

PMR Public Report

Operation Number	JA-L1079	Chief of Operations Validation Date	10/21/21
Year- PMR Cycle	First period Jan-Jun 2021	Division Chief Validation Date	
Last Update	10/04/21	Country Representative Validation Date	
PMR Validation Stage	Validated by Chief of Operations		

Basic Data

Operation Profile

Operation Name	Skills Development for Global Services in Jamaica	Loan Number	4645/OC-JA
Executing Agency	MINISTRY OF INDUSTRY, COMMERCE, AGRICULTURE AND FISHERIES	Sector/Subsector	SOCIAL INVESTMENT-VOCATIONAL AND WORKFORCE TRAINING
Team Leader	PAVON, FERNANDO YITZACK	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)	
Borrower	JAMAICA		

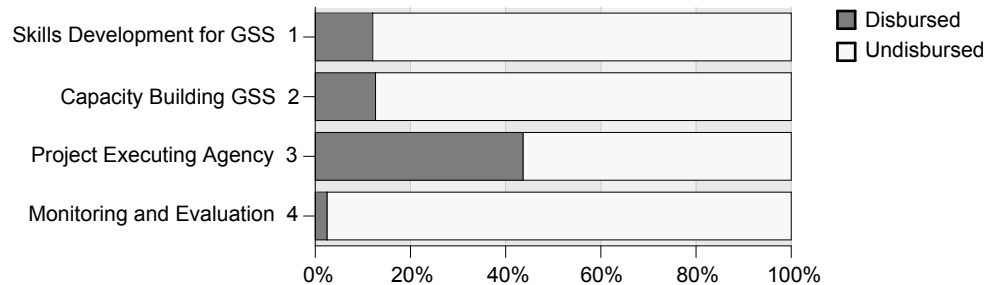
Environmental and Social Safeguards

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-L1079	15,000,000	15,000,000	0	0	15,000,000	15,000,000	3,211,820	21.41%	11,788,180
Aggregated	15,000,000	15,000,000	0	0	15,000,000	15,000,000	3,211,820	21.41%	11,788,180

Expense Categories by Loan Contract (cumulative values)



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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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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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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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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	
				2021	EOP 2024	2021	EOP 2024
1.1	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	0	1	45,753	713,000
			P(a)	0	1	45,753	713,000
			A	0	0	45,712	294,475.67
1.2	2. Diagnosis for gender imbalances in the industry developed	#diagnoses	P	0	1	0	62,000
			P(a)	0	1	0	62,000
			A	0	1	0	43,587.1
1.3	3. Smart Talent Platform online and functioning	# platforms	P	0	1	232,057	956,000
			P(a)	1	1	142,016.67	956,000
			A	0	0	0	27,515.39
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	60,000
1.5	5. Places for training trainers with the Job readiness curriculum available	# places	P	0	1,000	0	966,000
			P(a)	1,000	1,000	92,086.11	966,000
			A	0	0	29,098	107,905
1.6	6. Apprenticeships places for the GSS available	# places	P	100	450	240,000	1,080,000
			P(a)	400	1,113	500,000	1,997,755
			A	295	438	0	110,255
1.7	7. Trainees positions in finishing schools available	# positions	P	3,000	12,000	800,000	3,200,000
			P(a)	1,500	8,934	450,000	2,282,245
			A	500	500	0	0
1.8	8. Competitive Fund Management set up and active	# funds	P	0	1	97,076	450,000
			P(a)	0	1	80,667	450,000
			A	0	1	39,873	168,063.23
1.9	9. Mechanisms for measuring and improving training provider's performance developed and delivered to the NTA	# mechanisms	P	0	1	25,000	200,000
			P(a)	0	1	0	200,000
			A	0	0	0	16,709
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	0	1	20,000	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	0	1	17,250	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	
				2021	EOP 2024	2021	EOP 2024
2.1	12. Business process re-engineering/change management strategy designed and delivered to JAMPRO	# strategies	P	1	2	298,750	450,000
			P(a)	1	2	15,278	450,000
			A	0	0	15,278	68,552
2.2	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	0	2	42,420	391,500
			P(a)	1	3	30,366	391,500
			A	1	2	25,483.1	126,020.96
2.3	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	1	1	0	175,000
			P(a)	0	1	24,425.47	175,000
			A	0	1	20,490.67	171,065.2
2.4	15. Digital GSS Promotional Activities developed	# activities	P	1	3	125,000	1,000,000
			P(a)	1	3	124,675	1,000,000
			A	0	0	0	325
2.5	16. Participation in international and regional investment targeting events	# events participation	P	1	5	602,000	900,000
			P(a)	1	5	105,250	900,000
			A	1	3	12,157.98	133,176.55
2.6	17. National Awareness campaign activities executed	# activities	P	1	4	347,000	795,000
			P(a)	1	4	98,630.31	795,000
			A	0	1	56,950.79	157,320.48
2.7	18. GSS Incubators designed and furnished	# of incubators	P	2	2	275,000	700,000
			P(a)	0	2	0	700,000
			A	0	1	0	37,536
2.8	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	2	4	123,250	361,500
			P(a)	0	4	66,667	361,500
			A	0	0	0	0
2.9	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	# licenses	P	0	6	65,000	140,000
			P(a)	0	6	0	140,000
			A	0	0	0	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			271,773	1,308,500
	P(a)			304,799.89	1,308,500
	A			115,026.16	595,054.27
Project Management: Office Equipment	P			10,400	65,000
	P(a)			11,333	65,000
	A			0	32,587.35
Project Management: Office Space - Lease	P			21,120	102,080
	P(a)			21,120	102,080
	A			10,560	49,280
Monitoring and Evaluation: Trainee Surveys	P			25,000	100,000
	P(a)			2,844	100,000
	A			74.07	4,722.07
Monitoring and Evaluation: Firm Surveys	P			19,000	100,000

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Monitoring and Evaluation: Firm Surveys	P(a)			38,500	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)			19,876	100,000
		A			0	20,124
	Project Management: Other Expenses	P			5,000	24,420
		P(a)			13,705.79	24,420
		A			7,357	8,071.21

Total Cost

	Total Cost	P			3,727,849	15,000,000
		P(a)			2,187,993.24	15,000,000
		A			378,060.77	2,232,670.48

CHANGES TO THE MATRIX

No information available for this section

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Inactive		Internal Processes
	Response actions		
	1.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
2	Inactive		Human Resources
	Response actions		
	2.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
3	Inactive		Planning
	Response actions		
	3.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
4	Inactive		Planning
	Response actions		
	4.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
5	Inactive		Planning
	Response actions		
	5.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
6	Inactive		Planning
	Response actions		
	6.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
7	Inactive		Human Resources
	Response actions		
	7.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
8	Inactive		Institutional Environment
	Response actions		
	8.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
9	Inactive		Economic and Financial Environment
	Response actions		
	9.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
10	Inactive		Economic and Financial Environment
	Response actions		
	10.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
11	Inactive		Economic and Financial Environment
	Response actions		
	11.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
12	Inactive		Institutional Environment
	Response actions		
	12.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
13	Materialized		Social Environment
	Response actions		
	13.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
14	Inactive		Economic and Financial Environment
	Response actions		
	14.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
15	Inactive		Systems
	Response actions		
	15.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
16	Inactive		Economic and Financial Environment
	Response actions		
	16.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
17	Inactive		Systems
	Response actions		
	17.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
18	Inactive		Internal Processes
	Response actions		
	18.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
19	Inactive		Institutional Environment
	Response actions		
	19.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
20	Inactive		Internal Processes
	Response actions		
	20.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
21	Inactive		Planning
	Response actions		
	21.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
22	Inactive		Planning
	Response actions		
	22.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
23	Inactive		Planning
	Response actions		
	23.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
24	Inactive		Human Resources
	Response actions		
	24.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
25	Inactive		Human Resources
	Response actions		
	25.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
26	Materialized		Internal Processes
	Response actions		
	26.1	Management Strategy	Status
		ACCEPT	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
27	Active		Human Resources
	Response actions		
	27.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
28	Active		Internal Processes
	Response actions		
	28.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
29	Active		Internal Processes
	Response actions		
	29.1	Management Strategy	Status
		SHARE	ACTIVE
	29.2	Management Strategy	Status
		ENHANCE	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
30	Inactive		Internal Processes
	Response actions		
	30.0	Management Strategy	Status
		-	

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
Risk ID	Risk Status		Risk Taxonomy
31	Materialized		Systems
	Response actions		
	31.1	Management Strategy	Status
		EXPLOIT	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
32	Inactive		Internal Processes
	Response actions		
	32.0	Management Strategy	Status
		-	
Risk ID	Risk Status		Risk Taxonomy
33	Inactive		Planning
	Response actions		
	33.0	Management Strategy	Status
		-	

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IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories

Stakeholder Priorities