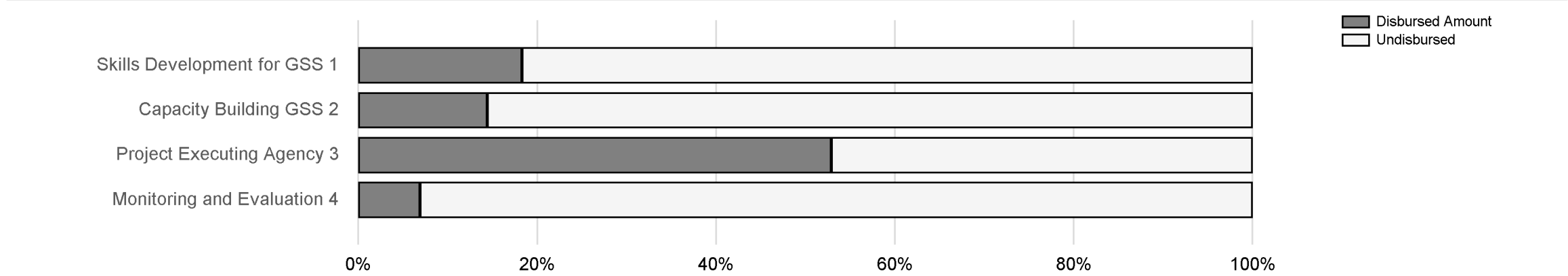


PMR Public Report

Operation Number	JA-L1079	Chief of Operations Validation Date	04/06/22						
Year- PMR Cycle	Second period Jan-Dec 2021	Division Chief Validation Date	04/07/22						
Last Update	03/31/22	Country Representative Validation Date	05/06/22						
PMR Validation Stage	Validated by Representative								
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									
	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
JA-L1079	15,000,000	15,000,000	0	0	15,000,000	15,000,000	4,236,820	28.25%	10,763,180
Aggregated	15,000,000	15,000,000	0	0	15,000,000	15,000,000	4,236,820	28.25%	10,763,180
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: 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	EOP 2024	
1.1	Value of exports of Global Services	US\$ millions	223	2016	2024	P	231
						A	-

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.

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 2024	
1.2	Number of employed individuals in the GSS	# of employees	22000	2016	2024	P	50,000
						A	-

Details

Means of Verification: Heart- Trust/NTA

Observations: Baseline: Heart-Trust/NTA (2017b). Goal: JAMPRO’s Corporate Strategic Plan (2018).

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	2.8 Jobs supported (#) (C)		
Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2024	
1.3	AT Kearney Global Services Location Index	value (in points)	5	2017	2018	P	5.06
						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.

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: 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	2019	P	2.5	2.5	-	2.5
					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).

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					

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	2019	P	6	6	-	6
					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).

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					

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	2019	P	9	9	-	9
					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).

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					

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	2016	P	-	1.7	-	1.7
					A	-	-	-	-

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).

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					

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	33.4	2017	P	-	45.9	-	45.9
					A	-	-	-	-

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).

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

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	2017	P	-	25	-	25
					A	-	-	-	-

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.

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

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

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2021	EOP 2024	2021	EOP 2024
1.01	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	-	1	45,753	713,000
			P (a)	-	1	45,753	834,077.21
			A	-	-	274,170	522,933.67
1.02	2. Diagnosis for gender imbalances in the industry developed	#diagnoses	P	-	1	-	62,000
			P (a)	-	1	-	62,000
			A	-	1	-	43,587.1
1.03	3. Smart Talent Platform online and functioning	# platforms	P	-	1	232,057	956,000
			P (a)	1	1	142,016.67	1,061,705.39
			A	-	-	146,086	173,601.39
1.04	4. Job readiness curriculum developed and approved	# curricula	P	-	2	-	94,000
			P (a)	-	2	-	338,201
			A	-	-	28,201	88,201
1.05	5. Places for training trainers with the Job readiness curriculum available	# places	P	-	1,000	-	966,000
			P (a)	1,000	1,000	92,086.11	299,511.47
			A	500	-	47,038	125,845
1.06	6. Apprenticeships places for the GSS available	# places	P	100	450	240,000	1,080,000
			P (a)	400	1,393	500,000	3,948,220.43
			A	665	808	377,495	487,750
1.07	7. Trainees positions in finishing schools available	# positions	P	3,000	12,000	800,000	3,200,000
			P (a)	1,500	-	450,000	92,601.94
			A	-	-	4,151.94	4,151.94
1.08	8. Competitive Fund Management set up and active	# funds	P	-	1	97,076	450,000
			P (a)	-	1	80,667	401,820.26
			A	-	1	70,687.49	198,877.72
1.09	9. Mechanisms for measuring and improving training provider’s performance developed and delivered to the NTA	# mechanisms	P	-	1	25,000	200,000
			P (a)	-	1	-	216,709
			A	-	-	-	16,709
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	-	1	20,000	125,000
			P (a)	-	1	-	125,000
			A	-	-	-	-
1.11	11. Mechanisms for collecting employers’ feedback designed and delivered to the NTA	# mechanisms	P	-	1	17,250	94,000
			P (a)	-	1	-	80,000
			A	-	-	-	-

Component Nbr. 2 Strengthening JAMPRO’s institutional capacity to increase investment and promote exports in the GSS

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2021	EOP 2024	2021	EOP 2024
2.01	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	314,268.82
			A	-	-	63,388.04	116,662.04
2.02	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	-	2	42,420	391,500
			P (a)	1	3	30,366	374,492.67
			A	1	2	33,954.81	134,492.67
2.03	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	1	1	-	175,000
			P (a)	-	1	24,425.47	185,915.2
			A	-	1	20,490.67	171,065.2
2.04	15. Digital GSS Promotional Activities developed	# activities	P	1	3	125,000	1,000,000
			P (a)	1	2	124,675	1,000,325.4
			A	-	-	-	325.4
2.05	16. Participation in international and regional investment targeting events	# events participation	P	1	5	602,000	900,000
			P (a)	1	5	105,250	1,038,975.29
			A	1	3	24,032.72	145,051.29
2.06	17. National Awareness campaign activities executed	# activities	P	1	4	347,000	795,000
			P (a)	1	4	98,630.31	870,404.7
			A	1	1	115,003.01	215,372.7
2.07	18. GSS Incubators designed and furnished	# of incubators	P	2	2	275,000	700,000
			P (a)	-	3	-	1,100,000
			A	-	1	-	37,536.46
2.08	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	2	4	123,250	361,500
			P (a)	-	4	66,667	291,819.1
			A	-	-	325.4	325.4
2.09	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	# licenses	P	-	6	65,000	140,000
			P (a)	-	6	-	66,893.07
			A	-	-	-	325.4
2.10	21. Digital management system active	# systems	P	-	1	-	327,000
			P (a)	-	1	-	358,200
			A	-	-	-	-

Other Cost					
	Project Management: PEU Staff	P	271,773	1,308,500	
		P (a)	304,799.89	1,460,832.06	
		A	275,084	755,112.11	
	Project Management: Office Equipment	P	10,400	65,000	
		P (a)	11,333	70,928.74	
		A	7,220.23	39,807.58	
	Project Management: Office Space - Lease	P	21,120	102,080	
		P (a)	21,120	109,120	
		A	21,120	59,840	
	Monitoring and Evaluation: Trainee Surveys	P	25,000	100,000	
		P (a)	2,844	113,878.04	
		A	14,775.07	19,423.07	
	Monitoring and Evaluation: Firm Surveys	P	19,000	100,000	
		P (a)	38,500	45,638	
		A	0	0	
	Contingencies	P	0	20,000	

	Contingencies	P (a)	0	20,000
		A	0	0
	Audits	P	20,000	100,000
		P (a)	19,876	100,000
		A	15,686	35,810
	Project Management: Other Expenses	P	5,000	24,420
		P (a)	13,705.79	18,462.21
		A	4,761	5,475.21
Total Cost				
	Total Cost	P	3,727,849	15,000,000
		P (a)	2,187,993.24	15,000,000
		A	1,543,670.38	3,398,281.35

CHANGES TO THE MATRIX

Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	1. Global Services Sector Skills Board (GSSSB) established and active	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	11. Mechanisms for collecting employers’ feedback designed and delivered to the NTA	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	12. Business process re-engineering/change management strategy designed and delivered to JAMPRO	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	14. Digital Global Services Strategy designed and delivered to JAMPRO	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	15. Digital GSS Promotional Activities developed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
			Modify Financial Historical Actual	JODYKAYM	3/29/2022
	16. Participation in international and regional investment targeting events	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	17. National Awareness campaign activities executed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
			Modify Physical Historical Actual	JODYKAYM	3/29/2022
	18. GSS Incubators designed and furnished	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
			Modify Financial Historical Actual	JODYKAYM	3/29/2022
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JODYKAYM	3/29/2022
	19. Entrepreneurial accelerator programme events (including workshops) delivered	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/30/2022
	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
			Modify Financial Historical Actual	JODYKAYM	3/29/2022
	21. Digital management system active	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	3. Smart Talent Platform online and functioning	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	4. Job readiness curriculum developed and approved	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	5. Places for training trainers with the Job readiness curriculum available	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	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	3/29/2022
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JODYKAYM	3/29/2022
	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	3/29/2022
			Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	JODYKAYM	3/29/2022
	8. Competitive Fund Management set up and active	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	9. Mechanisms for measuring and improving training provider’s performance developed and delivered to the NTA	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JODYKAYM	3/29/2022
	Apprenticeship Framework	Modify Milestone	Modify Financial EOP P(a)	JODYKAYM	3/29/2022

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
4	Inactive		Human Resources
	Response Actions		
	4.0	Management Strategy	Status
		-	

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

Risk ID	Risk Status		Risk Taxonomy
7	Inactive		Planning
	Response Actions		
	7.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
10	Inactive		Planning
	Response Actions		
	10.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
12	Inactive		Planning		
	Response Actions				
	12.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
13	Inactive		Human Resources
	Response Actions		
	13.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
16	Inactive		Institutional Environment
	Response Actions		
	16.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
17	Inactive		Economic and Financial Environment
	Response Actions		
	17.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
20	Inactive		Economic and Financial Environment
	Response Actions		
	20.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
22	Inactive		Economic and Financial Environment
	Response Actions		
	22.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
24	Inactive		Institutional Environment
	Response Actions		
	24.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
26	Materialized		Social Environment
	Response Actions		
	26.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
27	Inactive		Economic and Financial Environment
	Response Actions		
	27.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
30	Inactive		Systems
	Response Actions		
	30.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
31	Inactive		Economic and Financial Environment
	Response Actions		
	31.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
34	Inactive		Systems
	Response Actions		
	34.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
35	Inactive		Internal Processes
	Response Actions		
	35.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
37	Inactive		Institutional Environment
	Response Actions		
	37.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
40	Inactive		Internal Processes
	Response Actions		
	40.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
42	Inactive		Planning
	Response Actions		
	42.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
43	Inactive		Planning
	Response Actions		
	43.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
46	Inactive		Planning
	Response Actions		
	46.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
48	Inactive		Human Resources
	Response Actions		
	48.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
50	Inactive		Human Resources
	Response Actions		
	50.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
52	Materialized		Internal Processes
	Response Actions		
	52.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
53	Active		Human Resources
	Response Actions		
	53.1	Management Strategy	Status
		EXPLOIT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
56	Active		Economic and Financial Environment
	Response Actions		
	56.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
58	Inactive		Internal Processes
	Response Actions		
	58.1	Management Strategy	Status
		ENHANCE	INACTIVE
	58.2	Management Strategy	Status
		SHARE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
60	Inactive		Internal Processes
	Response Actions		
	60.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
62	Materialized		Systems
	Response Actions		
	62.1	Management Strategy	Status
		EXPLOIT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
64	Inactive		Internal Processes
	Response Actions		
	64.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
66	Inactive		Planning
	Response Actions		
	66.0	Management Strategy	Status
		-	

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Stakeholder Priorities