

PMR Operational Report

Operation Number	JA-L1046	Chief of Operations Validation Date	11/02/20
Year- PMR Cycle	First period Jan-Jun 2020	Division Chief Validation Date	
Last Update	10/29/20	Country Representative Validation Date	
PMR Validation Stage	Validated by Chief of Operations		

Basic Data

Operation Profile

Operation Name	Public Sector Efficiency Program	Loan Number	3121/OC-JA, 3122/CH-JA
Executing Agency	CABINET OFFICE- PUBLIC SECTOR MODERNIZATION DIVISION	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-REFORM AND PUBLIC SECTOR SUPPORT
Team Leader	DE SIMONE, FRANCESCO	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Jamaica
Lending Instrument	Investment Loan	Convergence related Operation(s)	JA-X1007
Borrower	JAMAICA		

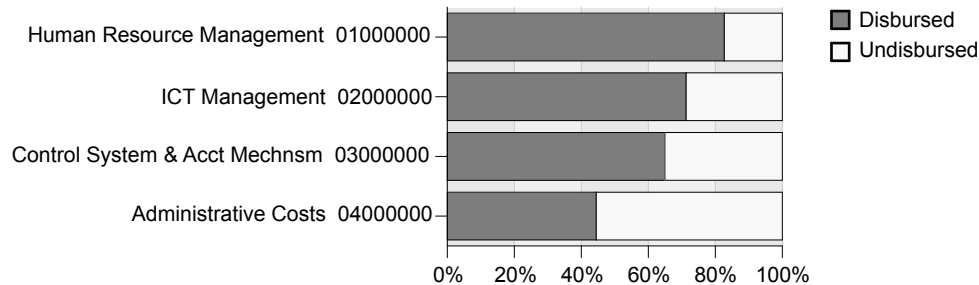
Environmental and Social Safeguards

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-L1046	25,000,000	18,472,156	0	0	25,000,000	18,472,156	13,486,315.21	73.01%	4,985,840.79
JA-X1007	5,000,000	6,488,743.89	0	0	6,650,000	6,488,743.89	5,319,523.76	81.98%	1,169,220.13
Aggregated	30,000,000	24,960,899.89	0	0	31,650,000	24,960,899.89	18,805,838.97	75.34%	6,155,060.92

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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IMPACTS

Impact Nbr. 1: Improvement of the efficiency of the Jamaican public sector.

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
1.1	Central Government Wage bill as a percentage of Gross Domestic Product	Percentage (%)	10.00	2013	P			9.00
					P(a)			9.00
					A			0.00

Details

Means of verification: MOFP

Observations: Baseline (10.7), Baseline year (2013), EOP Targe (9.0) - Remarks- GOJ's medium term strategy described in the Memorandum of Economic and Financial Policies

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
1.2	Central Government Wage Bill as a percentage of non-debt expenditure.	Percentage (%)	53.00	2013	P			44.00
					P(a)			44.00
					A			0.00

Details

Means of verification: MOFP

Observations: Baseline (53.1), Baseline year (2013), EOP Target (44.0)

Pro-Gender	No	Pro-Ethnicity	No
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OUTCOMES

Outcome Nbr. 1: 1. Enhanced HRM contributing to maintaining a fiscally sustainable wage bill

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
1.1	Percentage of public sector employees managed through a centralized and integrated human capital management system integrated with payroll	Percent	0.00	2013	P			100.00
					P(a)			100.00
					A			0.00

Details

Means of verification: MOFP

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
1.2	PEFA PI- 18. Effectiveness of payroll control	Score	7.00	2012	P			6.00
					P(a)			6.00
					A			0.00

Details

Means of verification: PEFA

Observations: Unit of Measure (PEFA scores: A, B, C or D (- or +)). Baseline: D+, EOP Target: C- (A+=1, A-=2,B+=3,B-=4,C+=5,C-=6, D+=7, D-=8)

Pro-Gender	No	Pro-Ethnicity	No
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Outcome Nbr. 2: 2. Efficiency gains in public sector operations and a more cost-effective delivery of public services

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
2.1	Number of days for getting electricity	Days	96.00	2013	P			76.00
					P(a)			76.00
					A			0.00

Details

Means of verification: Doing Business Report (WB)

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
2.2	Number of days to register a business	Days	7.00	2013	P			1.00

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OUTCOMES

2.2	Number of days to register a business	Days	7.00	2013	P(a)			1.00
					A			0.00

Details

Means of verification: Doing Business Report (WB)

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
2.3	On line service Index	Score	307.00	2012	P			360.00
					P(a)			360.00
					A			0.00

Details

Means of verification: The UN Global E-government Survey

Observations: Score ranges from 0 to 1 -highest; Unit of Measure=Score, Baseline= 0.307, EOP: 0.360

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
2.4	Percentage of public sector employees with access to HR Shared Corporate Services (cumulative)	Percentage	0.00	2013	P			60.00
					P(a)			60.00
					A			0.00

Details

Means of verification: Cabinet Office of Government of Jamaica

Pro-Gender	No	Pro-Ethnicity	No
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Outcome Nbr. 3: 3. Enhanced control and accountability of public resources

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
3.1	PEFA PI-21. Effectiveness of internal audit	Score	7.00	2012	P			6.00
					P(a)			6.00
					A			0.00

Details

Means of verification: PEFA

Observations: PEFA scores: A, B, C or D (- or +). Baseline: D+, EOP Target: C- (A+=1, A-=2,B+=3,B-=4,C+=5,C-=6, D+=7, D-=8)

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OUTCOMES

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
3.2	PEFA PI- 19. Competition, VfM and controls in procurement.	Score	5.00	2013	P		4.00
					P(a)		4.00
					A		0.00

Details

Means of verification: PEFA

Observations: PEFA scores: A, B, C or D (- or +). Baseline: C+, EOP Target: B- (A+=1, A-=2,B+=3,B-=4,C+=5,C-=6, D+=7, D-=8)

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
3.3	PEFA PI -27. Legislative scrutiny of the annual budget law	Score	7.00	2013	P		6.00
					P(a)		6.00
					A		0.00

Details

Observations: PEFA scores: A, B, C or D (- or +). Baseline: D+, EOP Target: C- A+=1, A-=2,B+=3,B-=4,C+=5,C-=6, D+=7, D-=8)

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2020
3.4	Number of Information Systems Audit Reports produced	Number	2.00	2012	P		6.00
					P(a)		6.00
					A		0.00

Details

Means of verification: AGD

Pro-Gender	No	Pro-Ethnicity	No
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RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1: Human resources management

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2020	2020	EOP 2020
1.1	HCMS implemented	#	P		1		17,578,535
			P(a)		1		4,822,891
			A	1	1	820,427.27	7,452,092.31
1.2	'To-Be' Key HRM processes developed and mapped	#	P		1		300,000
			P(a)		0		150,000
			A		0	0	150,000
1.3	Workshop on international experiences on workforce planning delivered	#	P		1		50,000
			P(a)		1		50,000
			A		1	0	102,379
1.4	Training activity in HRM policy formulation and oversight for implementation completed	#	P		2		100,000
			P(a)		2		45,000
			A		0	0	18,278.95
1.5	Number of HRM Units in MDAs trained to carry out key HRM functions following central policies	Government agencies (#)	P		125		500,000
			P(a)		24		361,861.5
			A		333	178,840.39	321,108.14
1.6	Training on techniques for monitoring overall and institutional-level HRM performance for SHRMD delivered	#	P		1		50,000
			P(a)		1		50,000
			A		0	0	0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 2 Component 2: Efficiency gains in public sector operations and a more cost-effective del of pub servs

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2020	2020	EOP 2020
2.1	e-Government strategy completed	#	P		1		396,000
			P(a)		1		762,088.53
			A		1	111,526.52	552,229.43
2.2	ICT norms and standards produced (cumulative)	#	P		5		325,000
			P(a)		1		16,866
			A		22	0	0
2.3	e-Gov Jamaica training programs delivered (cumulative)	#	P		9		960,000
			P(a)		9		726,190.35
			A		1	0	331,940.56
2.4	GEI business process reengineering completed	#	P		1		40,000
			P(a)		1		39,999.75
			A		1		39,729.75
2.5	GEI process automation completed and online applications system in operation	Government agencies (#)	P		1		450,000
			P(a)		1		233,939.83
			A		0	0	260,322.24
2.6	GEI training program on the new system delivered (cumulative)	#	P		1		10,000
			P(a)		1		10,000
			A		0	0	10,000
2.7	Online business registration system in operation	#	P		1		228,000
			P(a)		1		578,388.29
			A		1	67,663.69	579,619.8
2.8	Business registration kiosks in operation (cumulative)	#	P		23		23,000
			P(a)		5		50,217.26
			A		3		44,567.67
2.9	Business registration seminars and workshops delivered (cumulative)	#	P		2		10,000
			P(a)		2		0
			A		2	0	0
2.10	Communications campaign implemented (cumulative)	#	P		1		39,000
			P(a)		1		53,662.9
			A		1	33,887.36	40,306.26
2.11	Study Tour completed	#	P		1		25,000
			P(a)		1		25,000
			A		0	0	0
2.12	HRSSC Operating Model designed	#	P		1		578,000
			P(a)		1		2,352,386.77
			A		1	0	1,367,205.49
2.13	Technical specification designed and available for HRSSC facility, including ICT infrastructure	#	P		1		241,140
			P(a)		1		241,000
			A		1	0	0
2.14	ICT infrastructure to operate HRSSC in operation	#	P		1		707,610
			P(a)		1		0
			A		1	0	0
2.15	Training to HRSSC agents/workers delivered	#	P		1		48,000
			P(a)		1		0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2020	EOP 2020	2020	EOP 2020
2.15	Training to HRSSC agents/workers delivered	#	A		1	0	0
2.16	Framework for implementing shared legal services	#	P		1		60,000
			P(a)		1		67,841
			A		1	0	0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 3 Component 3: Control systems and accountability

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2020	2020	EOP 2020
3.1	Auditors trained - in country - for developing/up-dating PA knowledge and skills	#	P		90		268,500
			P(a)		90		181,757.5
			A		90	0	81,107.5
3.2	Auditors trained □ in country and overseas □for developing/updating ITA knowledge and skills	#	P		90		165,000
			P(a)		90		28,282.8
			A		90	0	143,928.66
3.3	ITA manual drafted and disseminated	#	P		1		61,000
			P(a)		1		61,000
			A		1	0	0
3.4	Auditors trained overseas completed	#	P		12		96,000
			P(a)		40		73,485
			A		40	0	99,785
3.5	Professional Development framework for Internal Audit Units (IAU) completed	#	P		1		105,000
			P(a)		1		150,350.68
			A		1	0	90,350.68
3.6	Internal Audit units automated	#	P		21		805,400
			P(a)		31		603,640.59
			A		31	0	806,811.57
3.7	Internal Audit Manual updated (unit of measure is 1 manual)	Manual	P		1		17,400
			P(a)		1		68,417.92
			A		1	0	43,938.14
3.8	IA employees trained	# of Auditors	P		240		152,400
			P(a)		295		206,780.98
			A		295	0	106,780.98
3.9	Procurement Manual published, including updated bidding documents	#	P		1		80,000
			P(a)		2		261,048.23
			A		2	0	188,411.23
3.10	Procurement employees trained under new curricula (MIND) (cumulative)	#	P		1,200		450,000
			P(a)		1,265		1,339,863.58
			A		1,115	0	660,606.23
3.11	Sensitization and awareness campaign implemented	#	P		2		80,000
			P(a)		2		111,228.82
			A		2	0	81,228.82
3.12	Procurement employees certified (cumulative)	#	P		200		650,000
			P(a)		211		346,631.02
			A		181	0	287,488.02
3.13	E-tendering software at MOFP in operation	#	P		1		2,160,000
			P(a)		1		2,099,581.48
			A		1	0	1,925,333.57
3.14	Management Accountability Framework designed	#	P		1		150,000
			P(a)		1		253,065.46
			A		1	0	216,065.46
3.15	Technical Office established and functioning	#	P		1		528,000
			P(a)		1		609,393.65

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OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2020	EOP 2020	2020	EOP 2020
3.15	Technical Office established and functioning	#	A		1	0	431,314.6
3.16	Training for PAC and PAAC members delivered	#	P		4		80,000
			P(a)		4		153,000
			A		22	0	67,067.12

Total Cost

	Total Cost	P				28,643,185
		P(a)				17,223,175.89
		A			1,212,345.23	16,538,312.18

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	'To-Be' Key HRM processes developed and mapped	changes necessary to reconcile the data from the PEU with convergence data.	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Auditors trained <input type="checkbox"/> in country and overseas <input type="checkbox"/> for developing/updating ITA knowledge and skills	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Business registration kiosks in operation (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Communications campaign implemented (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	E-tendering software at MOFP in operation	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	GEI business process reengineering completed	Align with final semestral report at project end	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	GEI process automation completed and online applications system in operation	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	GEI training program on the new system delivered (cumulative)	changes necessary to reconcile the data from the PEU with convergence data.	Modify Output	Modify Physical Historical Actual	SUDANEYB	10/27/2020
	HCMS implemented	changes necessary to reconcile the data from the PEU with convergence data.	Modify Output	Modify Physical Historical Actual	SUDANEYB	10/27/2020
	HRSSC Operating Model designed	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	IA employees trained	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	ICT norms and standards produced (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	ICT norms and standards produced (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Internal Audit Manual updated (unit of measure is 1 manual)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Internal Audit units automated	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Management Accountability Framework designed	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Number of HRM Units in MDAs trained to carry out key HRM functions following central policies	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Online business registration system in operation	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Procurement Manual published, including updated bidding documents	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Procurement employees certified (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Procurement employees trained under new curricula (MIND) (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
				Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	Professional Development framework for Internal Audit Units (IAU) completed	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Sensitization and awareness campaign implemented	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Technical Office established and functioning	Changes were made to address discrepancies between amounts in	Modify	Modify Financial EOP P(a) value -	SUDANEYB	10/27/2020

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Technical Office established and functioning	convergence and those reported by the PEU at project closing.	Output	caused by a change in the Financial P(a).		
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Training for PAC and PAAC members delivered	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial Historical Actual	SUDANEYB	10/27/2020
	Workshop on international experiences on workforce planning delivered	changes necessary to reconcile the data from the PEU with convergence data.	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	SUDANEYB	10/27/2020
				Modify Physical Historical Actual	SUDANEYB	10/27/2020
	e-Gov Jamaica training programs delivered (cumulative)	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020
	e-Government strategy completed	Changes were made to address discrepancies between amounts in convergence and those reported by the PEU at project closing.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	SUDANEYB	10/27/2020
				Modify Financial Historical Actual	SUDANEYB	10/27/2020

PMR Operational Report

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Intra/Inter Coordination
Project Design
Project Management Capacity
Project Monitoring & Evaluation