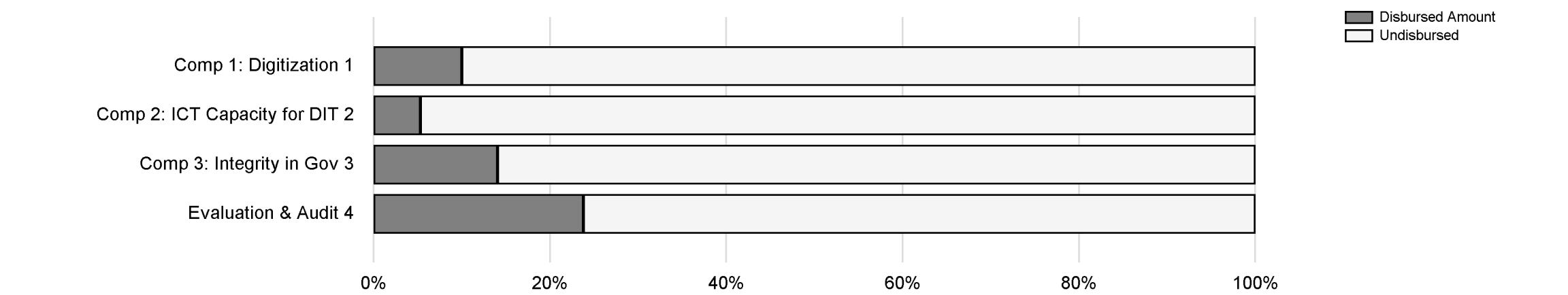


PMR Public Report

| | | | |
|----------------------|----------------------------------|--|----------|
| Operation Number | BH-L1045 | Chief of Operations Validation Date | 10/14/22 |
| Year- PMR Cycle | First period Jan-Jun 2022 | Division Chief Validation Date | |
| Last Update | 10/13/22 | Country Representative Validation Date | |
| PMR Validation Stage | Validated by Chief of Operations | | |

| | | | |
|--|---|---|---|
| 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 | | 2022 | EOP 2025 | 2022 | EOP 2025 |
| 1.01 | Legal instruments supporting 200 digital services presented to the Office of the Attorney General | # | P | 40 | 200 | 112,000 | 577,200 |
| | | | P (a) | 40 | 202 | 165,000 | 621,029.17 |
| | | | A | 23 | 90 | 77,955.08 | 281,985.25 |
| 1.02 | Government procedures diagrammed in a BPM Modeling Tool | # | P | 40 | 200 | 621,000 | 2,555,000 |
| | | | P (a) | 40 | 212 | 250,000 | 1,177,367.53 |
| | | | A | 13 | 65 | 297,362.04 | 854,729.57 |
| 1.03 | Prioritized and simplified Government procedures online | # | P | 40 | 190 | 740,000 | 3,780,000 |
| | | | P (a) | 40 | 190 | 1,319,000 | 3,765,377.51 |
| | | | A | 13 | 55 | 84,342.52 | 449,220.03 |
| 1.04 | Corporation and non-profit set up procedures available online | # | P | 2 | 10 | 812,500 | 3,250,000 |
| | | | P (a) | 2 | 10 | 1,250,000 | 3,250,000 |
| | | | A | - | - | - | - |
| 1.05 | Web services from 10 Entities operational utilizing the interoperability platform | # | P | - | 150 | 1,165,000 | 3,900,000 |
| | | | P (a) | - | 150 | 2,537,843.08 | 3,797,843.08 |
| | | | A | - | 37 | - | - |

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

| | | | | PHYSICAL PROGRESS | | FINANCIAL PROGRESS | |
|------|--|-----------------|-------|-------------------|----------|--------------------|--------------|
| | Output | Unit of Measure | | 2022 | EOP 2025 | 2022 | EOP 2025 |
| 2.01 | Digital Agenda - ICT Blueprint strategy launched to the public | # | P | - | 1 | 1,500,000 | 1,750,000 |
| | | | P (a) | - | 1 | 400,000 | 833,587.2 |
| | | | A | - | - | 178,068.49 | 248,655.69 |
| 2.02 | Digital Agenda - ICT Blueprint strategy implemented | # | P | - | 1 | 120,000 | 7,230,000 |
| | | | P (a) | - | 1 | 261,666 | 5,924,881.04 |
| | | | A | - | - | 25,000 | 158,046.04 |
| 2.03 | Strategic Innovation projects supported by the ICT Fund | # | P | - | - | - | - |
| | | | P (a) | - | 10 | - | 1,000,000 |
| | | | A | - | - | - | - |
| 2.04 | Change management strategy designed and implemented | # | P | - | 1 | 125,000 | 500,000 |
| | | | P (a) | - | 1 | 120,000 | 310,200 |
| | | | A | - | - | - | 70,200 |
| 2.05 | Data Culture and Data Analytics Office Established | # | P | - | - | - | - |
| | | | P (a) | - | 1 | 35,000 | 295,000 |
| | | | A | - | - | - | - |
| 2.06 | Cyber security strategy designed and implemented | # | P | 1 | 1 | 480,000 | 1,600,000 |
| | | | P (a) | 1 | 1 | 1,093,845.96 | 1,489,845.96 |
| | | | A | - | - | 70,070 | 136,070 |

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

| | | | | PHYSICAL PROGRESS | | FINANCIAL PROGRESS | |
|------|---|-----------------|-------|-------------------|----------|--------------------|-----------|
| | Output | Unit of Measure | | 2022 | EOP 2025 | 2022 | EOP 2025 |
| 3.01 | Master plan for the rollout of FOIA | # | P | 1 | 1 | 37,500 | 150,000 |
| | | | P (a) | 1 | 1 | - | 124,086 |
| | | | A | 1 | 1 | 45,913.98 | 69,999.98 |
| 3.02 | Government institutions with information systems ready to comply with a request for accessing information | # | P | 2 | 10 | - | 1,400,000 |
| | | | P (a) | - | 8 | - | 1,400,000 |
| | | | A | - | - | 58,049.83 | 58,049.83 |
| 3.03 | Inter-institutional mechanisms necessary to rollout the law | # | P | - | 1 | 20,000 | 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 | 255,000 | 850,000 |
| | | | P (a) | - | 1 | - | 480,878 |
| | | | A | - | - | - | - |

| Other Cost | | | | |
|------------|--|-------|--------------|---------------|
| | Project Management and Administration | P | 388,500 | 1,942,500 |
| | | P (a) | 331,200 | 1,745,525.37 |
| | | A | 151,567.91 | 782,294.28 |
| | Audit | P | 40,000 | 200,000 |
| | | P (a) | 29,107 | 133,228 |
| | | A | 0 | 16,800 |
| | Intermediate and Final Evaluation, Ex-Post Analysis, and Study on Government Savings | P | | 100,000 |
| | | P (a) | 20,000 | 100,000 |
| | | A | 0 | 0 |
| | Support to an annual survey on private sector experience with Government | P | 18,750 | 75,000 |
| | | P (a) | 12,500 | 50,000 |
| | | A | 0 | 0 |
| | Contingency | P | 0 | 90,300 |
| | | P (a) | 0 | 412,000 |
| | | A | 0 | 0 |
| Total Cost | | | | |
| | Total Cost | P | 6,435,250 | 30,000,000 |
| | | P (a) | 7,825,162.04 | 26,960,848.86 |
| | | A | 988,329.85 | 3,126,050.67 |

No information available for this section

RISKS AND PLANNED RESPONSES

| Risk ID | Risk Status | | Risk Taxonomy | | |
|---------|------------------|---------------------|---------------------------|--------|--|
| 3 | Inactive | | Institutional Environment | | |
| | | | | | |
| | Response Actions | | | | |
| | 3.1 | Management Strategy | | Status | |
| | | ENHANCE | | ACTIVE | |
| | | | | | |
| | | | | | |

IMPLEMENTATION STATUS AND LEARNING

| Lesson Learned - Categories |
|-----------------------------|
| Project Design |