

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2022

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Financial statements
Year ended March 31, 2022

CONTENTS

	Page
Auditors' Report - Audit of the Programme's Accounts	1-3
Statement of Cash Flows	4
Statement of Cumulative Investments	5
Notes to the Financial Statements	
1. The Programme	6
2. Components of the Programme	7-8
3. Significant accounting policies	8-9
4. Source of Funding	10
5. Local Counterpart Funds	11
6. Available Cash Balances	11
7. Special Account Reconciliation	11
8. Investment Category – Actual Expenditure	12
9. Reconciliation of Operational and Financial Executive Summary	13-14
10. Non-current assets	15
11. Impact of the COVID-19 Pandemic	15



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INDEPENDENT AUDITORS' REPORT

To the Ministry of Finance and the Public Service
SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Opinion

We have audited the accompanying financial statements, which comprise the statement of cash flows, the statement of cumulative investments and a summary of significant accounting policies, and other explanatory information for Support to the Public Sector Transformation Programme (Investment Component), (the Programme), executed by the Ministry of Finance and the Public Service (MoFP), and financed by the Inter-American Development Bank Loan Agreement #4374/0C-JA as of and for the period ended March 31, 2022 and have obtained all the information and explanations which we required.

In our opinion, the financial statements present fairly, in all material respects, the cash flows and cumulative investments for the Support to the Public Sector Transformation Programme for the period ended March 31, 2022, in accordance with the Cash Basis IPSAS: Financial Reporting under the Cash Basis of Accounting.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Programme in accordance with International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants including International Independence Standards (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Page 2

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Ministry of Finance and the Public Service
SUPPORT TO THE PUBLIC SERVICE TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Basis of Accounting

Without modifying our opinion, we draw attention to note 3(a) to the financial statements, which describes the basis of accounting. The financial statements are prepared to comply with the financial reporting provisions of Inter-American Development Bank Loan Agreement #4374/0C-JA. As a result, the financial statements may not be suitable for another purpose.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Cash Basis IPSAS: Financial Reporting under the Cash Basis of Accounting and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Programme's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



Page 3

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Ministry of Finance and the Public Service
SUPPORT TO THE PUBLIC SERVICE TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the MoFP's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in blue ink, appearing to read 'KPMG', located below the main body of text.

Chartered Accountants
Kingston, Jamaica

August 12, 2022

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA


STATEMENT OF CASH FLOWS


Year ended March 31, 2022

(Expressed in U.S. dollars)

	Note	Year ended March 31, 2022			Year ended March 31, 2021		
		IDB	GOJ	TOTAL	IDB	GOJ	TOTAL
CASH RECEIVED							
Accumulated cash received at beginning of the year		<u>14,455,465</u>	<u>2,367,770</u>	<u>16,823,234</u>	<u>7,061,570</u>	<u>1,304,129</u>	<u>8,365,699</u>
Activities during the year							
Advances	4	12,129,081	-	12,129,081	6,425,175	-	6,425,175
Direct Payment	4	725,000	-	725,000	968,720	-	968,720
GOJ Contribution	5	<u>-</u>	<u>775,883</u>	<u>775,883</u>	<u>-</u>	<u>1,063,641</u>	<u>1,063,641</u>
Cash received during the year		<u>12,854,081</u>	<u>775,883</u>	<u>13,629,964</u>	<u>7,393,895</u>	<u>1,063,641</u>	<u>8,457,536</u>
Accumulated cash received at the end of the year		<u>27,309,546</u>	<u>3,143,653</u>	<u>30,453,199</u>	<u>14,455,465</u>	<u>2,367,770</u>	<u>16,823,235</u>
DISBURSEMENTS MADE							
Accumulated cash disbursements at beginning of the year		<u>14,439,056</u>	<u>2,367,770</u>	<u>16,806,826</u>	<u>6,374,242</u>	<u>1,304,129</u>	<u>7,678,371</u>
Activities during the year/period:							
Goods and Services, being total cash disbursements during the year		<u>12,390,245</u>	<u>775,883</u>	<u>13,166,128</u>	<u>8,064,814</u>	<u>1,063,641</u>	<u>9,128,455</u>
Accumulated cash disbursements at the end of the year	9	<u>26,829,301</u>	<u>3,143,653</u>	<u>29,972,954</u>	<u>14,439,056</u>	<u>2,367,770</u>	<u>16,806,826</u>
AVAILABLE CASH AS AT THE END OF THE YEAR	6	<u>480,245</u>	<u>-</u>	<u>480,245</u>	<u>16,409</u>	<u>-</u>	<u>16,409</u>

The financial statements on pages 4 to 15 were approved by The Ministry of Finance and the Public Service – Transformation Implementation Unit on August 12, 2022 and signed on its behalf by:


Maria Thompson Walters - Executive Director, TIU


Michael Parker – Principal Finance Officer

The accompanying notes form an integral part of the financial statements.

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

STATEMENT OF CUMULATIVE INVESTMENTS
Year ended March 31, 2022
(Expressed in U.S. dollars)

Investment Category:	Cumulative through March 31, 2021			Movement during the year			Cumulative through March 31, 2022		
	IDB	GOJ	TOTAL	IDB	GOJ	TOTAL	IDB	GOJ	TOTAL
COMPONENT 1: ENHANCING QUALITY OF PUBLIC SERVICES									
i Process Re-engineering and ICT Investment to improve specific services	1,405,441	1,397	1,406,838	807,878	-	807,878	2,213,319	1,397	2,214,716
ii Improving government connectivity and ICT Services	216,493	-	216,493	2,051,852	-	2,051,852	2,268,345	-	2,268,345
iii Retraining and Upskilling of public officers	195,546	-	195,546	102,600	-	102,600	298,146	-	298,146
iv Strengthening of public sector transformation implementation, communications and change management	<u>937,492</u>	<u>36,707</u>	<u>974,199</u>	<u>1,328,458</u>	<u>36,230</u>	<u>1,364,688</u>	<u>2,265,950</u>	<u>72,936</u>	<u>2,338,886</u>
	<u>2,754,972</u>	<u>38,104</u>	<u>2,793,076</u>	<u>4,290,788</u>	<u>36,230</u>	<u>4,327,018</u>	<u>7,045,760</u>	<u>74,333</u>	<u>7,120,093</u>
COMPONENT 2: ENHANCING EFFICIENCY IN PUBLIC SPENDING									
i Expansion of My HR+	5,640,671	78,399	5,719,070	2,300,738	7,149	2,307,887	7,941,409	85,548	8,026,956
ii Implementation of shared corporate services for the public sector	3,166,675	294,297	3,460,972	3,463,763	1,445	3,465,208	6,630,438	295,742	6,926,179
iii Compensation review	1,530,613	37,102	1,567,715	1,734,641	-	1,734,641	3,265,254	37,103	3,302,357
iv Communication and change management	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>10,337,959</u>	<u>409,798</u>	<u>10,747,757</u>	<u>7,499,142</u>	<u>8,595</u>	<u>7,507,737</u>	<u>17,837,101</u>	<u>418,393</u>	<u>18,255,494</u>
Programme Management and Coordination	<u>1,325,958</u>	<u>1,919,868</u>	<u>3,245,826</u>	<u>581,080</u>	<u>731,058</u>	<u>1,312,138</u>	<u>1,907,038</u>	<u>2,650,927</u>	<u>4,557,965</u>
Auditing and Monitoring & Evaluation	<u>20,167</u>	<u>-</u>	<u>20,167</u>	<u>19,235</u>	<u>-</u>	<u>19,235</u>	<u>39,402</u>	<u>-</u>	<u>39,402</u>
Total	<u>14,439,056</u>	<u>2,367,770</u>	<u>16,806,826</u>	<u>12,390,245</u>	<u>775,883</u>	<u>13,166,128</u>	<u>26,829,301</u>	<u>3,143,653</u>	<u>29,972,954</u>

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements
Year ended March 31, 2022

1. The Programme

A loan contract was entered into between the Government of Jamaica and the Inter- American Development Bank on February 21, 2018 to finance the Support to The Public Sector Transformation Programme (Investment Component) (“the Programme”). The Ministry of Finance and the Public Service (MoFP) was designated as the Executing Agency to implement the Project.

The main objective of the Programme is to improve the delivery of public services in Jamaica through enhancing: (1) quality of transactional services; and (2) efficiency in public spending.

The estimated cost of the Programme in the amount of US\$50,000,000 will be distributed in accordance with the following categories:

Investment Category	IDB (US\$ Million)	%
Component 1 – Enhancing Quality of Public Services		
(i) Process reengineering and ICT investments to improve specific Services	5,572	11%
(ii) Improving government connectivity and ICT Services	10,250	20%
(iii) Retraining and upskilling of public officers	800	2%
(iv) Strengthening of public sector transformation implementation, communications and change management	3,447	7%
	20,069	40%
Component 2 – Enhancing Efficiency in Public Spending		
(i) Expansion of MyHR+	14,602	29%
(ii) Implementation of shared corporate services for the public sector	8,265	17%
(iii) Compensation review	1,775	4%
	24,642	49%
Programme Management and Coordination	3,871	8%
Audit and Monitoring and Evaluation	370	1%
Contingencies	1,048	2%
Total	50,000	100%

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2022

2. Components of the Programme

The Programme includes the execution of the following components:

a) Component 1 – Enhancing Quality of Public Services

This component will provide the financing for:

- (i) modernization interventions in three (3) prioritized Ministries, Department and Agencies (MDAs) which will include organizational and process reengineering and Information and Communication Technologies (ICT) investments to improve specific services and to make them available online, as well as project management offices in each institution to enhance the capacity of the government to successfully implement these activities;
- (ii) building on the existing infrastructure laid and/or owned by the National Works Agency (NWA), the Programme will:
 - (a) extend and create a network connecting e-government Jamaica Limited's data center to all MDAs in the Kingston Metropolitan Area through fiber optics, creating a redundant and reliable, connectivity network across the government, and
 - (b) upgrade the current data center in e-Gov Jamaica Limited with required technologies to accommodate initial consolidation of data centers and applications that MDAs currently carry out separately;
- (iii) upskilling and retraining of public officers, which will include upskilling activities that are mandatory and focus on public officers whose function will change as a result of the reforms, including the need to enhance the quality of public services and retraining activities that focus on persons leaving the public service who request these services, with the objective of acquiring a broader set of skills to become more employable in the wider labour market: and
- (iv) strengthening of the Public Sector Transformation Implementation Unit (PSTIU) to enhance the capacity of the government to successfully implement the overall Public Sector Transformation (PST) programme as well as six (6) change management and six (6) communication strategies for the activities under (i) through to (iii) above.

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2022

2. Components of the Programme (continued)

b) Component 2 – Enhancing Efficiency in Public Spending

This component will provide the financing for:

- (i) the expansion of MDAs of the electronic Human Resources (HR) Management System, My HR+, that the government is currently implementing in fourteen (14) MDAs, which will allow for inter alia: (a) integrated payroll management (b) better workforce planning; and (c) the identification of wage differentials between males and females in the public sector and type of positions occupied by women in the public sector;
- (ii) the implementation of an operational model for three (3) shared corporate services for the public sector in key strategic areas, including financing HR activities resulting from their implementation;
- (iii) the implementation of specific activities coming out of the compensation review including the development of a single salary structure, an allowance review and structuring of performance management; and

3. Significant Accounting Policies

(a) Basis of accounting:

The financial statements have been prepared using the cash basis of accounting, recognizing revenue when the cash is received and recognizing expenses when the cash has been disbursed. This accounting policy differs from International Public Sector Accounting Standards (IPSAS) under which transactions should be recorded when they occur and not when they are paid. However, IPSAS have been applied to circumstances such as those discussed in the chapter “Cash Basis IPSAS: Financial Reporting under the Cash Basis of Accounting.”

(b) Recording of Transactions

Transactions are recorded in dual currency. As the loan is denominated in US dollars, for preparation of the financial statements, US dollar is used. The guidelines and Terms of Reference stipulate that the project financial statements should include separate identification of revenue and expenditures from IDB.

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2021

3. Significant Accounting Policies (continued)

(c) Foreign currency and financing charge transactions:

The accounting records of the programme are maintained in United States dollars (USD). However, programme expenditure is incurred mainly in Jamaica dollars. The IDB portion of expenditure incurred in Jamaican dollars (JMD) is translated to United States dollars, per transaction, at the rate of exchange prevailing at the date funds used to pay said transactions were transferred from the Special Bank Account (USD) to the Programme Bank Account (JMD), pursuant to the understanding in force between IDB and the GOJ.

The expenditures associated with GOJ contribution to the Programme is incurred in Jamaican dollars and is translated to United States dollars using the monthly weighted average selling exchange rate at the Bank of Jamaica based on the effective payment date of the transaction.

All fees and charges for undisbursed loan funds, as well as, losses due to exchange rate fluctuations are not considered eligible programme expenditures and are absorbed by the Government of Jamaica. Bank charges are considered eligible expenditure to the loan once deemed reasonable.

The Programme account balance at 31st March 2022, denominated in Jamaican Dollars, was translated at the exchange rate used to convert the last advance transferred from the US\$ Special Account. The exchange rate applied was J\$151.95 to US\$1.00 (2021: J\$146.58 to US\$1.00).

(d) Fixed Assets:

Fixed assets procured with programme resources are recorded at their acquisition cost at the date of purchase. Depreciation is not charged on these assets and is also not reflected in these financial statements.

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2021

4. Source of Funding

Total funding received during the year amounts to US\$12,854,081 (2021: US\$7,393,895).

2022

Advances requested during the year:

<u>Request No.:</u>	<u>OPSI No.</u>	<u>Value Date:</u>	<u>US\$</u>
No. 18	2021022870	April 21, 2021	3,500,000
No. 20	2021045880	September 21, 2021	4,500,000
No. 22	2022067894	February 8, 2022	<u>4,129,081</u>
			<u>12,129,081</u>

Direct payment during the year:

<u>Request No.:</u>	<u>OPSI No.</u>	<u>Value Date:</u>	<u>US\$</u>
No. 16	2021020916	April 8, 2021	725,000

Total Advance and Direct Payments received for the year ending March 31, 2022 12,854,081

Request Nos, 17, 19 and 21 are associated with expenditures justified during the year with the Inter-American Development Bank.

2021

Advances requested during the year:

<u>Request No.:</u>	<u>OPSI No.</u>	<u>Value Date:</u>	<u>US\$</u>
No. 9	202029150	July 14, 2020	3,000,000
No. 11	2020052806	October 26, 2020	3,000,000
No. 15	2021017185	March 11, 2021	<u>425,175</u>
			<u>6,425,175</u>

Direct payment during the year:

<u>Request No.:</u>	<u>OPSI No.</u>	<u>Value Date:</u>	<u>US\$</u>
No. 12	2020064577	December 18, 2020	204,720
No. 13	2021015516	December 19, 2019	<u>764,000</u>
			<u>968,720</u>

Total advances and direct payments received as at March 31, 2021 7,393,895

Request Nos. 8, 10 and 14 represents expenditures justified during the year with the Inter-American Development Bank.

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2022

5. Local Counterpart funds

During the 12 months as at March 31, 2022, the Project expended J\$119,526,698 (US\$775,883), [2021: J\$154,401,819 (US\$1,063,641)] as GOJ Contributions to the Programme. The funds were issued via warrant allocations. Unused warrants allocated were surrendered to the Consolidated Fund of Jamaica.

Transactions associated with the GOJ Contribution to the Programme are executed by the main Finance and Accounts Division of The Ministry of Finance and the Public Service.

6. Available Cash Balances

The available bank balances at the end of the period are as follows:

	<u>2022</u> US\$	<u>2021</u> US\$
Bank of Jamaica - Special Account – 810592	465,520	4,210
National Commercial Bank – Project Account – 331108235	<u>14,725</u>	<u>12,199</u>
	<u>480,245</u>	<u>16,409</u>

At March 31, 2022 the balance in the National Commercial Bank account no. 331108235 was J\$2,237,400 (2021: J\$1,766,864).

No exchange rate movement is reflected in the Financial Statement, as a result of Jamaican dollar expenditures from the Programme Account being converted to United States Dollars using the method as defined in Section 4,10b(i) of the loan agreement.

7. Special Account Reconciliation

	<u>2022</u> US\$	<u>2021</u> US\$
Cash available at the beginning of the year	16,409	687,328
Funds received during the year	<u>12,129,081</u>	<u>6,425,175</u>
Total Funds available during the year	<u>12,145,490</u>	<u>7,112,503</u>
Expenditure documented by SOE during the year (Advances justified) [note 9]	(8,138,451)	(6,835,394)
Expenditure from prior year documented by SOE during the year [note 9]	1,118,034	857,334
Expenditure not yet documented by SOE during the year (Advances pending justification)	(4,644,828)	(1,118,034)
	<u>(11,665,245)</u>	<u>(7,096,094)</u>
Cash available at the end of the year	<u>480,245</u>	<u>16,409</u>

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/OC-JA

Notes to the Financial Statements (continued)
Year ended March 31, 2022

8. Investment Category – Actual Expenditure

Total loan funds invested during the period amounted to US\$12,390,245 (2021: US\$8,064,814) representing cumulative investment of US\$26,829,302.

Investment Category	IDB Disbursement (US\$ Million)			Percentage (Actual Vs.Budget)
	Loan	Actual	Balance	
Component 1 – Enhancing Quality of Public Services				
(i) Process reengineering and ICT investments to improve specific services	5,572	2,213	3,359	40%
(ii) Improving government connectivity and ICT Services	10,250	2,269	7,981	20%
(iii) Retraining and upskilling of public officers	800	298	502	37%
(iv) Strengthening of public sector transformation implementation, communications and Change Management	3,447	2,266	1,181	66%
	20,069	7,046	13,023	35%
Component 2 – Enhancing Efficiency in Public Spending				
(i) Expansion of MyHR+	14,602	7,941	6,661	54%
(ii) Implementation of shared corporate services for the public sector	8,265	6,631	1,634	80%
(iii) Compensation review	1,775	3,265	(1,490)	184%
	24,642	17,837	6,805	72%
Programme Management and Coordination	3,871	1,907	1,964	49%
Audit and Monitoring and Evaluation	370	39	331	11%
Contingencies	1,048	-	1,048	0%
Total	50,000	26,829	23,171	54%

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements
Year ended March 31, 2022

9. Reconciliation of Operational and Financial Executive Summary (OPS) [2021: Loan Management System (LMS)]

Loan Component	2022						Total US\$
			Enhancing Quality of Public Services US\$	Enhancing Efficiency in Public Spending US\$	Project Management and Coordination US\$	Auditing and Monitoring & Evaluation US\$	
Amounts Documented as per OPS			4,837,344	15,438,530	1,869,197	39,402	27,309,546
Justification of Advance							
Request:	LMS No.:	Value Date:					
20 months to March 20							
No. 2	201911354	20-Mar-19	-	1,980,000	-	-	1,980,000
No. 3	201913918	03-Apr-19	232,977	859,083	213,402	-	1,305,461
No. 6	201968420	20-Dec-19	509,154	1,081,394	453,955	-	2,044,503
Total			742,130	3,920,477	667,357	-	5,329,964
12 months Apr 2020 - Mar 2021							
No. 8	202058696	10-Jul-20	459,189	701,152	229,337	-	1,389,679
No.10	2020052532	23-Oct-20	487,970	1,889,218	135,868	20,167	2,533,224
No. 14	2021016853	10-Mar-21	651,118	1,968,598	292,776	-	2,912,492
Total			1,598,278	4,558,968	657,982	20,167	6,835,395
12 months Apr 2021 - Mar 2022							
No. 17	2020064577	19-Apr-21	385,218	612,158	120,658	-	1,118,034
No. 19	2020015516	20-Sep-21	948,396	1,846,706	210,927	19,234	3,025,263
No. 21	2020015516	08-Feb-22	1,163,322	2,619,557	212,274	-	3,995,153
Total			2,496,936	5,078,422	543,859	19,234	8,138,450
Cumulative Total- Advance Justification			4,837,344	13,557,867	1,869,197	39,401	20,303,809
Direct Payment							
12 months Apr 2020 - Mar 2021							
No. 12	2020064577	18-Dec-20	-	204,720	-	-	204,720
No. 13	2020015516	25-Feb-21	-	764,000	-	-	764,000
12 months Apr 2020 - Mar 2021							
No. 16	2021020916	08-Apr-21	-	725,000	-	-	725,000
Total			-	725,000	-	-	725,000
Cumulative Total - Direct Payments			-	1,880,663	-	-	1,880,663
Grand Total Documented by the IDB			4,837,344	15,438,530	1,869,197	39,401	22,184,473
Amounts Pending Justification (Disbursement Request # 23)			2,179,072	2,307,878	157,879	-	4,644,828
Reallocations based on SAGE validated entries			-	-	-	-	-
Revised total for Justification			2,179,072	2,307,878	157,879	-	4,644,828
Total Cumulative Expenditure			7,016,416	17,746,409	2,027,076	39,401	26,829,301
			(2,179,072)	(2,307,878)	(157,879)	-	480,245

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements
Year ended March 31, 2021

**9. Reconciliation of Operational and Financial Executive Summary (OPS) [2021: Loan Management System (LMS)]
(continued)**

2021															
Loan Component			Enhancing Quality of Public Services US\$		Enhancing Efficiency in Public Spending US\$		Project Management and Coordination US\$		Auditing and Monitoring & Evaluation US\$		Advance US\$		Total US\$		
Amounts Documented as per OPS			2,340,408		9,635,109		1,325,338		20,167		1,134,443		14,455,465		
Justification of Advance															
Request:		LMS No.:		Value Date:											
20 months to March 2020															
No. 2		201911354		20-Mar-19		-		1,980,000		-		-		1,980,000	
No. 3		201913918		03-Apr-19		232,977		859,083		213,402		-		1,305,462	
No. 6		201968420		20-Dec-19		509,154		1,081,394		453,955		-		2,044,503	
Total			742,131		3,920,477		667,357		-		-		5,329,965		
12 months Apr 2020 - Mar 2021															
No. 8		202058696		10-Jul-20		459,190		701,152		229,337		-		1,389,679	
No.10		2020052532		23-Oct-20		487,970		1,889,218		135,868		20,167		2,533,223	
No. 14		2021016853		10-Mar-21		651,118		1,968,598		292,776		-		2,912,492	
Total			1,598,278		4,558,968		657,981		20,167		-		6,835,394		
Cumulative Total- Advance Justification			2,340,409		8,479,445		1,325,338		20,167		-		12,165,359		
Direct Payment															
20 months to Mar 2020															
No. 5		201967027		19-Dec-19		-		186,943		-		-		186,943	
12 months Apr 2020 - Mar 2021															
No. 12		2020064577		18-Dec-20		-		204,720		-		-		204,720	
No. 13		2020015516		25-Feb-21		-		764,000		-		-		764,000	
Total			-		968,720		-		-		-		968,720		
Cumulative Total - Direct Payments			-		1,155,663		-		-		-		1,155,663		
Grand Total Documented by the IDB			2,340,409		9,635,108		1,325,338		20,167		-		13,321,022		
Amounts Pending Justification (Disbursement Request # 17)															
			385,218		612,159		120,657		-		-		1,118,034		
Reallocations based on SAGE validated entries			29,345		90,692		(120,037)		-		-		-		
Revised total for Justification			414,563		702,851		620		-		-		1,118,034		
Total Cumulative Expenditure			2,754,972		10,337,959		1,325,958		20,167		-		14,439,056		
			(414,564)		(702,850)		(620)		-		1,134,443		16,409		

THE GOVERNMENT OF JAMAICA
INTER-AMERICAN DEVELOPMENT BANK

SUPPORT TO THE PUBLIC SECTOR TRANSFORMATION PROGRAMME
(INVESTMENT COMPONENT)
INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT No. 4374/0C-JA

Notes to the Financial Statements
Year ended March 31, 2022

10. Non – current Assets

Non – current assets purchased during the year, funded by IDB resources totaled US\$434,355 (2021: \$799,082) as detailed below:

Periods	Furniture, Fixtures & Fittings	Office & Other Equipment	Motor Vehicle	Computer Equipment	Computer Software	Total
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
Cumulative Balance as at 1 st April 2021	8,986	282,748	135,720	585,564	2,767,547	3,780,565
April 1, 2021 – March 31, 2022	-	63,272	-	371,083	-	434,355
Cumulative as at 31 st Mar 2022	8,986	346,020	135,720	956,647	2,767,547	4,214,920

12. Impact of the COVID-19 Pandemic

The COVID-19 pandemic continues to be an issue impacting the programme to date. The TIU's priorities are still surrounding safeguarding our team members thus the work-from-home strategy is still in place. The TIU's "COVID-19 Policy and Operations Guide" and "Business Continuity Plan" are updated as needed based on the directives of the Government of Jamaica. Information and Communication Technology has been the lynchpin for success in enabling the TIU to work from home while achieving the programme objectives.

The project dependency external to the TIU Team, in majority of the cases, have adjusted to the new way of work. The TIU's strategy of engaging with each client/key stakeholder to clearly define the expectations of both the programme and the client has been successful. Even the clients that the TIU assisted by providing them with technology support earlier in the pandemic, have now put in place their own systems to support their work.

The new programme risks and issues related to the pandemic are managed through a Risk/Issue Register with the accompanying responses and assigned ownership. This is managed by both the Programme Management Office as well as each Project/Programme Manager. One issue that continues to cause delays in implementation is the global shortage of integrated circuits – this has delayed delivery of items from 6-8 weeks to 10-12 weeks. Adjustments in procurement timelines and projected payment plans have been made to account for this.

The offices fully under the control of the TIU at Saxthorpe Avenue, have in place measures to safeguard and protect our stakeholders. Protocols have been established around access to the premises and there is still a reduce staff count on premise (currently 30 out of a capacity of 200). Most days there are just 15 persons on site. Automated no-touch sanitization dispensers, hand-washing stations throughout the compound, and additional cleaning/sanitization are just some of the measures in place currently.