



Operation Number: **JA-L1046**  
Year- PMR Cycle: **First period Jan-Jun 2014**  
Last Update: **11/7/2014**  
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **11/07/2014**  
Division Chief validation date: **11/07/2014**  
Country Representative validation date: **11/14/2014**

Inter-American Development Bank - IDB  
Office of Strategic Planning and Development Effectiveness

## Operation Profile

### Basic Data

Operation name:	Public Sector Efficiency Program	Loan Number:	3121/OC-JA,3122/CH-JA
Executing Agency (EA):	CABINET OFFICE- PUBLIC SECTOR MODERNIZAT ION DIVISION,CABINET OFFICE- PUBLIC SECTOR MODERNIZAT ION DIVISION		
Team Leader:	von Horoch,Jorge Luis	Sector/Subsector:	REFORM AND PUBLIC SECTOR SUPPORT
Operation Type:	Loan Operation	Overall Stage:	Disbursing (From eligibility until all the loans are closed).
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA ,JAMAICA	Convergence related Operation(s):	

### Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1046	\$25,000,000.00	\$25,000,000.00	\$0.00	\$0.00	\$25,000,000.00

### Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1046	\$25,000,000.00	\$0.00	0.00%	\$25,000,000.00

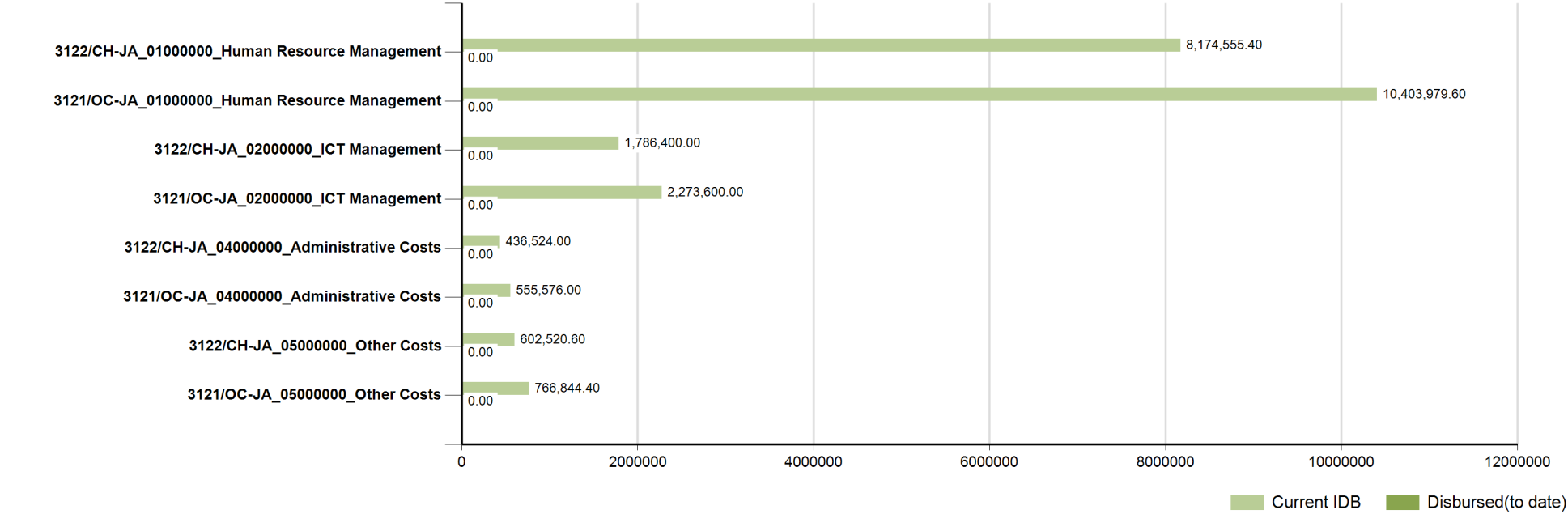
### Environmental and Social Safeguards

Main Operation	
Impacts Category:	C
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

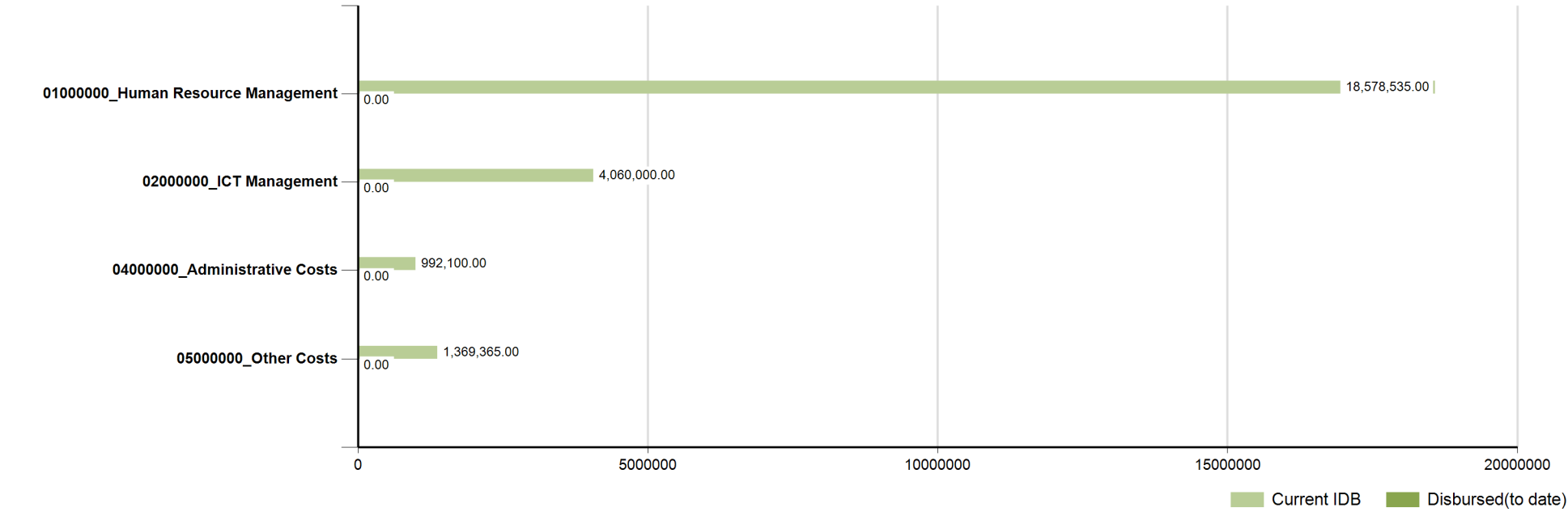
### Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Expense Categories by Loan Contract (cumulative values)



Expense Categories by Operation (cumulative values)




## Results Matrix

## Impacts

Impact:	1 Improvement of the efficiency of the Jamaican public sector.							
Observation:								
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
1.1 Central Government Wage bill as a percentage of Gross Domestic Product		Percentag e (%)	10.00	2013	MOFP	Baseline (10.7), Baseline year (2013), EOP Target (9.0) - Remarks- GOJ?s medium term strategy described in the Memorandum of Economic and Financial Policies	P	9.00
							P(a)	9.00
							A	0.00
1.2 Central Government Wage Bill as a percentage of non-debt expenditure.		Percentag e (%)	53.00	2013	MOFP	Baseline (53.1), Baseline year (2013), EOP Target (44.0)	P	44.00
							P(a)	44.00
							A	0.00

 RF - RF Indicator
  SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

## Outcomes

Outcome:	1. Enhanced HRM contributing to maintaining a fiscally sustainable wage bill							
Observation:								
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
1.1 Percentage of public sector employees managed through a centralized and integrated human capital management system integrated with payroll	 S	Percent	0.00	2013	MOFP		P	100.00
							P(a)	100.00
	A						0.00	

1.2 PEFA PI-18. Effectiveness of payroll control						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)	P	6.00
							P(a)	6.00
							A	0.00
Outcome:	2 2. Efficiency gains in public sector operations and a more cost-effective delivery of public services							
Observation:								
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
2.1 Number of days for getting electricity		Days	96.00	2013	Doing Business Report (WB)		P	76.00
	P(a)						76.00	
	A						0.00	
2.2 Number of days to register a business		Days	7.00	2013	Doing Business Report (WB)		P	1.00
	P(a)						1.00	
	A						0.00	
2.3 On line service Index		Score	307.00	2012	The UN Global E-government Survey	Score ranges from 0 to 1 - highest; Unit of Measure =Score, Baseline = 0.307, EOP: 0.360	P	360.00
	P(a)						360.00	
	A						0.00	
2.4 Percentage of public sector employees with access to HR Shared Corporate Services (cumulative)		Percentage	0.00	2013	Cabinet Office of Government of Jamaica		P	60.00
	P(a)						60.00	
	A						0.00	
Outcome:	3 3. Enhanced control and accountability of public resources							
Observation:								

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
							P	
3.1 PEFA PI-21. Effectiveness of internal audit		Score	7.00	2012	PEFA	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)	P	6.00
							P(a)	6.00
							A	0.00
3.2 PEFA PI-19. Competition, VfM and controls in procurement.		Score	5.00	2013	PEFA	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)	P	4.00
							P(a)	4.00
							A	0.00
3.3 PEFA PI - 27. Legislative scrutiny of the annual budget law		Score	7.00	2013		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)	P	6.00
							P(a)	6.00
							A	0.00
3.4 Number of Information Systems Audit Reports produced		Number	2.00	2012	AGD		P	6.00
							P(a)	6.00
							A	0.00

## Outputs: Annual Physical and Financial Progress

Component 1: Human resources management		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
HCMS implemented	#	P		1.00	P	10,000.00	17,578,535.00
		P(a)		1.00	P(a)	10,000.00	17,578,535.00
		A		0.00	A		0.00
'To-Be' Key HRM processes developed and mapped	#	P		1.00	P		300,000.00
		P(a)		1.00	P(a)		300,000.00
		A		0.00	A		0.00
Workshop on international experiences on workforce planning delivered	#	P		1.00	P		50,000.00
		P(a)		1.00	P(a)		50,000.00
		A		0.00	A		0.00
Training activity in HRM policy formulation and oversight for implementation completed	#	P		2.00	P		100,000.00
		P(a)		2.00	P(a)		100,000.00
		A		0.00	A		0.00
Number of HRM Units in MDAs trained to carry out key HRM functions following central policies	#	P		125.00	P		500,000.00
		P(a)		125.00	P(a)		500,000.00
		A		0.00	A		0.00
Training on techniques for monitoring overall and institutional-level HRM performance for SHRMD delivered	#	P		1.00	P		50,000.00
		P(a)		1.00	P(a)		50,000.00
		A		0.00	A		0.00
Component 2: Efficiency gains in public sector operations and a more cost-effective del of pub servs		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
e-Government strategy completed	#	P	0.00	1.00	P		396,000.00
		P(a)	0.00	1.00	P(a)		396,000.00
		A	0.00	0.00	A	0.00	0.00
ICT norms and standards produced (cumulative)	#	P	0.00	5.00	P		325,000.00
		P(a)	0.00	5.00	P(a)		325,000.00
		A	0.00	0.00	A	0.00	0.00
e-Gov Jamaica training programs delivered (cumulative)	#	P		9.00	P		960,000.00
		P(a)		9.00	P(a)		960,000.00
		A	0.00	0.00	A	0.00	0.00
GEI business process reengineering completed	#	P		1.00	P		40,000.00
		P(a)		1.00	P(a)		40,000.00
		A		0.00	A		0.00
GEI process automation completed and online applications system in operation	#	P		1.00	P		450,000.00
		P(a)		1.00	P(a)		450,000.00
		A		0.00	A		0.00
GEI training program on the new system delivered (cumulative)	#	P		1.00	P		10,000.00
		P(a)		1.00	P(a)		10,000.00
		A		0.00	A		0.00
Online business registration system in operation	#	P		1.00	P		228,000.00
		P(a)		1.00	P(a)		228,000.00
		A		0.00	A		0.00
Business registration kiosks in operation (cumulative)	#	P		23.00	P		23,000.00
		P(a)		23.00	P(a)		23,000.00
		A		0.00	A		0.00
Business registration seminars and workshops delivered (cumulative)	#	P		2.00	P		10,000.00
		P(a)		2.00	P(a)		10,000.00
		A		0.00	A		0.00

Communications campaign implemented (cumulative)	#	P		1.00	P		39,000.00
		P(a)		1.00	P(a)		39,000.00
		A		0.00	A		0.00
Study Tour completed	#	P		1.00	P		25,000.00
		P(a)		1.00	P(a)		25,000.00
		A	0.00	0.00	A	0.00	0.00
HRSSC Operating Model designed	#	P		1.00	P		578,000.00
		P(a)		1.00	P(a)		578,000.00
		A	0.00	0.00	A	0.00	0.00
Technical specification designed and available for HRSSC facility, including ICT infrastructure	#	P		1.00	P		241,140.00
		P(a)		1.00	P(a)		241,140.00
		A		0.00	A		0.00
ICT infrastructure to operate HRSSC in operation	#	P		1.00	P		707,610.00
		P(a)		1.00	P(a)		707,610.00
		A		0.00	A		0.00
Training to HRSSC agents/workers delivered	#	P		1.00	P		48,000.00
		P(a)		1.00	P(a)		48,000.00
		A		0.00	A		0.00
Framework for implementing shared legal services	#	P		1.00	P		60,000.00
		P(a)		1.00	P(a)		60,000.00
		A		0.00	A		0.00
Component 3: Control systems and accountability		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2014	EOP		2014	EOP
Auditors trained - in country - for developing/up-dating PA knowledge and skills	#	P		90.00	P		268,500.00
		P(a)		90.00	P(a)		268,500.00
		A	0.00	0.00	A	0.00	0.00
Auditors trained □ in country and overseas □for developing/updating ITA knowledge and skills	#	P		90.00	P		165,000.00
		P(a)		90.00	P(a)		165,000.00
		A	0.00	0.00	A	0.00	0.00
ITA manual drafted and disseminated	#	P		1.00	P		61,000.00
		P(a)		1.00	P(a)		61,000.00
		A		0.00	A		0.00
Auditors trained overseas completed	#	P		12.00	P		96,000.00
		P(a)		12.00	P(a)		96,000.00
		A		0.00	A		0.00
Additional licenses for interrogation software installed	#	P		12.00	P		75,200.00
		P(a)		12.00	P(a)		75,200.00
		A	0.00	0.00	A	0.00	0.00
Professional Development framework for Internal Audit Units (IAU) completed	#	P		1.00	P		105,000.00
		P(a)		1.00	P(a)		105,000.00
		A	0.00	0.00	A	0.00	0.00
Internal Audit units automated	#	P		21.00	P	402,700.00	805,400.00
		P(a)		21.00	P(a)	402,700.00	805,400.00
		A	0.00	0.00	A		0.00
Internal Audit Manual updated (unit of measure is 1 manual)	Manual	P		1.00	P		17,400.00
		P(a)		1.00	P(a)		17,400.00
		A		0.00	A		0.00
IA employees trained	# of Auditors	P		240.00	P		152,400.00
		P(a)		240.00	P(a)		152,400.00
		A		0.00	A		0.00

Procurement Manual published, including updated bidding documents	#	P		1.00	P		80,000.00
		P(a)		1.00	P(a)		80,000.00
		A		0.00	A		0.00
Procurement employees trained under new curricula (MIND) (cumulative)	#	P	0.00	1,200.00	P		450,000.00
		P(a)	0.00	1,200.00	P(a)		450,000.00
		A	0.00	0.00	A	0.00	0.00
Sensitization and awareness campaign implemented	#	P		2.00	P		80,000.00
		P(a)		2.00	P(a)		80,000.00
		A		0.00	A		0.00
Procurement employees certified (cumulative)	#	P		200.00	P		650,000.00
		P(a)		200.00	P(a)		650,000.00
		A		0.00	A		0.00
E-tendering software at MOFP in operation	#	P		1.00	P		2,160,000.00
		P(a)		1.00	P(a)		2,160,000.00
		A		0.00	A		0.00
Management Accountability Framework designed	#	P		1.00	P		150,000.00
		P(a)		1.00	P(a)		150,000.00
		A		0.00	A		0.00
Technical Office established and functioning	#	P		1.00	P		528,000.00
		P(a)		1.00	P(a)		528,000.00
		A		0.00	A		0.00
Training for PAC and PAAC members delivered	#	P		4.00	P		80,000.00
		P(a)		4.00	P(a)		80,000.00
		A		0.00	A		0.00

Total Cost			2014	Total Cost
		P	\$412,700.00	\$28,643,185.00
		P(a)	\$412,700.00	\$19,318,554.00
		A		

## Changes to the Matrix

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Framework for implementing shared legal services	Modify Unit of Measure	Unit of measure was added. It was missing.	11/7/2014	7/17/2014
Outcome	Number of Information Systems Audit Reports produced	Modify Unit of Measure	Unit of measure was added. It was missing.	11/7/2014	7/17/2014
Outcome	PEFA PI- 19. Competition, VfM and controls in procurement.	Modify EOP P	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/7/2014	7/17/2014
Outcome	PEFA PI -27. Legislative scrutiny of the annual budget law	Modify EOP P	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/7/2014	7/17/2014
Outcome	PEFA PI- 19. Competition, VfM and controls in procurement.	Modify EOP P	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/7/2014	7/17/2014
Outcome	PEFA PI-21. Effectiveness of internal audit	Modify EOP P	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/7/2014	7/17/2014
Outcome	PEFA PI- 18. Effectiveness of payroll control	Modify EOP P	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/7/2014	7/17/2014
Outcome	PEFA PI -27. Legislative scrutiny of the annual budget law	Modify EOP P(a)	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/5/2014	7/17/2014



Outcome	PEFA PI -27. Legislative scrutiny of the annual budget law	Update Baseline and/or Baseline Year (when there was a previous value)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI- 19. Competition, VfM and controls in procurement.	Modify EOP P(a)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI- 19. Competition, VfM and controls in procurement.	Update Baseline and/or Baseline Year (when there was a previous value)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI-21. Effectiveness of internal audit	Modify EOP P(a)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI-21. Effectiveness of internal audit	Update Baseline and/or Baseline Year (when there was a previous value)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI- 18. Effectiveness of payroll control	Modify EOP P(a)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Outcome	PEFA PI- 18. Effectiveness of payroll control	Update Baseline and/or Baseline Year (when there was a previous value)	Changes to the results matrix were requested by the PEU. Numbers were assigned to each of the PEFA scores.	11/5/2014	7/17/2014
Output	Procurement employees trained under new curricula (MIND) (cumulative)	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Training for PAC and PAAC members delivered	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Technical Office established and functioning	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Management Accountability Framework designed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Procurement employees certified (cumulative)	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Procurement employees trained under new curricula (MIND) (cumulative)	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	IA employees trained	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Internal Audit Manual updated (unit of measure is 1 manual)	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Professional Development framework for Internal Audit Units (IAU) completed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Additional licenses for interrogation software installed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Auditors trained overseas completed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	ITA manual drafted and disseminated	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014

Output	Auditors trained □ in country and overseas □for developing/updating ITA knowledge and skills	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Auditors trained - in country - for developing/updating PA knowledge and skills	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Framework for implementing shared legal services	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Technical specification designed and available for HRSSC facility, including ICT infrastructure	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	HRSSC Operating Model designed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	HRSSC Operating Model designed	Modify Financial P(a) value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Study Tour completed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	GEI process automation completed and online applications system in operation	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	e-Gov Jamaica training programs delivered (cumulative)	Modify Financial P(a) value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	ICT norms and standards produced (cumulative)	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	ICT norms and standards produced (cumulative)	Modify Financial P(a) value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	e-Government strategy completed	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Number of HRM Units in MDAs trained to carry out key HRM functions following central policies	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Workshop on international experiences on workforce planning delivered	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	'To-Be' Key HRM processes developed and mapped	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	HCMS implemented	Modify Financial P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Framework for implementing shared legal services	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Framework for implementing shared legal services	Create Output	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Training for PAC and PAAC members delivered	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Technical Office established and functioning	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Management Accountability Framework designed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	E-tendering software at MOFP in operation	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014

Output	Procurement employees certified (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Procurement employees trained under new curricula (MIND) (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	IA employees trained	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Internal Audit Manual updated (unit of measure is 1 manual)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Internal Audit units automated	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Internal Audit units automated	Modify Physical P(a) value	Changes to the results matrix were requested by the PEU. The results matrix was not updated and this is causing the PMR to show delays.	11/3/2014	7/17/2014
Output	Professional Development framework for Internal Audit Units (IAU) completed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Additional licenses for interrogation software installed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Auditors trained overseas completed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Auditors trained □ in country and overseas □for developing/updating ITA knowledge and skills	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Auditors trained - in country - for developing/updating PA knowledge and skills	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Training to HRSSC agents/workers delivered	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	HRSSC Operating Model designed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Study Tour completed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Communications campaign implemented (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Business registration seminars and workshops delivered (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	e-Gov Jamaica training programs delivered (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	ICT norms and standards produced (cumulative)	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	e-Government strategy completed	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Number of HRM Units in MDAs trained to carry out key HRM functions following central policies	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Workshop on international experiences on workforce planning delivered	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	'To-Be' Key HRM processes developed and mapped	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014

Output	HCMS implemented	Modify Physical P value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	11/3/2014	7/17/2014
Output	Procurement employees certified (cumulative)	Modify Financial P(a) value	Changes to the results matrix were requested by the PEU. The results matrix was not updated on time.	10/31/2014	7/17/2014
Output	Framework for Implementing shared legal services	Delete Output	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/24/2014	7/17/2014
Output	Internal Audit units automated	Modify Unit of Measure	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/24/2014	7/17/2014
Output	Internal Audit units automated	Modify Output name	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/24/2014	7/17/2014
Output	Framework for Implementing shared legal services	Create Output	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/18/2014	7/17/2014
Output	Business registration seminars and workshops delivered (cumulative)	Modify Physical P(a) value	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/18/2014	7/17/2014
Output	ICT norms and standards produced (cumulative)	Modify Physical P(a) value	Changes to the results matrix were requested by the Government. The results matrix was not updated and this is causing the PMR to show delays.	10/18/2014	7/17/2014

Please note that the Overall Stage represents the stage of the operation at the time of this report's publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.