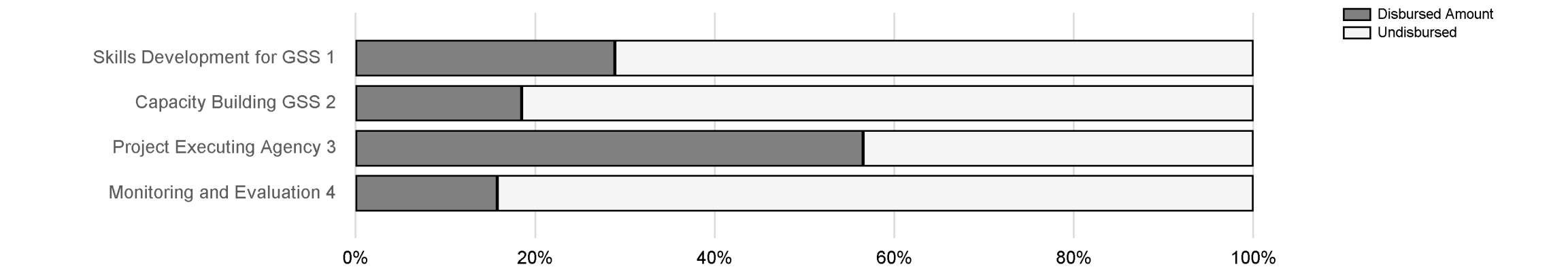


PMR Public Report

Operation Number	JA-L1079	Chief of Operations Validation Date	10/28/22
Year- PMR Cycle	First period Jan-Jun 2022	Division Chief Validation Date	
Last Update	10/27/22	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									
	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	6,236,820	41.58%	8,763,180
Aggregated	15,000,000	15,000,000	0	0	15,000,000	15,000,000	6,236,820	41.58%	8,763,180
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		2022	EOP 2024	2022	EOP 2024
1.01	1. Global Services Sector Skills Board (GSSSB) established and active	# boards	P	-	1	45,976	713,000
			P (a)	-	1	72,613.54	834,077.21
			A	-	-	42,200.83	565,134.5
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	91,052	956,000
			P (a)	1	1	625,604	1,061,705.39
			A	-	-	96,184.8	269,786.19
1.04	4. Job readiness curriculum developed and approved	# curricula	P	1	2	32,000	94,000
			P (a)	1	2	250,000	338,201
			A	-	-	103,081.09	191,282.09
1.05	5. Places for training trainers with the Job readiness curriculum available	# places	P	1,000	1,000	478,000	966,000
			P (a)	500	1,000	133,666.47	299,511.47
			A	-	-	24,280.34	150,125.34
1.06	6. Apprenticeships places for the GSS available	# places	P	100	450	240,000	1,080,000
			P (a)	285	1,393	2,015,406.43	3,948,220.43
			A	920	1,728	579,012.43	1,066,762.43
1.07	7. Trainees positions in finishing schools available	# positions	P	3,000	12,000	800,000	3,200,000
			P (a)	-	-	88,450	92,601.94
			A	72	72	61,657.33	65,809.27
1.08	8. Competitive Fund Management set up and active	# funds	P	-	1	98,365	450,000
			P (a)	-	1	81,177	401,820.26
			A	-	1	40,616.17	239,493.89
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	1	193,133.75	216,709
			A	-	-	53,777.86	70,486.86
1.10	10. Psychometric assessment tool designed and delivered to the NTA	# tools	P	-	1	40,000	125,000
			P (a)	1	1	56,875	125,000
			A	-	-	15,621.61	15,621.61
1.11	11. Mechanisms for collecting employers’ feedback designed and delivered to the NTA	# mechanisms	P	-	1	17,250	94,000
			P (a)	1	1	40,000	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		2022	EOP 2024	2022	EOP 2024
2.01	12. Business process re-engineering/change management strategy designed and delivered to JAMPRO	# strategies	P	-	2	82,500	450,000
			P (a)	1	2	158,382	314,268.82
			A	1	1	162,172.69	278,834.73
2.02	13. Regulatory and incentives framework optimization designed and delivered to JAMPRO	# frameworks	P	1	2	164,566	391,500
			P (a)	1	3	30,000	374,492.67
			A	-	2	1,078.54	135,571.21
2.03	14. Digital Global Services Strategy designed and delivered to JAMPRO	# strategies	P	-	1	-	175,000
			P (a)	-	1	14,850	185,915.2
			A	-	1	-	171,065.2
2.04	15. Digital GSS Promotional Activities developed	# activities	P	1	3	500,000	1,000,000
			P (a)	1	2	100,000	1,000,325.4
			A	-	-	-	325.4
2.05	16. Participation in international and regional investment targeting events	# events participation	P	1	5	65,000	900,000
			P (a)	1	5	798,924	1,038,975.29
			A	1	4	66,468.76	211,520.05
2.06	17. National Awareness campaign activities executed	# activities	P	1	4	72,000	795,000
			P (a)	2	4	424,110	870,404.7
			A	-	1	51,077.84	266,450.54
2.07	18. GSS Incubators designed and furnished	# of incubators	P	-	2	210,000	700,000
			P (a)	1	3	-	1,100,000
			A	-	1	-	37,536.46
2.08	19. Entrepreneurial accelerator programme events (including workshops) delivered	# events	P	2	4	153,250	361,500
			P (a)	2	4	166,493.7	291,819.1
			A	-	-	-	325.4
2.09	20. Awards for entrepreneurial accelerator programme events (including workshops) delivered	# licenses	P	3	6	75,000	140,000
			P (a)	1	6	-	66,893.07
			A	-	-	-	325.4
2.10	21. Digital management system active	# systems	P	-	1	310,750	327,000
			P (a)	-	1	31,200	358,200
			A	-	-	-	-

Other Cost				
	Project Management: PEU Staff	P	275,398	1,308,500
		P (a)	273,413	1,460,832.06
		A	121,724.79	876,836.9
	Project Management: Office Equipment	P	10,180	65,000
		P (a)	14,562	70,928.74
		A	8,137.6	47,945.18
	Project Management: Office Space - Lease	P	21,120	102,080
		P (a)	19,360	109,120
		A	5,280	65,120
	Monitoring and Evaluation: Trainee Surveys	P	16,000	100,000
		P (a)	0	113,878.04
		A	11,385.97	30,809.04
	Monitoring and Evaluation: Firm Surveys	P	16,000	100,000
		P (a)	22,819	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)	20,000	100,000
		A	0	35,810
	Project Management: Other Expenses	P	5,000	24,420
		P (a)	0	18,462.21
		A	0	5,475.21
Total Cost				
	Total Cost	P	3,864,407	15,000,000
		P (a)	5,631,039.89	15,000,000
		A	1,443,758.65	4,842,040

No information available for this section

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
3	Inactive		Internal Processes
	Response Actions		
	3.0	Management Strategy	Status
		-	

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

Risk ID	Risk Status		Risk Taxonomy
9	Inactive		Planning
	Response Actions		
	9.0	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
15	Inactive		Planning
	Response Actions		
	15.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
18	Inactive		Planning
	Response Actions		
	18.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
21	Inactive		Human Resources
	Response Actions		
	21.0	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
27	Inactive		Economic and Financial Environment
	Response Actions		
	27.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
30	Inactive		Economic and Financial Environment
	Response Actions		
	30.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
33	Inactive		Economic and Financial Environment
	Response Actions		
	33.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
36	Inactive		Institutional Environment
	Response Actions		
	36.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
39	Materialized		Social Environment
	Response Actions		
	39.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
42	Inactive		Economic and Financial Environment
	Response Actions		
	42.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
45	Inactive		Systems
	Response Actions		
	45.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
48	Inactive		Economic and Financial Environment
	Response Actions		
	48.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
51	Inactive		Systems
	Response Actions		
	51.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
54	Inactive		Internal Processes
	Response Actions		
	54.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
57	Inactive		Institutional Environment
	Response Actions		
	57.0	Management Strategy	Status
		-	

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

Risk ID	Risk Status		Risk Taxonomy
63	Inactive		Planning
	Response Actions		
	63.0	Management Strategy	Status
		-	

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

Risk ID	Risk Status		Risk Taxonomy
69	Inactive		Planning
	Response Actions		
	69.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
72	Inactive		Human Resources
	Response Actions		
	72.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
75	Inactive		Human Resources
	Response Actions		
	75.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
78	Materialized		Internal Processes
	Response Actions		
	78.1	Management Strategy	Status
		ACCEPT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
81	Active		Human Resources
	Response Actions		
	81.1	Management Strategy	Status
		EXPLOIT	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
84	Active		Economic and Financial Environment
	Response Actions		
	84.1	Management Strategy	Status
		ENHANCE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy	
87	Inactive		Internal Processes	
	Response Actions			
	87.1	Management Strategy	Status	
		ENHANCE	INACTIVE	
	87.2	Management Strategy	Status	
		SHARE	INACTIVE	

Risk ID	Risk Status		Risk Taxonomy
90	Inactive		Internal Processes
	Response Actions		
	90.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
93	Materialized		Systems		
	Response Actions				
	93.1	Management Strategy		Status	
		EXPLOIT		ACTIVE	

Risk ID	Risk Status		Risk Taxonomy
96	Inactive		Internal Processes
	Response Actions		
	96.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
99	Inactive		Planning
	Response Actions		
	99.0	Management Strategy	Status
		-	

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Intra/Inter Coordination
Stakeholder Priorities