

# PMR Operational Report

<b>Operation Number</b>	TT-L1042	<b>Chief of Operations Validation Date</b>	04/09/20
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2019	<b>Division Chief Validation Date</b>	04/20/20
<b>Last Update</b>	04/09/20	<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>	Support to Strengthen Trinidad and Tobago's Public Financial Management System	<b>Loan Number</b>	3473/OC-TT
<b>Executing Agency</b>	MINISTRY OF FINANCE AND THE ECONOMY	<b>Sector/Subsector</b>	RM-PUB - REFORM / MODERNIZATION OF THE STATE-REFORM AND PUBLIC SECTOR SUPPORT
<b>Team Leader</b>	VEYRAT-PONTET, ALEXANDRE	<b>Overall Stage</b>	Disbursing (From eligibility until all the Operations are closed)
<b>Operation Type</b>	Loan Operation	<b>Country</b>	Trinidad and Tobago
<b>Lending Instrument</b>	Investment Loan	<b>Convergence related Operation(s)</b>	
<b>Borrower</b>	TRINIDAD AND TOBAGO		

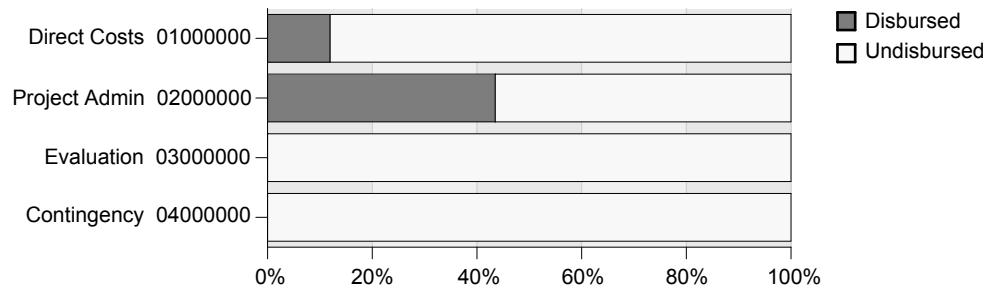
## Environmental and Social Safeguards

<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
TT-L1042	40,000,000	40,000,000	0	0	40,000,000	40,000,000	8,778,537.19	21.95%	31,221,462.81
Aggregated	40,000,000	40,000,000	0	0	40,000,000	40,000,000	8,778,537.19	21.95%	31,221,462.81

## 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.

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### RESULTS MATRIX

### IMPACTS

No information available for this section

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### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 0:** Increased Strategicalness in the allocation of public resources

**Observation:** The PEFA scores is ranked in alphabetic scores. However the PMR system does not allow alphabetical scores and therefore the target values were converted in numerical values. (D=1.0;D+=1.5;C=2.0;C+=2.5;B=3.0;B+=3.5;A=4.0)

Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
0.0 PEFA Performance Indicator 5 - Classification of the budget  (D=1.0;D+=1.5;C=2.0;C+=2.5;B=3.0;B+=3.5;A=4.0)	PEFA Score	2.00	2014	P				2.50		3.00	3.00
				P(a)				2.50		3.00	3.00
				A							

#### Details

**Means of verification:** Public Expenditure and Financial Accountability (PEFA) Report to be provided by the Ministry of Finance and the Economy

**Observations:** PEFA scores are recorded as letter grades (A,B+, B, etc.). The IDB's reporting system only accepts numerical values for outcomes indicator reporting. As such, the letter grades have been transposed into numerical values as follows: A=1.5; B+=2; B=2.5; C+=3; C=3.5; D=4.5.

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

Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
0.1 PEFA Performance Indicator 12 - Multiyear perspective in fiscal planning, expenditure policy, and budgeting  (D=1.0;D+=1.5;C=2.0;C+=2.5;B=3.0;B+=3.5;A=4.0)	PEFA Score	2.50	2014	P				3.00		3.50	3.50
				P(a)				3.00		3.50	3.50
				A							

#### Details

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**Observations:** PEFA scores are recorded as letter grades (A,B+, B, etc.). The IDB's reporting system only accepts numerical values for outcomes indicator reporting. As such, the letter grades have been transposed into numerical values as follows: A=1.5; B+=2; B=2.5; C+=3; C=3.5; D=4.5.

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

**Outcome Nbr. 1:** Increase independence in the control and stewardship of public resources

**Observation:**

Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
1.0 PEFA Performance Indicator 21 - Effectiveness of Internal Audit  (D=1.0;D+=1.5;C=2.0;C+=2.5;B=3.0;B+=3.5;A=4.0)	Governments (#)	2.00	2014	P				2.50		3.00	3.00
				P(a)				2.50		3.00	3.00
				A							

#### Details

**Means of verification:** Public Expenditure and Financial Accountability (PEFA) Report to be provided by the Ministry of Finance and the Economy

**Observations:** PEFA scores are recorded as letter grades (A,B+, B, etc.). The IDB's reporting system only accepts numerical values for outcomes indicator reporting. As such, the letter grades have

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### RESULTS MATRIX

#### OUTCOMES

been transposed into numerical values as follows: A=1.5; B+=2; B=2.5; C+=3; C=3.5; D=4.5

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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**Outcome Nbr. 2:** Increase the effectiveness of information management

**Observation:**

Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
2.0 PEFA Performance Indicator 22 - Timeliness and Regularity of accounts reconciliation  (D=1.0;D+=1.5;C=2.0;C+=2.5;B=3.0;B+=3.5;A=4.0)	PEFA Score	3.00	2008	P						3.50	3.50
				P(a)						3.50	3.50
				A							

#### Details

**Means of verification:** Public Expenditure and Financial Accountability (PEFA) Report to be provided by the Ministry of Finance and the Economy

**Observations:** According to the PEFA Report, the Suspense Account is part of the measurement of this PEFA performance indicator. PEFA scores are recorded as letter grades (A,B+, B, etc.). The IDB's reporting system only accepts numerical values for outcomes indicator reporting. As such, the letter grades have been transposed into numerical values as follows: A=1.5; B+=2; B=2.5; C+=3; C=3.5; D=4.5.

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
2.1 Annual balance of the Suspense Account in constant prices (target at EOP is 0 however the system requires to register a number>0 so 0,01 was registered)	TT\$ billion	6.24	2014	P						0.00	0.00
				P(a)						0.00	0.00
				A							

#### Details

**Means of verification:** Annual Financial Statement Report prepared by the Auditor General's Department

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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**Outcome Nbr. 3:** Intermediate Outcome

**Observation:**

Indicator	Unit of Measure	Baseline	Baseline Year		2016	2017	2018	2019	2021	2022	EOP 2021
3.0 Line Ministries using the Integrated Financial Management Information System	Government agencies (#)	0.00	2014	P						100.00	100.00
				P(a)						100.00	100.00
				A							

#### Details

**Means of verification:** evaluation report

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 1 Support for PFM Modernization

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2021	2019	EOP 2021
1.1	Chart of Accounts (CoA) with Government Financial Statistics (GFS)-compliant budget classification implemented for IFMIS purposes	GFS-compliant CoA	P	0	1	168,000	439,000
			P(a)	0	1	186,450	114,990
			A	0	0	0	0
1.2	Revision of Treasury's Accounting Framework completed	Package (methodology and mater	P	0	1	170,500	355,000
			P(a)	0	1	80,000	505,860
			A	0	0	0	0
1.3	PSIP training program completed	report of courses	P	0	1	516,000	1,192,500
			P(a)	0	1	200,000	661,512.76
			A	0	0	11,512.76	11,512.76
1.4	Internal Audit framework implemented	Governments (#)	P	0	1	142,500	355,000
			P(a)	0	1	112,333	265,830.43
			A	0	0	109,163.43	109,163.43
1.5	Existing regulatory framework for financial management revised	Regulatory package	P	0	1		305,060
			P(a)	0	1	80,000	100,000
			A	0	0	0	0
1.6	Change management strategy implemented	Government agencies (#)	P	0	1	400,000	1,000,000
			P(a)	0	1	100,000	632,407.96
			A	0	0	66,437.96	66,437.96
1.7	Cybersecurity strategy implemented	Governments	P		0		0
			P(a)		1		300,000
			A		0		0
1.8	IT Governance strategy developed	strategy	P		0		0
			P(a)		1		100,000
			A		0		0

## Component Nbr. 2 Support for implementation of an Integrated Financial Management Information System (IFMIS)

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2021	2019	EOP 2021
2.1	IFMIS Implemented in all Ministries and Departments	Report	P		1	7,824,823	32,089,803
			P(a)		1	2,619,248	18,349,600.66
			A		0	3,107,165.37	6,846,880.37

## Other Cost

	Project Administration	P			428,200	2,058,500
		P(a)			328,200	1,836,441
		A			271,917	846,065
	Contingency	P				2,205,137
		P(a)				17,133,357.19
		A				0

## Total Cost

	Total Cost	P			9,650,023	40,000,000
		P(a)			3,706,231	40,000,000
		A			3,566,196.52	7,880,059.52

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Change management strategy implemented	Revised financial value for 2019 downwards as delays in the roll out of the change management strategy have shifted most of the implementation to 2020 onwards.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	Chart of Accounts (CoA) with Government Financial Statistics (GFS)-compliant budget classification implemented for IFMIS purposes	Revised financial value for 2019 downwards as delays in the delays in the procurement of a consultant to lead on the revision of the Chart of Accounts and subsequent generation of stakeholder consensus pushed completion of this activity to the first quarter, with most of the implementation now expected in 2020 onwards.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	Cybersecurity strategy implemented	The Ministry of Finance , in dialogue with the Bank, has added additional activities to the 2020 workplan in support of the IFMIS implementation.	Create Output	N/A	JWILKS	04/01/2020
	Existing regulatory framework for financial management revised	Revised financial value for 2019 downwards as delays in the completion of the Chart of Accounts contributed to attendant delays in commencing a review of its alignment with the existing legal framework, with most of the implementation now expected in 2020 onwards.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	IFMIS Implemented in all Ministries and Departments	Revised financial value for 2019 downwards as delays in the completion of the Chart of Accounts contributed to attendant delays in the preparatory phases of the piloting of the IFMIS system slated for late 2020, with most of the implementation now expected in 2020 onwards. Historical actual for 2018 was adjusted in error.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
				Modify Financial Historical Actual	JWILKS	04/01/2020
	IT Governance strategy developed	The Ministry of Finance , in dialogue with the Bank, has added additional activities to the 2020 workplan in support of the IFMIS implementation.	Create Output	N/A	JWILKS	04/01/2020
	Internal Audit framework implemented	Revised financial value for 2019 downwards as well as the 2020 financial value upwards as the approach envisioned for this activity has been modified in light of the need for accelerated training of internal audit staff in MDAs, which will require additional technical support from the PEU, with most of the implementation now expected in 2020 onwards	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	PSIP training program completed	Revised financial value for 2020 upwards given a request for additional technical support to the Tobago House of Assembly on project management cycle, change management and other public finance elements.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	Revision of Treasury's Accounting Framework completed	The Ministry of Finance , in dialogue with the Bank, is contemplating the addition of additional temporary staff to conduct a parallel accounting system to support the IFMIS pilot. Financial estimates for 2020 were therefore updated.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JWILKS	04/01/2020
	strategy designed	The Ministry of Finance , in dialogue with the Bank, has added additional activities to the 2020 workplan in support of the IFMIS implementation.	Create Milestone	N/A	JWILKS	04/01/2020

# PMR Operational Report

## IMPLEMENTATION STATUS AND LEARNING

### Lesson Learned - Categories

Intra/Inter Coordination