

PMR Public Report

Operation Number	JA-L1046	Chief of Operations Validation Date	10/21/21
Year- PMR Cycle	First period Jan-Jun 2021	Division Chief Validation Date	
Last Update	12/20/21	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	Closed
Operation Type	Loan Operation	Country	Jamaica
Lending Instrument	Investment Loan	Convergence related Operation(s)	JA-X1007
Borrower	JAMAICA		

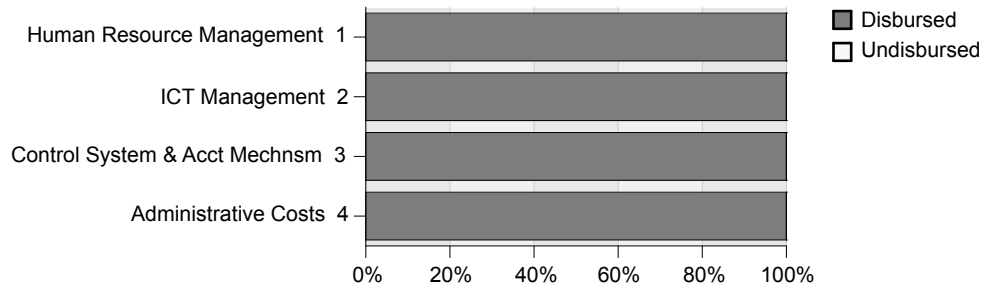
Environmental and Social Safeguards

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	13,485,949.69	0	0	25,000,000	13,485,949.69	13,485,949.69	100.00%	0
JA-X1007	0	5,664,991.85	0	0	6,650,000	5,664,991.85	5,250,883.35	92.69%	414,108.5
Aggregated	25,000,000	19,150,941.54	0	0	31,650,000	19,150,941.54	18,736,833.04	97.84%	414,108.5

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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General Development Objectives

General Development Objectives Nbr. 1: Improvement of the efficiency of the Jamaican public sector.

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement		Target
1.1	Central Government Wage bill as a percentage of Gross Domestic Product	Percentage (%)	10.00	2013	-	P	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

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	Central Government Wage Bill as a percentage of non-debt expenditure.	Percentage (%)	53.00	2013	-	P	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

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

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Specific Development Objectives

Specific Development Objectives Nbr. 1: 1. Enhanced HRM contributing to maintaining a fiscally sustainable wage bill

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
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
					A		100.00	0.00
Details								
Means of verification: MOFP								
Pro-Gender		No		Pro-Ethnicity		No		

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
1.2	PEFA PI- 18. Effectiveness of payroll control	Score	7.00	2012	P			6.00
					A		4.00	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			

Specific Development Objectives 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 2021
2.1	Number of days for getting electricity	Days	96.00	2013	P			76.00
					A		95.00	0.00
Details								
Means of verification: Doing Business Report (WB)								
Pro-Gender		No			Pro-Ethnicity		No	

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
2.2	Number of days to register a business	Days	7.00	2013	P			1.00
					A		2.00	0.00
Details								
Means of verification: Doing Business Report (WB)								

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Specific Development Objectives

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
2.3	On line service Index	Score	307.00	2012	P		360.00
					A	388.00	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 2021
2.4	Percentage of public sector employees with access to HR Shared Corporate Services (cumulative)	Percentage	0.00	2013	P		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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Specific Development Objectives Nbr. 3: 3. Enhanced control and accountability of public resources

Observation:

Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
3.1	PEFA PI-21. Effectiveness of internal audit	Score	7.00	2012	P		6.00
					A	8.00	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)

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
3.2	PEFA PI- 19. Competition, VfM and controls in procurement.	Score	5.00	2013	P		4.00
					A	5.00	0.00

Details

Means of verification: PEFA

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Specific Development Objectives

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

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
3.3	PEFA PI -27. Legislative scrutiny of the annual budget law	Score	7.00	2013	P			6.00
					A		4.00	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

Indicator		Unit of Measure	Baseline	Baseline Year		2019	2020	EOP 2021
3.4	Number of Information Systems Audit Reports produced	Number	2.00	2012	P			6.00
					A		6.00	0.00

Details

Means of verification: AGD

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

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1: Human resources management

				PHYSICAL PROGRESS	FINANCIAL PROGRESS
	Output	Unit of Measure		EOP 2021	EOP 2021
1.1	HCMS implemented	#	P	1	17,578,535
			P(a)	1	4,822,891
			A	1	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	150,000
1.3	Workshop on international experiences on workforce planning delivered	#	P	1	50,000
			P(a)	1	50,000
			A	1	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	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	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

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

				PHYSICAL PROGRESS	FINANCIAL PROGRESS
				EOP 2021	EOP 2021
Output	Unit of Measure				
2.1 e-Government strategy completed	#	P		1	396,000
		P(a)		1	762,088.53
		A		1	552,229.43
2.2 ICT norms and standards produced (cumulative)	#	P		5	325,000
		P(a)		1	16,866
		A		22	0
2.3 e-Gov Jamaica training programs delivered (cumulative)	#	P		9	960,000
		P(a)		9	726,190.35
		A		1	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	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	10,000
2.7 Online business registration system in operation	#	P		1	228,000
		P(a)		1	578,388.29
		A		1	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
2.10 Communications campaign implemented (cumulative)	#	P		1	39,000
		P(a)		1	53,662.9
		A		1	40,306.26
2.11 Study Tour completed	#	P		1	25,000
		P(a)		1	25,000
		A		0	0
2.12 HRSSC Operating Model designed	#	P		1	578,000
		P(a)		1	2,352,386.77
		A		1	1,367,205.49

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

				PHYSICAL PROGRESS	FINANCIAL PROGRESS
	Output	Unit of Measure		EOP 2021	EOP 2021
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
2.14	ICT infrastructure to operate HRSSC in operation	#	P	1	707,610
			P(a)	1	0
			A	1	0
2.15	Training to HRSSC agents/workers delivered	#	P	1	48,000
			P(a)	1	0
			A	1	0
2.16	Framework for implementing shared legal services	#	P	1	60,000
			P(a)	1	67,841
			A	1	0

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OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 3 Component 3: Control systems and accountability

	Output	Unit of Measure		PHYSICAL PROGRESS	FINANCIAL PROGRESS
				EOP 2021	EOP 2021
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	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	143,928.66
3.3	ITA manual drafted and disseminated	#	P	1	61,000
			P(a)	1	61,000
			A	1	0
3.4	Auditors trained overseas completed	#	P	12	96,000
			P(a)	40	73,485
			A	40	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	90,350.68
3.6	Internal Audit units automated	#	P	21	805,400
			P(a)	31	603,640.59
			A	31	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	43,938.14
3.8	IA employees trained	# of Auditors	P	240	152,400
			P(a)	295	206,780.98
			A	295	106,780.98
3.9	Procurement Manual published, including updated bidding documents	#	P	1	80,000
			P(a)	2	261,048.23
			A	2	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	660,606.23
3.11	Sensitization and awareness campaign implemented	#	P	2	80,000
			P(a)	2	111,228.82
			A	2	81,228.82
3.12	Procurement employees certified (cumulative)	#	P	200	650,000
			P(a)	211	346,631.02
			A	181	287,488.02

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OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

				PHYSICAL PROGRESS	FINANCIAL PROGRESS
	Output	Unit of Measure		EOP 2021	EOP 2021
3.13	E-tendering software at MOFP in operation	#	P	1	2,160,000
			P(a)	1	2,099,581.48
			A	1	1,925,333.57
3.14	Management Accountability Framework designed	#	P	1	150,000
			P(a)	1	253,065.46
			A	1	216,065.46
3.15	Technical Office established and functioning	#	P	1	528,000
			P(a)	1	609,393.65
			A	1	431,314.6
3.16	Training for PAC and PAAC members delivered	#	P	4	80,000
			P(a)	4	153,000
			A	22	67,067.12

Total Cost

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

CHANGES TO THE MATRIX

No information available for this section

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Active		Economic and Financial Environment
	Response actions		
	1.1	Management Strategy	Status
		AVOID	COMPLETE
Risk ID	Risk Status		Risk Taxonomy
2	Active		Economic and Financial Environment
	Response actions		
	2.1	Management Strategy	Status
		AVOID	COMPLETE
Risk ID	Risk Status		Risk Taxonomy
3	Active		Political Environment
	Response actions		
	3.1	Management Strategy	Status
		AVOID	COMPLETE

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IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories