

# PMR Operational Report

<b>Operation Number</b>	JA-L1079	<b>Chief of Operations Validation Date</b>	04/28/20
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2019	<b>Division Chief Validation Date</b>	04/29/20
<b>Last Update</b>	04/28/20	<b>Country Representative Validation Date</b>	05/04/20
<b>PMR Validation Stage</b>	Validated by Representative		

## Basic Data

### Operation Profile

<b>Operation Name</b>	Skills Development for Global Services in Jamaica	<b>Loan Number</b>	4645/OC-JA
<b>Executing Agency</b>	Jamaica Promotions Corporation	<b>Sector/Subsector</b>	IS-VOC - SOCIAL INVESTMENT-VOCATIONAL AND WORKFORCE TRAINING
<b>Team Leader</b>	PAVON, FERNANDO YITZACK	<b>Overall Stage</b>	Disbursing (From eligibility until all the Operations are closed)
<b>Operation Type</b>	Loan Operation	<b>Country</b>	Jamaica
<b>Lending Instrument</b>	Investment Loan	<b>Convergence related Operation(s)</b>	
<b>Borrower</b>	JAMAICA		

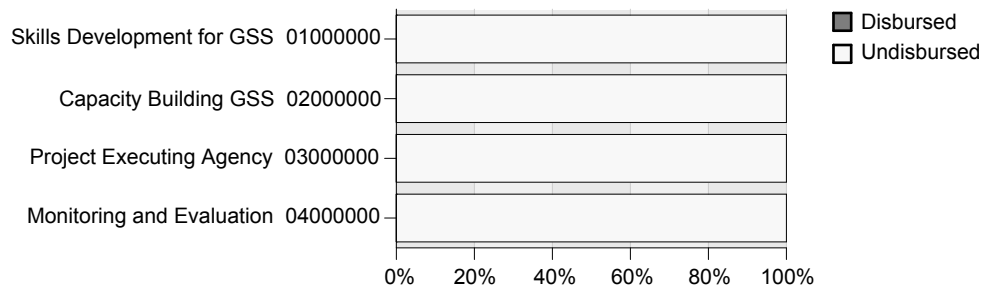
## Environmental and Social Safeguards

<b>Impacts Category</b>	C	<b>Was/Were the objective(s) of this operation reformulated?</b>	NO
<b>Safeguard Performance Rating</b>		<b>Date of approval</b>	
<b>Safeguard Performance Rating - Rationale</b>			

## 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	0	0	15,000,000	15,000,000	594,300	3.96%	14,405,700
<b>Aggregated</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>0</b>	<b>0</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>594,300</b>	<b>3.96%</b>	<b>14,405,700</b>

## Expense Categories by Loan Contract (cumulative values)



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.

## PMR Operational Report

### 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	2024	EOP 2024
1.1	Value of exports of Global Services	US\$ millions	223.00	2016	P	231.00		231.00
					P(a)	231.00		231.00
					A			0.00

#### 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	2024	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)	50,000.00		50,000.00
					A			0.00

#### 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	2024	EOP 2024
1.3	AT Kearney Global Services Location Index	value (in points)	5.00	2017	P	5.06		5.06
					P(a)	5.06		5.06
					A			0.00

#### 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

## PMR Operational Report

### RESULTS MATRIX

#### 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)	2.50	2.50	2.50
					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).

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	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)	6.00	6.00	6.00
					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).

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	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)	9.00	9.00	9.00
					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).

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	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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## PMR Operational Report

### RESULTS MATRIX

#### 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)	0.00	1.70	1.70
					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)	0.00	45.90	45.90
					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)	0.00	25.00	25.00
					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

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2024	2019	EOP 2024
1.1	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	0	1	155,698	713,000
			P(a)	0	1	155,698	713,000
			A	0	0	59,438.67	59,438.67
1.2	2. Diagnosis for gender imbalances in the industry developed	#diagnoses	P	0	1	55,800	62,000
			P(a)	0	1	55,800	62,000
			A	0	0	10,774.74	10,774.74
1.3	3. Smart Talent Platform online and functioning	# platforms	P	0	1	79,467	956,000
			P(a)	0	1	79,467	956,000
			A	0	0	730.39	730.39
1.4	4. Job readiness curriculum developed and approved	# curricula	P	0	2	0	94,000
			P(a)	0	2	0	94,000
			A	0	0	0	0
1.5	5. Places for training trainers with the Job readiness curriculum available	# places	P	0	1,000	0	966,000
			P(a)	0	1,000	0	966,000
			A	0	0	0	0
1.6	6. Apprenticeships places for the GSS available	# places	P	0	450	0	1,080,000
			P(a)	0	450	0	1,080,000
			A	0	0	0	0
1.7	7. Trainees positions in finishing schools available	# positions	P	0	12,000	0	3,200,000
			P(a)	0	12,000	0	3,200,000
			A	0	0	0	0
1.8	8. Competitive Fund Management set up and active	# funds	P	1	1	38,167	450,000
			P(a)	1	1	38,167	450,000
			A	1	1	31,903.23	31,903.23
1.9	9. Mechanisms for measuring and improving training provider's performance developed and delivered to the NTA	# mechanisms	P	0	1	15,000	200,000
			P(a)	0	1	15,000	200,000
			A	0	0	15,003	15,003
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	0	1	0	125,000
			P(a)	0	1	0	125,000
			A	0	0	0	0
1.11	11. Mechanisms for collecting employers' feedback designed and delivered to the NTA	# mechanisms	P	0	1	0	94,000
			P(a)	0	1	0	94,000
			A	0	0	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	
				2019	EOP 2024	2019	EOP 2024
2.1	12. Business process re-engineering/change management strategy designed and delivered to JAMPRO	# strategies	P	0	2	0	450,000
			P(a)	0	2	0	450,000
			A	0	0	0	0
2.2	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	1	2	91,694	391,500
			P(a)	1	2	91,694	391,500
			A	1	1	85,036.86	85,036.86
2.3	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	0	1	78,750	175,000
			P(a)	0	1	78,750	175,000
			A	0	0	229.53	229.53
2.4	15. Digital GSS Promotional Activities developed	# activities	P	0	3	0	1,000,000
			P(a)	0	3	0	1,000,000
			A	0	0	0	0
2.5	16. Participation in international and regional investment targeting events	# events participation	P	1	5	83,000	900,000
			P(a)	1	5	83,000	900,000
			A	1	1	76,018.57	76,018.57
2.6	17. National Awareness campaign activities executed	# activities	P	0	4	0	795,000
			P(a)	0	5	0	795,000
			A	1	1	29,577.69	29,577.69
2.7	18. GSS Incubators designed and furnished	# of incubators	P	0	2	0	700,000
			P(a)	0	2	0	700,000
			A	0	0	0	0
2.8	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	0	4	0	361,500
			P(a)	0	4	0	361,500
			A	0	0	0	0
2.9	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	# licenses	P	0	6	0	140,000
			P(a)	0	6	0	140,000
			A	0	0	0	0
2.10	21. Digital management system active	# systems	P	0	1	0	327,000
			P(a)	0	1	0	327,000
			A	0	0	0	0

### Other Cost

Project Management: PEU Staff	P			213,897	1,308,500
	P(a)			213,897	1,308,500
	A			167,952.11	167,952.11
Project Management: Office Equipment	P			30,620	65,000
	P(a)			30,620	65,000
	A			24,484.35	24,484.35
Project Management: Office Space - Lease	P			17,600	102,080
	P(a)			17,600	102,080
	A			19,360	19,360
Monitoring and Evaluation: Trainee Surveys	P			0	100,000
	P(a)			0	100,000
	A			0	0
Monitoring and Evaluation: Firm Surveys	P			26,000	100,000

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Monitoring and Evaluation: Firm Surveys	P(a)			26,000	100,000
		A			0	0
	Contingencies	P			0	20,000
		P(a)			0	20,000
		A			0	0
	Audits	P			0	100,000
		P(a)			0	100,000
		A			0	0
	Project Management: Other Expenses	P			4,420	24,420
		P(a)			4,420	24,420
		A			714.21	714.21

Total Cost

	Total Cost	P			890,113	15,000,000
		P(a)			890,113	15,000,000
		A			521,223.35	521,223.35

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	1. Global Services Sector Skills Board (GSSSB) established and active	Under this output, milestone 1 (GSSB operating) has a physical target of zero for planned , planned actual and actual values because this milestone was replaced with the addition of two milestones: the apprenticeship framework (milestone 4), and reports from the Skills development Specialist (milestone 5) to better reflect the progress and quality of this output. This adjustment to the matrix is validated by the PEP revised in November 2019 and reflect the implementation schedule and planned costs related to the milestones of output .	Modify Output	Modify Output to measure progress using Milestones	DIMITRAS	04/09/2020
	17. National Awareness campaign activities executed	In light of the CO-VID outbreak and the related impact on the GSS industry, the EA has advised that this target is revised for delivery in 2021 instead of 2020. Initial spend on the coordinator.	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	KRISTAL	04/23/2020
	Apprenticeship Framework	This adjustment to the matrix reflects the content of the PEP revised in November 2019 and reflect the implementation schedule and planned costs related to the milestones of output	Create Milestone	N/A	DIMITRAS	04/09/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	04/09/2020
				Modify Physical EOP P	DIMITRAS	04/09/2020
				Modify Physical P value	DIMITRAS	04/09/2020
	Apprenticeship guidelines written and approved	unit of measure added	Modify Milestone	Modify Unit of Measure	JODYKAYM	04/23/2020
	As-Is Process mapped (Year 2)	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Career Pathway Framework (1 Track)	This adjustment to the matrix reflects the content of the PEP revised in November 2019 and reflect the implementation schedule and planned costs related to the milestones of output	Modify Milestone	Modify Financial EOP P	DIMITRAS	04/09/2020
				Modify Financial EOP P(a)	DIMITRAS	04/09/2020
				Modify Unit of Measure	JODYKAYM	04/23/2020
	Concept Note	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Coordinator	New milestone added to reflect progress.	Create Milestone	N/A	KRISTAL	04/23/2020
						04/23/2020
	DGS Strategy accepted by JAMPRO (Year 2)	Clarification of financial output by Executing Agency.	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Design of the Competitive Process	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Draft Strategy developed (Year 2)	Clarification of output by Executing Agency.	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Full launch	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020



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## CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Functional requirements developed	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	GSSB Operating	This adjustment to the matrix reflects the content of the PEP revised in November 2019 and reflect the implementation schedule and planned costs related to the milestones of output	Modify Milestone	Modify Financial EOP P	DIMITRAS	04/09/2020
				Modify Physical EOP P	DIMITRAS	04/09/2020
				Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	FERNANDOP	04/28/2020
				Modify Physical P value	DIMITRAS	04/09/2020
	Industry Skills Upgrade Strategy	This target was achieved in 2019 , however due to delays in delivery of the final consultation, final payment was extended to 2020.	Modify Milestone	Modify Financial EOP P	DIMITRAS	04/09/2020
				Modify Financial EOP P(a)	DIMITRAS	04/09/2020
				Modify Unit of Measure	JODYKAYM	04/23/2020
	Legislative recommendations re RIFO delivered (Year 3)	The PEU has requested that based on the complexity of the TOR for the QA mechanism, there consultancy start date have been pushed back to October 2020 which will impact the delivery, therefore it was recommended that the target is shifted to 2021. unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	List of promotional activities approved by JAMPRO	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Pilot launched	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Reports Submitted by Skills Development Specialist	This adjustment to the matrix reflects the content of the PEP revised in November 2019 and reflect the implementation schedule and planned costs related to the milestones of output	Create Milestone	N/A	DIMITRAS	04/09/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	04/09/2020
				Modify Physical EOP P	DIMITRAS	04/09/2020
				Modify Physical P value	DIMITRAS	04/09/2020
	SEZ Services Framework	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Stakeholders consultation undertaken RIFO (Year 3)	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	To-Be Process	unit of measure added	Modify	Modify Unit of	KRISTAL	04/23/2020

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## CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	mapped (Year 2)		Milestone	Measure		
	User Acceptance Test undertaken	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020
	Validation consultation undertaken (Year 2)	unit of measure added	Modify Milestone	Modify Unit of Measure	KRISTAL	04/23/2020

# PMR Operational Report

## IMPLEMENTATION STATUS AND LEARNING

### Lesson Learned - Categories

Intra/Inter Coordination