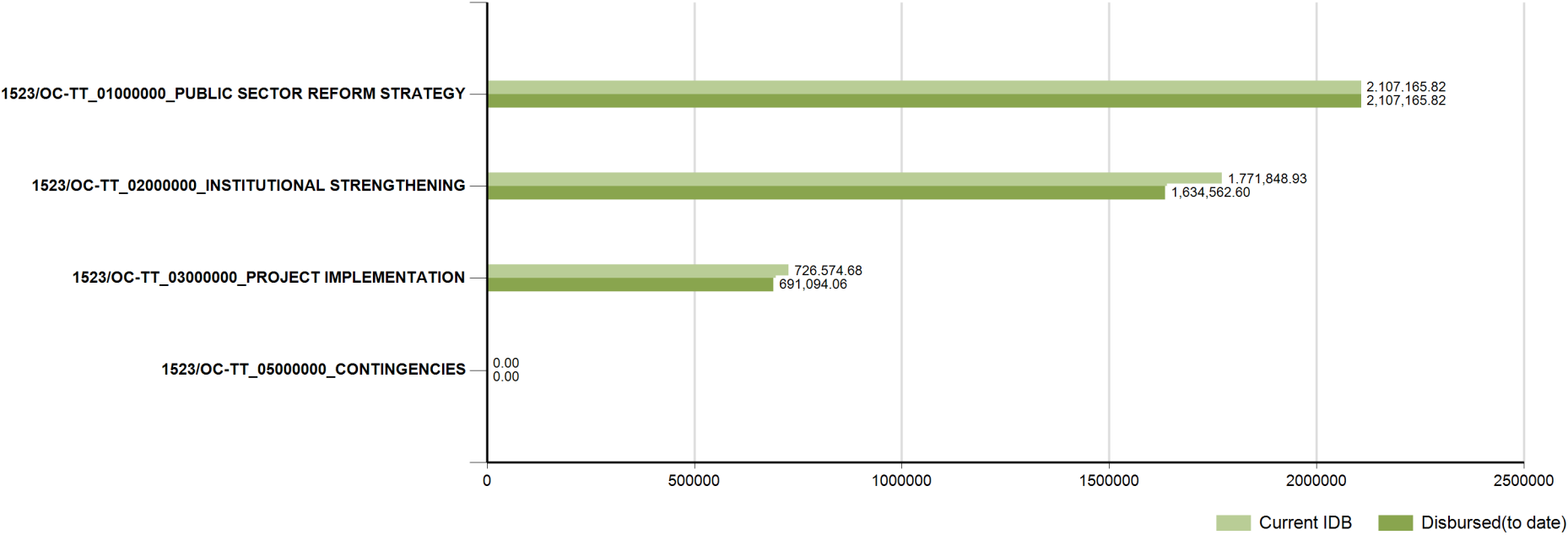
Environmental and Social Safeguards

Main Operation	
Impacts Category:	C(R)
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Expense Categories by Loan Contract (cumulative values)



Results Matrix

Impacts

Impact:	1 Development and implementation of a long-term strategy to reform the public sector, as means to reach developed country status by year 2020.							
Observation:	After 7 years, by a conjuncture of circumstances this operation might still provide inputs to meaningful reform activities. However the complementarities between the reforms in public financial management and those of HR management, the centre of governme							
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	EOP
1.1 Long-term strategy prepared.		Paper	0.00	2003	Draft papers complete.	Green Paper was disseminated to the public in 2011. White paper in discussion	P	
							P(a)	1.00
							A	

 RF - RF Indicator  SI - Sector Indicator  CI - Country Indicator  PG - Pro-Gender  PE - Pro-Ethnicity

Outcomes

Outcome:	1 Quality and efficiency of public services improved through the development and implementation of a long-term strategy to transform the public sector										
Observation:											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2008	2009	2010	2011	EOP
1.1 Key strategic issues in support of the Public Sector Transformation Program identified and approved by Cabinet with package of solutions		Policy Statement	0.00	2011	Copies of documentation submitted to Cabinet, and registering Cabinet approval		P		100.00		1.00
							P(a)		100.00		1.00
							A		100.00		
1.2 Public and government perception of communications with and within government agencies improves (survey).		%	0.00	2008	Baseline survey to be carried out in 2008 and subsequent yearly waves. Yearly targets to be established following determination of baselines.	Copies of survey results will also be used as means of verification	P	49.00	49.00	49.00	49.00
							P(a)	49.00	49.00	49.00	49.00
							A		53.00	50.00	

1.3 Users satisfied with the final outcome.		%	0.00	2008	Baseline survey to be carried out in 2008 including at least 3 prioritized public services in 2008 (example MORI survey).	Subsequently yearly waves to be conducted. Baseline to be brokend own geograp hically and by gender and age group. Need to specify a minimu m of 3 prioritize d public services by IV/2008. Copies of survey results	P	70.00	70.00	70.00		70.00
							P(a)	70.00	70.00	70.00		70.00
							A	70.00	71.00	73.00		
1.4 Average cost per user		\$	0.00	2008	Need to specify a minimum of 3 prioritized public services, by IV/2008. Copies of consultant reports and evaluations		P		0.00			0.00
							P(a)		0.00			0.00
							A					
1.5 Users satisfied with quality of the service.		%	0.00	2008	Baseline survey to be carried out in 2008 including at least 3 prioritized public services in 2008 (example MORI survey).	Subsequently yearly waves to be conducted. Baseline to be brokend own geograp hically and by gender and age group. Need to specify a minimu m of 3 prioritize d public services by IV/2008.	P	34.00	34.00	34.00	34.00	34.00
							P(a)	34.00	34.00	34.00	34.00	34.00
							A	34.00	22.00	23.00		

1.6 Users say service got better from over the past 5 years due to public sector modernization.		%	0.00	2008	Baseline survey to be carried out in 2008 including at least 3 prioritized public services in 2008 (example MORI survey). Subsequently yearly waves to be conducted. Baseline to be broken down geographically and by gender and age group. Need to specify a minimum of 3 prioritized public services by IV/2008.	P	28.00	28.00	28.00	28.00	28.00
						P(a)	28.00	28.00	28.00	28.00	28.00
						A	28.00	24.00	17.00		
1.7 Average time required to complete a public service transaction.		Days	0.00	2008		P					0.00
						P(a)					0.00
						A					

Outputs: Annual Physical and Financial Progress

Development and implementation of a Public Sector Reform Strategy, including consensus-building and communications components, developed, disseminated and discussed with stakeholders (originally there was no title at all for this component)		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2013	EOP	2013	EOP
Issues and policy options study completed	Studies	P	2.00	P	652,000.00
		P(a)	2.00	P(a)	727,000.00
		A	0.00	A	727,000.00
Baseline survey for user perceptions of public services carried out, with subsequent yearly waves	Survey	P	2.00	P	
		P(a)	1.00	P(a)	
		A	1.00	A	
Structural problems study & communications strategy	Report	P	1.00	P	250,000.00
		P(a)	2.00	P(a)	782,000.00
		A	0.00	A	782,000.00
First phase of communications strategy implemented	Report	P		P	
		P(a)	1.00	P(a)	100.00
		A	0.00	A	100.00
Baseline survey for user perceptions of public services carried out	Survey	P		P	
		P(a)	4.00	P(a)	
		A	0.00	A	
Structural capacity of the Public Sector strengthened. [original title before associating operations was 'Strengthening of the Public Sector's Structural Capacity']		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2013	EOP	2013	EOP
Baseline of public employee demographics and attitudes completed	Report	P	2.00	P	335,643.28
		P(a)	1.00	P(a)	335,643.28
		A	0.00	A	335,643.28
Mapping of administrative processes (priority services mapped)	Final Report	P	32.00	P	0.00
		P(a)	2.00	P(a)	
		A	2.00	A	
Mapping of administrative processes	Report	P	2.00	P	56,200.00
		P(a)	2.00	P(a)	112,400.00
		A	0.00	A	112,400.00
Mapping of administrative processes (priority services processed improved)	Final Report	P	1.00	P	0.00
		P(a)		P(a)	
		A		A	
Plan to resolve structural issues hindering implementation of IhRIS completed	Plan	P	2.00	P	6,244.00
		P(a)	2.00	P(a)	12,488.00
		A	0.00	A	12,488.00
New public employment compensation policy developed and sent to Cabinet	Report	P	1.00	P	31,708.16
		P(a)	1.00	P(a)	31,708.16
		A	0.00	A	31,708.16
Plan for institutional strengthening of CSO developed and implemented	Report	P	2.00	P	1,248,000.00
		P(a)	3.00	P(a)	570,000.00
		A	1.00	A	260,000.00
60 persons trained in policy development and M&E.	Staff	P	60.00	P	
		P(a)	120.00	P(a)	140,000.00
		A	0.00	A	140,000.00

Institutional Strengthening of the MOF -- PFM reform implementation plan	Report	P			P		
		P(a)	1.00	1.00	P(a)	178,820.00	55,000.00
		A	1.00	1.00	A	55,000.00	55,000.00
Administrative Costs							

Other Cost		2013	Cost
Project Implementation - includes project staff and costs	P		\$517,145.00
	P(a)		\$540,145.00
	A		\$540,145.00
Total Cost		2013	Total Cost
	P		\$3,096,940.44
	P(a)	\$178,820.00	\$3,170,304.44
	A	\$315,000.00	\$3,306,484.44

Changes to the Matrix

No information related to this operation.

Please note that the Overall Stage represents the stage of the operation at the time of this report’s publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.