

PMR Operational Report

Operation Number	JA-L1079	Chief of Operations Validation Date	04/12/19
Year- PMR Cycle	Second period Jan-Dec 2018	Division Chief Validation Date	05/02/19
Last Update	07/18/19	Country Representative Validation Date	05/03/19
PMR Validation Stage	Validated by Representative		

Basic Data

Operation Profile

Operation Name	Skills Development for Global Services in Jamaica	Loan Number	4645/OC-JA
Executing Agency	Ministry of Industry, Commerce, Agriculture and Fisheries	Sector/Subsector	IS-VOC - SOCIAL INVESTMENT-VOCATIONAL AND WORKFORCE TRAINING
Team Leader	PAVON, FERNANDO YITZACK	Overall Stage	Approved
Operation Type	Loan Operation	Country	JAMAICA
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	JAMAICA		

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

Item	Total Cost and Source					Available Funds (US\$)			
	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disb	Undisbursed Amount
JA-L1079	15,000,000	15,000,000	7,000,000	0	22,000,000	15,000,000	0	0.00%	15,000,000
Aggregated	15,000,000	15,000,000	7,000,000	0	22,000,000	15,000,000	0	0.00%	15,000,000

Expense Categories by Loan Contract (cumulative values)

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RESULTS MATRIX

IMPACTS

Impact Nbr. 1: Increased growth of the Global Services Sector (GSS) in Jamaica, particularly in higher value-added segments

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2023	EOP 2024
1.1	Value of exports of Global Services	US\$ millions	223.00	2016	P	231.00	231.00
					P(a)		0.00
					A		

Details

Means of verification: IMF Statistics

Observations: Baseline: A proxy of services exports value under the classification "Other business services" for 2016 (IMF BOP and IIP Data) which covers the exports from firms in areas related to global services (e.g. gaming, professional services). Goal: Projected GSS exports volume by 2026 in Jamaica. See Annex Economic Analysis.

Pro-Gender No **Pro-Ethnicity** No

Indicator		Unit of Measure	Baseline	Baseline Year		2023	EOP 2024
1.2	Number of employed individuals in the GSS	Employed Individuals	22,000.00	2016	P	50,000.00	50,000.00
					P(a)		0.00
					A		

Details

Means of verification: Heart- Trust/NTA

Observations: Baseline: Heart-Trust/NTA (2017b). Goal: JAMPRO's Corporate Strategic Plan (2018).

Pro-Gender No **Pro-Ethnicity** No

Indicator		Unit of Measure	Baseline	Baseline Year		2023	EOP 2024
1.3	AT Kearney Global Services Location Index	value (in points)	5.00	2017	P	5.06	5.06
					P(a)		0.00
					A		

Details

Means of verification: AT Kearney Global Indicators

Observations: Baseline: AT Kearney Global Indicators. Goal: Projected in line with the index of Trinidad and Tobago (5.07) –one of Jamaica's main competitors-. Note: Currently, Jamaica ranks 43rd out of 55 countries in this index.

Pro-Gender No **Pro-Ethnicity** No

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OUTCOMES

Outcome Nbr. 1: Increased supply of skilled workers in the GSS

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
1.1	Share of certified graduates from Finishing Schools (FS) with a formal contract in a GSS firm one year after training completion	Percentage points (pp)	0.00	2019	P	2.50	2.50	2.50
					P(a)			0.00
					A			

Details

Means of verification: Mid-term/final reports based on follow-up survey

Observations: Definition: Measures formal employment for unemployed beneficiaries. See M&E Arrangements for complete details (Formula, Baseline and Goal).

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
1.2	Percentage change in the average wage of GSS workers who obtained a Finishing School (FS) certification one year after completing the training	Percentage (%)	0.00	2019	P	6.00	6.00	6.00
					P(a)			
					A			

Details

Means of verification: Mid-term/final reports based on follow-up survey

Observations: Definition: This indicator measures improvement in wages for active GSS workers. See M&E Arrangements for complete details (Formula, Baseline and Goal).

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
1.3	Percentage change in the average wage of GSS workers who obtained an Apprenticeship Programme (AP) certification one year after training completion	Percentage (%)	0.00	2019	P	9.00	9.00	9.00
					P(a)			
					A			

Details

Means of verification: Mid-term/final reports based on follow-up survey

Observations: Definition: Measures wages improvement for active GSS workers. See M&E Arrangements for complete details (Formula, Baseline and Goal).

Pro-Gender	No	Pro-Ethnicity	No
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Outcome Nbr. 2: Increased export volumes and capacity of the sector to attract FDI

Observation:

Indicator	Unit of	Baseline	Baseline		2021	2023	EOP 2024
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OUTCOMES

		Measure		Year				
2.1	Percentage change in the value of exports of the GSS sector	Percentage (%)	0.00	2016	P	0.00	1.70	1.70
					P(a)			
					A			
Details								
Means of verification: Final report based on follow-up survey								
Observations: Definition: Measures the value of exports of the beneficiary GSS firms. See M&E Arrangements for complete details (Formula, Baseline and Goal).								
Pro-Gender		No			Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
2.2	Capital expenditure made in Jamaica by the beneficiary GSS firms	US millions	33.40	2017	P	0.00	45.90	45.90
					P(a)			
					A			
Details								
Means of verification: Final report based on follow-up survey								
Observations: Definition: Measures the value of investments based on the capital expenditure made by domestic and foreign GSS firms in Jamaica in a particular year. See M&E Arrangements for complete details (Formula, Baseline and Goal).								
Pro-Gender		No			Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	EOP 2024
2.3	Share of high-level sub-segments (higher-value added BPO, KPO- and ITO) that are offered by the beneficiary GSS firms	Percentage (%)	0.00	2017	P	0.00	25.00	25.00
					P(a)			
					A			
Details								
Means of verification: Final report based on follow-up survey								
Observations: Definition: Measures the share of high-level sub-segments in GSS firms. High-level subsegments are divided in KPO and ITO. See M&E Arrangements for complete details (Formula, Baseline and Goal) and definition of the segments.								
Pro-Gender		No			Pro-Ethnicity		No	

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Skills Development for the Global Services Industry and Strengthening of the Skills Development System

				PHYSICAL PROGRESS	FINANCIAL PROGRESS
				EOP 2024	EOP 2024
Output	Unit of Measure				
1.1	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	1	713,000
			P(a)	1	713,000
			A	0	0
1.2	2. Diagnosis for gender imbalances in the industry developed	#diagnoses	P	1	62,000
			P(a)	1	62,000
			A	0	0
1.3	3. Smart Talent Platform online and functioning	# platforms	P	1	956,000
			P(a)	1	956,000
			A	0	0
1.4	4. Job readiness curriculum developed and approved	# curricula	P	2	94,000
			P(a)	2	94,000
			A	0	0
1.5	5. Places for training trainers with the Job readiness curriculum available	# places	P	1,000	966,000
			P(a)	1,000	966,000
			A	0	0
1.6	6. Apprenticeships places for the GSS available	# places	P	400	1,080,000
			P(a)	400	1,080,000
			A	0	0
1.7	7. Trainees positions in finishing schools available	# positions	P	12,000	3,200,000
			P(a)	12,000	3,200,000
			A	0	0
1.8	8. Competitive Fund Management set up and active	# funds	P	1	450,000
			P(a)	1	450,000
			A	0	0
1.9	9. Mechanisms for measuring and improving training provider's performance developed and delivered to the NTA	# mechanisms	P	1	200,000
			P(a)	1	200,000
			A	0	0
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	1	125,000
			P(a)	1	125,000
			A	0	0
1.11	11. Mechanisms for collecting employers' feedback designed and delivered to the NTA	# mechanisms	P	1	94,000
			P(a)	1	94,000
			A	0	0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 2 Strengthening JAMPRO's institutional capacity to increase investment and promote exports in the GSS

	Output	Unit of Measure		PHYSICAL PROGRESS	FINANCIAL PROGRESS
				EOP 2024	EOP 2024
2.1	12. Business process re-engineering/change management strategy designed and delivered to JAMPRO	# strategies	P	2	450,000
			P(a)	2	450,000
			A	0	0
2.2	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	2	391,500
			P(a)	2	391,500
			A	0	0
2.3	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	1	175,000
			P(a)	1	175,000
			A	0	0
2.4	15. Digital GSS Promotional Activities developed	# activities	P	3	1,000,000
			P(a)	3	1,000,000
			A	0	0
2.5	16. Participation in international and regional investment targeting events	# events participation	P	5	900,000
			P(a)	5	900,000
			A	0	0
2.6	17. National Awareness campaign activities executed	# activities	P	4	795,000
			P(a)	4	795,000
			A	0	0
2.7	18. GSS Incubators designed and furnished	# of incubators	P	2	700,000
			P(a)	2	700,000
			A	0	0
2.8	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	4	361,500
			P(a)	4	361,500
			A	0	0
2.9	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	# licenses	P	6	140,000
			P(a)	6	140,000
			A	0	0
2.10	21. Digital management system active	# systems	P	1	327,000
			P(a)	1	327,000
			A	0	0

Other Cost

	Project Management: PEU Staff	P		1,308,500
		P(a)		1,308,500
		A		0
	Project Management: Office Equipment	P		65,000

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OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Project Management: Office Equipment	P(a)		65,000
		A		0
	Project Management: Office Space - Lease	P		102,080
		P(a)		102,080
		A		0
	Monitoring and Evaluation: Trainee Surveys	P		100,000
		P(a)		100,000
		A		0
	Monitoring and Evaluation: Firm Surveys	P		100,000
		P(a)		100,000
		A		0
	Contingencies	P		20,000
		P(a)		20,000
		A		0
	Audits	P		100,000
		P(a)		100,000
		A		0
	Project Management: Other Expenses	P		24,420
		P(a)		24,420
		A		0

Total Cost

	Total Cost	P		15,000,000
		P(a)		15,000,000
		A		0

CHANGES TO THE MATRIX

No information available for this section

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IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories

Stakeholder Priorities