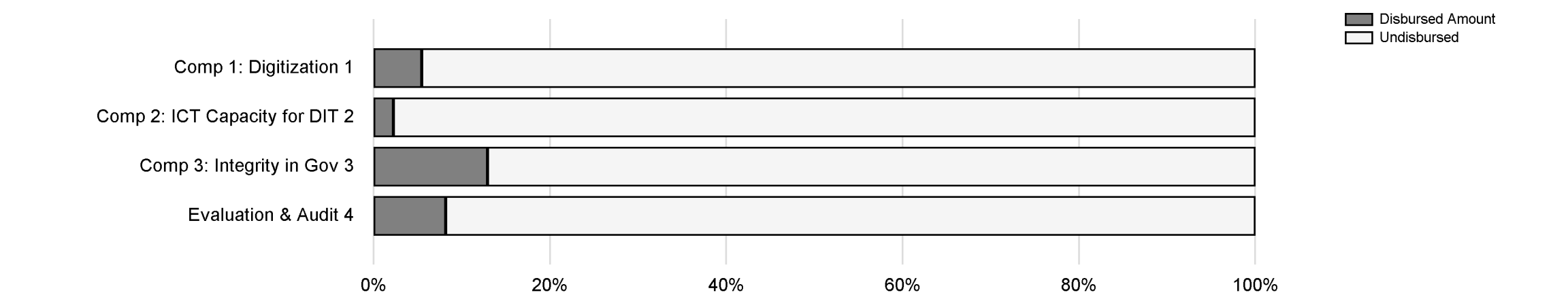


PMR Public Report

Operation Number	BH-L1045	Chief of Operations Validation Date	04/01/22
Year- PMR Cycle	Second period Jan-Dec 2021	Division Chief Validation Date	04/27/22
Last Update	04/01/22	Country Representative Validation Date	04/28/22
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	OFFICE OF THE PRIME MINISTER, 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									
	Total Cost and Source					Available Funds (US\$)			
Operations	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Amount
BH-L1045	30,000,000	30,000,000	0	0	30,000,000	30,000,000	4,331,220	14.44%	25,668,780
Aggregated	30,000,000	30,000,000	0	0	30,000,000	30,000,000	4,331,220	14.44%	25,668,780
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.

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	EOP 2025	
1.0	Hours business people spend doing government procedures per year	hours	25.7	2020		P	8.3
						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

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

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
Indicator				Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
1.2	Cost incurred annually by business people to do government procedures			US\$	614	2020		P	198
								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

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

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			

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	2018	P	-	-	40	-	-	-	70
					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

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

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	2018	P	-	-	15	-	-	-	30
					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

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

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

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2021	EOP 2025	2021	EOP 2025
1.01	Legal instruments supporting 200 digital services presented to the Office of the Attorney General	#	P	40	200	129,200	577,200
			P (a)	40	202	176,129	621,029.17
			A	42	67	122,363.17	204,030.17
1.02	Government procedures diagrammed in a BPM Modeling Tool	#	P	40	200	971,000	2,555,000
			P (a)	40	212	608,548	1,177,367.53
			A	52	52	494,664.53	557,367.53
1.03	Prioritized and simplified Government procedures online	#	P	30	190	430,000	3,780,000
			P (a)	30	190	849,500	3,765,377.51
			A	35	42	209,635.41	364,877.51
1.04	Corporation and non-profit set up procedures available online	#	P	2	10	162,500	3,250,000
			P (a)	2	10	-	3,250,000
			A	-	-	-	-
1.05	Web services from 10 Entities operational utilizing the interoperability platform	#	P	-	150	-	3,900,000
			P (a)	-	150	1,652,918	3,797,843.08
			A	23	37	-	-

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

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2021	EOP 2025	2021	EOP 2025
2.01	Digital Agenda - ICT Blueprint strategy launched to the public	#	P	-	1	250,000	1,750,000
			P (a)	-	1	400,000	833,587.2
			A	-	-	70,587.2	70,587.2
2.02	Digital Agenda - ICT Blueprint strategy implemented	#	P	-	1	185,000	7,230,000
			P (a)	-	1	264,888	5,924,881.04
			A	-	-	100,000.04	133,046.04
2.03	Strategic Innovation projects supported by the ICT Fund	#	P	-	-	-	-
			P (a)	-	10	150,000	1,000,000
			A	-	-	-	-
2.04	Change management strategy designed and implemented	#	P	-	1	50,000	500,000
			P (a)	-	1	55,714	310,200
			A	-	-	-	70,200
2.05	Data Culture and Data Analytics Office Established	#	P	-	-	-	-
			P (a)	-	1	15,000	295,000
			A	-	-	-	-
2.06	Cyber security strategy designed and implemented	#	P	-	1	80,000	1,600,000
			P (a)	-	1	755,808	1,489,845.96
			A	-	-	66,000	66,000

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

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2021	EOP 2025	2021	EOP 2025
3.01	Master plan for the rollout of FOIA	#	P	-	1	-	150,000
			P (a)	-	1	-	124,086
			A	-	-	24,086	24,086
3.02	Government institutions with information systems ready to comply with a request for accessing information	#	P	-	10	-	1,400,000
			P (a)	-	8	-	1,400,000
			A	-	-	-	-
3.03	Inter-institutional mechanisms necessary to rollout the law	#	P	-	1	-	50,000
			P (a)	-	1	-	50,000
			A	-	-	-	-
3.04	Plan designed and implemented for strengthening of the Office of the Auditor General	#	P	-	1	-	850,000
			P (a)	-	1	-	480,878
			A	-	-	-	-

Other Cost				
	Project Management and Administration	P	388,500	1,942,500
		P (a)	422,000	1,745,525.37
		A	385,726.37	630,726.37
	Audit	P	40,000	200,000
		P (a)	40,000	133,228
		A	16,800	16,800
	Intermediate and Final Evaluation, Ex-Post Analysis, and Study on Government Savings	P	0	100,000
		P (a)	25,000	100,000
		A	0	0
	Support to an annual survey on private sector experience with Government	P		75,000
		P (a)	12,500	50,000
		A	0	0
	Contingency	P	0	90,300
		P (a)	0	412,000
		A		0
Total Cost				
	Total Cost	P	2,686,200	30,000,000
		P (a)	5,428,005	26,960,848.86
		A	1,489,862.72	2,137,720.82

CHANGES TO THE MATRIX

Section	Name	Type of Change	Sub type	Modified By	Entered in 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	3/16/2022
			Modify Financial Historical Actual	DANAK	3/16/2022
	Cyber security strategy designed and implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	3/16/2022
	Digital Agenda - ICT Blueprint strategy implemented	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	3/16/2022
			Modify Financial Historical Actual	DANAK	3/16/2022
	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	3/16/2022
	Government institutions with information systems ready to comply with a request for accessing information	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	DANAK	3/16/2022
	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	3/16/2022
			Modify Financial Historical Actual	DANAK	3/16/2022
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	DANAK	3/16/2022
	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	3/16/2022
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	DANAK	3/16/2022
	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	3/16/2022
	Plan designed and implemented for strengthening of the Office of the Auditor General	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	3/16/2022
	Prioritized and simplified Government procedures online	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	3/16/2022
			Modify Financial Historical Actual	DANAK	3/16/2022
	Strategic Innovation projects supported by the ICT Fund	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	DANAK	3/16/2022
	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	3/16/2022
			Modify Physical Historical Actual	DANAK	3/16/2022

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Active		Institutional Environment
	Response Actions		
	1.1	Management Strategy	Status
		ENHANCE	ACTIVE

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Intra/Inter Coordination
Others - Organizational and Managerial Dimensions