

PMR Public Report

Operation Number	BH-L1045	Chief of Operations Validation Date	04/14/21
Year- PMR Cycle	Second period Jan-Dec 2020	Division Chief Validation Date	04/29/21
Last Update	04/14/21	Country Representative Validation Date	04/29/21
PMR Validation Stage	Validated by Representative		

Basic Data

Operation Profile

Operation Name	Government Digital Transformation to Strengthen Competitiveness	Loan Number	4549/OC-BH
Executing Agency	MINISTRY OF FINANCE	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-E-GOVERNMENT
Team Leader	KING, DANA MICHAEL	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Bahamas
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	THE COMMONWEALTH OF THE BAHAMAS		

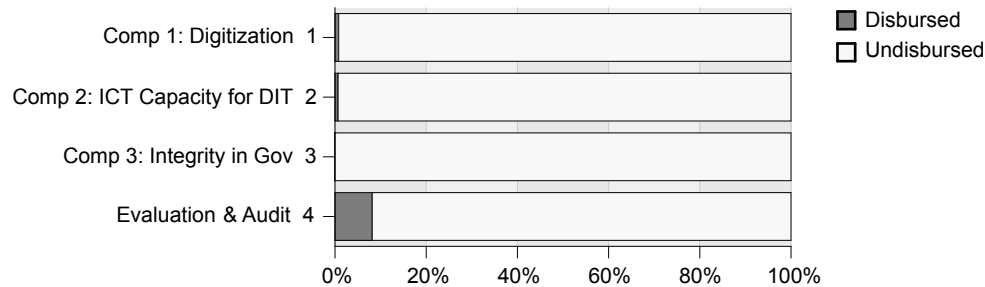
Environmental and Social Safeguards

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
BH-L1045	30,000,000	30,000,000	0	0	30,000,000	30,000,000	1,553,758	5.18%	28,446,242
Aggregated	30,000,000	30,000,000	0	0	30,000,000	30,000,000	1,553,758	5.18%	28,446,242

Expense Categories by Loan Contract (cumulative values)



PMR Public Report

RESULTS MATRIX

General Development Objectives

General Development Objectives Nbr. 1: Time spent by businesspeople completing government procedures reduced

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement		Target
1.0	Hours business people spend doing government procedures per year	hours	25.70	2020	-	P	8.30
						A	

Details

Means of verification: 25.7 2018 25.7 20.6 16.4 13.1 10.4 8.3 8.3 Annual survey conducted by the Chambers of Commerce 2017

Observations: Find Business Survey Technical Note and Business Survey Results (links in the POD). These government procedures refer to the transactions conducted in the last 12 months. It varies from company to company. The full list of procedures can be found in question Q31

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

The General Development objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO) No

	Indicator	Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement		Target
1.2	Cost incurred annually by business people to do government procedures	US\$	614.00	2020	-	P	198.00
						A	

Details

Means of verification: Annual survey conducted by the Chambers of Commerce

Observations: The indicator is calculated as the product of number of hours spent per year do government procedures multiplied by the average hourly wage. No decimals have been considered in the final numbers. Find Business Survey Technical Note and Business Survey Results in the POD. The government procedures vary from company to company, the full list of procedures can be found in question Q31

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

The General Development objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO) No

PMR Public Report

RESULTS MATRIX

Specific Development Objectives

Specific Development Objectives Nbr. 1: Outcome 1: Percentage of people using government online services increased

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2020	2021	2022	2023	2024	2025	EOP 2025
1.0	People obtaining a certified copy of birth registration online	%	0.00	2018	P			40.00				70.00
					A							
Details												
Means of verification: Report provided by the Office of the Registrar General												
Observations: Data will be obtained from the Office of Registrar General records Calculated as number of certifiedcopies obtained online divided by total number of certified copies issued												
Pro-Gender		No					Pro-Ethnicity		No			

Specific Development Objectives Nbr. 2: Outcome 2: Information shared by government institutions increased

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2020	2021	2022	2023	2024	2025	EOP 2025
2.0	Government institutions connected to the interoperability platform	%	0.00	2018	P			15.00				30.00
					A							
Details												
Means of verification: Report provided by the DIT												
Observations: There are potentially 23 Ministries, 38 government corporations and statutory agencies and 68 Government Departments to be connected												
Pro-Gender		No					Pro-Ethnicity		No			

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1 - Simplifying and digitizing government procedures

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2025	2020	EOP 2025
1.1	Legal instruments supporting 200 digital services presented to the Office of the Attorney General	#	P	0	200	28,000	577,200
			P(a)	0	200	93,334	674,795
			A	25	25	81,667	81,667
1.2	Government procedures diagrammed in a BPM Modeling Tool	#	P	0	200	245,500	2,555,000
			P(a)	0	200	245,500	1,619,766
			A	0	0	64,718	64,718
1.3	Prioritized and simplified Government procedures online	#	P	0	190	265,000	3,780,000
			P(a)	0	190	265,000	4,337,194
			A	7	7	148,194	148,194
1.4	Corporation and non-profit set up procedures available online	#	P	0	10	0	3,250,000
			P(a)	0	10	0	3,250,000
			A	0	0	0	0
1.5	Web services from 10 Entities operational utilizing the interoperability platform	#	P	0	150	0	3,900,000
			P(a)	0	150	0	4,545,481
			A	19	19	0	0

Component Nbr. 2 Component 2 - Strengthening institutional capacity for a digital government

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2025	2020	EOP 2025
2.1	Digital Agenda - ICT Blueprint strategy launched to the public	#	P	0	1	0	1,750,000
			P(a)	0	1	0	1,163,000
			A	0	0	0	0
2.2	Digital Agenda - ICT Blueprint strategy implemented	#	P	0	1	250,000	7,230,000
			P(a)	0	1	250,000	5,838,458
			A	0	0	32,403	32,403
2.3	Strategic Innovation projects supported by the ICT Fund	#	P		0		0
			P(a)		10		900,000
			A		0	0	0
2.4	Change management strategy designed and implemented	#	P	0	1	0	500,000
			P(a)	0	1	132,600	288,599
			A	0	0	99,171	99,171
2.5	Data Culture and Data Analytics Office Established	#	P		0		0
			P(a)		1		310,000
			A		0	0	0
2.6	Cyber security strategy designed and implemented	#	P	0	1	0	1,600,000
			P(a)	0	1	0	2,381,346
			A	0	0	0	0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 3 Component 3 - Enhancing transparency and integrity in government

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2020	EOP 2025	2020	EOP 2025
3.1	Master plan for the rollout of FOIA	#	P	0	1	0	150,000
			P(a)	0	1		100,000
			A	0	0	0	0
3.2	Government institutions with information systems ready to comply with a request for accessing information	#	P	0	10	0	1,400,000
			P(a)	0	10		1,400,000
			A	0	0	0	0
3.3	Inter-institutional mechanisms necessary to rollout the law	#	P	0	1	0	50,000
			P(a)	0	1		50,000
			A	0	0	0	0
3.4	Plan designed and implemented for strengthening of the Office of the Auditor General	#	P	0	1	0	850,000
			P(a)	0	1		850,000
			A	0	0	0	0

Other Cost

	Project Management and Administration	P			194,250	1,942,500
		P(a)			280,000	1,509,500
		A			245,000	245,000
	Audit	P			0	200,000
		P(a)				156,428
		A			0	0
	Intermediate and Final Evaluation, Ex-Post Analysis, and Study on Government Savings	P			0	100,000
		P(a)				137,500
		A			0	0
	Support to an annual survey on private sector experience with Government	P			0	75,000
		P(a)				62,500
		A			0	0
	Contingency	P			0	90,300
		P(a)				412,000
		A			0	0

Total Cost

	Total Cost	P			982,750	30,000,000
		P(a)			1,266,434	29,986,567
		A			671,153	671,153

CHANGES TO THE MATRIX

Section	Name	Type of Change	Subtype	Modified By	Entered in the System
Output	Change management strategy designed and implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Cyber security strategy designed and implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Digital Agenda - ICT Blueprint strategy implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Digital Agenda - ICT Blueprint strategy launched to the public	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Government procedures diagrammed in a BPM Modeling Tool	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Legal instruments supporting 200 digital services presented to the Office of the Attorney General	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Master plan for the rollout of FOIA	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Prioritized and simplified Government procedures online	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021
	Web services from 10 Entities operational utilizing the interoperability platform	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	03/17/2021

PMR Public Report

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Others - Dimensions Related to Public Processes/ Actors
Project Management Capacity