

# PMR Public Report

<b>Operation Number</b>	JA-L1079	<b>Chief of Operations Validation Date</b>	04/16/21
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2020	<b>Division Chief Validation Date</b>	04/19/21
<b>Last Update</b>	03/29/21	<b>Country Representative Validation Date</b>	04/19/21
<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>	MINISTRY OF INDUSTRY, COMMERCE, AGRICULTURE AND FISHERIES	<b>Sector/Subsector</b>	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		

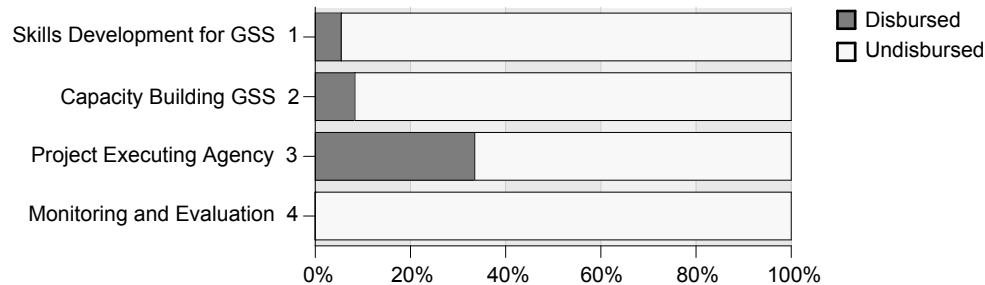
## Environmental and Social Safeguards

<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	1,939,820	12.93%	13,060,180
<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>1,939,820</b>	<b>12.93%</b>	<b>13,060,180</b>

## Expense Categories by Loan Contract (cumulative values)



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### RESULTS MATRIX

#### General Development Objectives

**General Development Objectives 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	Expected Year of Achievement		Target
1.1	Value of exports of Global Services	US\$ millions	223.00	2016	2024	P	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

The General Development  
bjective indicator target is  
expected to be observed by  
the operation's "Fully  
Justified" date  
in Convergence (CO)

	Indicator	Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement		Target
1.2	Number of employed individuals in the GSS	# of employees	22,000.00	2016	2024	P	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

The General Development  
bjective indicator target is  
expected to be observed by  
the operation's "Fully  
Justified" date  
in Convergence (CO)

	Indicator	Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement		Target
1.3	AT Kearney Global Services Location Index	value (in points)	5.00	2017	2018	P	5.06

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### RESULTS MATRIX

#### General Development Objectives

1.3	AT Kearney Global Services Location Index	value (in points)	5.00	2017	2018	A	5.06
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		
The General Development objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO)		No					

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### RESULTS MATRIX

#### Specific Development Objectives

**Specific Development Objectives Nbr. 1:** Increased supply of skilled workers in the GSS

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	2024	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
					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				

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	2024	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
					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		

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	2024	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
					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		

**Specific Development Objectives Nbr. 2:** Increased export volumes and capacity of the sector to attract FDI

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2021	2023	2024	EOP 2024
2.1	Percentage change in the value of exports of the GSS sector	Percentage (%)	0.00	2016	P	0.00	1.70		1.70
					A	0.00			

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### RESULTS MATRIX

#### Specific Development Objectives

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	2024	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	
					A	0.00				
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	2024	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	
					A	0.00				
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	
				2020	EOP 2024	2020	EOP 2024
1.1	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	0	1	271,137	713,000
			P(a)	0	1	29,770.47	713,000
			A	0	0	189,325	248,763.67
1.2	2. Diagnosis for gender imbalances in the industry developed	#diagnoses	P	1	1	6,200	62,000
			P(a)	1	1	51,225.26	62,000
			A	1	1	32,812.36	43,587.1
1.3	3. Smart Talent Platform online and functioning	# platforms	P	1	1	335,900	956,000
			P(a)	0	1	0	956,000
			A	0	0	26,785	27,515.39
1.4	4. Job readiness curriculum developed and approved	# curricula	P	1	2	62,000	94,000
			P(a)	1	2	0	94,000
			A	1	0	60,000	60,000
1.5	5. Places for training trainers with the Job readiness curriculum available	# places	P	1,000	1,000	488,000	966,000
			P(a)	0	1,000	0	966,000
			A	0	0	78,807	78,807
1.6	6. Apprenticeships places for the GSS available	# places	P	100	450	240,000	1,080,000
			P(a)	0	1,113	0	1,997,755
			A	143	143	110,255	110,255
1.7	7. Trainees positions in finishing schools available	# positions	P	2,000	12,000	533,000	3,200,000
			P(a)	0	8,934	0	2,282,245
			A	0	0	0	0
1.8	8. Competitive Fund Management set up and active	# funds	P	0	1	95,500	450,000
			P(a)	0	1	31,763.77	450,000
			A	0	1	96,287	128,190.23
1.9	9. Mechanisms for measuring and improving training provider's performance developed and delivered to the NTA	# mechanisms	P	1	1	110,000	200,000
			P(a)	0	1	0	200,000
			A	0	0	1,706	16,709
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	1	1	45,000	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	1	1	42,250	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	
				2020	EOP 2024	2020	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	53,000	450,000
			A	0	0	53,274	53,274
2.2	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	0	2	42,000	391,500
			P(a)	1	3	40,000	391,500
			A	0	1	15,501	100,537.86
2.3	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	0	1	96,250	175,000
			P(a)	1	1	174,770.47	175,000
			A	1	1	150,345	150,574.53
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	325	325
2.5	16. Participation in international and regional investment targeting events	# events participation	P	1	5	85,000	900,000
			P(a)	1	5	28,000	900,000
			A	1	2	45,000	121,018.57
2.6	17. National Awareness campaign activities executed	# activities	P	1	4	280,000	795,000
			P(a)	0	4	30,000	795,000
			A	0	1	70,792	100,369.69
2.7	18. GSS Incubators designed and furnished	# of incubators	P	0	2	75,000	700,000
			P(a)	1	2	44,000	700,000
			A	1	1	37,536	37,536
2.8	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	0	4	50,000	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	3	6	0	140,000
			P(a)	0	6	0	140,000
			A	0	0	325	325
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			265,775	1,308,500
	P(a)			311,719.89	1,308,500
	A			312,076	480,028.11
Project Management: Office Equipment	P			10,400	65,000
	P(a)			16,535.65	65,000
	A			8,103	32,587.35
Project Management: Office Space - Lease	P			21,120	102,080
	P(a)			19,360	102,080
	A			19,360	38,720
Monitoring and Evaluation: Trainee Surveys	P			39,500	100,000
	P(a)			0	100,000
	A			4,648	4,648
Monitoring and Evaluation: Firm Surveys	P			19,500	100,000

## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Monitoring and Evaluation: Firm Surveys	P(a)			0	100,000
		A			0	0
	Contingencies	P			0	20,000
		P(a)			0	20,000
		A			0	0
	Audits	P			20,000	100,000
		P(a)			20,000	100,000
		A			20,124	20,124
	Project Management: Other Expenses	P			5,000	24,420
		P(a)			8,705.79	24,420
		A			0	714.21

## Total Cost

	Total Cost	P			3,238,532	15,000,000
		P(a)			858,851.3	15,000,000
		A			1,333,386.36	1,854,609.71



## CHANGES TO THE MATRIX

Section	Name	Type of Change	Subtype	Modified By	Entered in the System
General Development Objective	Number of employed individuals in the GSS	Modify contribution to CRF Indicator	Flag contribution to CRF indicator	JODYKAYM	03/26/2021
Output	6. Apprenticeships places for the GSS available	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	03/24/2021
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JODYKAYM	03/03/2021
	7. Trainees positions in finishing schools available	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	03/26/2021
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JODYKAYM	03/04/2021
	GSSB Operating	Modify Milestone	Modify Financial EOP P(a)	JODYKAYM	03/25/2021
	Reports Submitted by Skills Development Specialist	Modify Milestone	Modify Financial EOP P(a)	JODYKAYM	03/25/2021

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## IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Stakeholder Priorities