



Operation Number: **JA-L1046**  
Year- PMR Cycle: **First period Jan-Jun 2016**  
Last Update: **10/12/2016**  
PMR Validation Stage: **Validated by Chief of Operations**

Chief of Operations validation date: **10/19/2016**  
Division Chief validation date:  
Country Representative validation date:

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:	Mejia Giraldo,Camila	Sector/Subsector:	REFORM AND PUBLIC SECTOR SUPPORT
Operation Type:	Loan Operation	Overall Stage:	Disbursing (From eligibility until all the Operations are closed)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA ,JAMAICA	Convergence related Operation(s):	JA-X1007

### Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
Aggregated	\$31,650,000.00	\$31,873,249.04	\$0.00		\$31,650,000.00
JA-L1046	\$25,000,000.00	\$25,000,000.00	\$0.00		\$25,000,000.00
JA-X1007	\$6,650,000.00	\$6,873,249.04	\$0.00		\$6,650,000.00

### Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
Aggregated	\$17873249.04	3250071.67	18.18%	\$14623177.37
JA-L1046	\$11,000,000.00	\$1,216,316.10	11.06%	\$9,783,683.90
JA-X1007	\$6,873,249.04	\$2,033,755.57	\$0.30	\$4,839,493.47

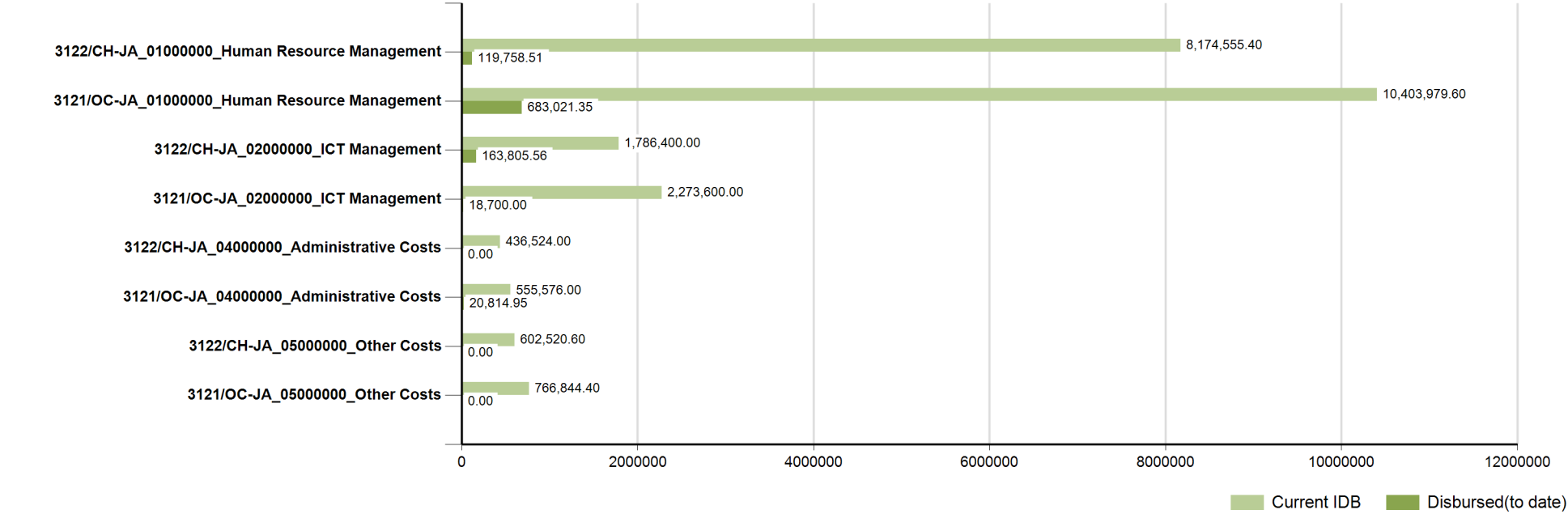
### Environmental and Social Safeguards

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

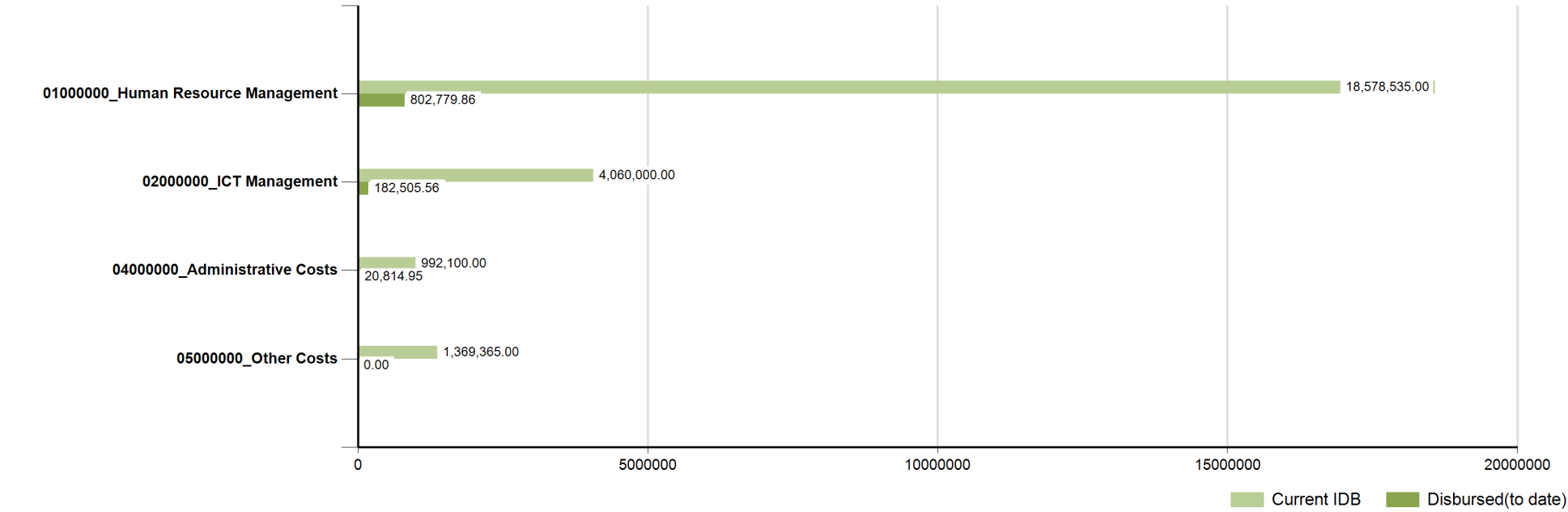
### Reformulation Information

	Main Operation	Oper. JA-X1007
Was/Were the objective(s) of this operation reformulated?	NO	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		Percentage (%)	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.		Percentage (%)	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 - Contribution
-  RF - Alignment
-  RF - Strategic Alignment
-  RF - Strategic Alignment during Execution
-  SI - Sector Indicator
-  CI - Country Indicator
-  PG - Pro-Gender
-  PE - Pro-Ethnicity

Outcomes

Outcome:	1 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		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)	<b>P</b>	6.00
							<b>P(a)</b>	6.00
							<b>A</b>	0.00
		Score	7.00	2012	PEFA			
<b>Outcome:</b>	2.2. Efficiency gains in public sector operations and a more cost-effective delivery of public services							
<b>Observation:</b>								
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)		<b>P</b>	76.00
							<b>P(a)</b>	76.00
							<b>A</b>	0.00
2.2 Number of days to register a business		Days	7.00	2013	Doing Business Report (WB)		<b>P</b>	1.00
							<b>P(a)</b>	1.00
							<b>A</b>	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	<b>P</b>	360.00
							<b>P(a)</b>	360.00
							<b>A</b>	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		<b>P</b>	60.00
							<b>P(a)</b>	60.00
							<b>A</b>	0.00
<b>Outcome:</b>	3.3. Enhanced control and accountability of public resources							
<b>Observation:</b>								

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

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
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## Outputs: Annual Physical and Financial Progress

Component 1: Human resources management		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2016		EOP	2016		EOP
HCMS implemented	#	P		1.00	P	5,805,542.00	17,578,535.00
		P(a)		1.00	P(a)	1,400,000.00	1,475,435.00
		A	0.00	0.00	A	1,167,450.00	1,242,885.00
'To-Be' Key HRM processes developed and mapped	#	P		1.00	P	150,000.00	300,000.00
		P(a)	1.00	1.00	P(a)	150,000.00	150,000.00
		A	1.00	1.00	A	150,000.00	150,000.00
Workshop on international experiences on workforce planning delivered	#	P	1.00	1.00	P	50,000.00	50,000.00
		P(a)	1.00	1.00	P(a)	50,000.00	50,000.00
		A	0.00	0.00	A	0.00	0.00
Training activity in HRM policy formulation and oversight for implementation completed	#	P	1.00	2.00	P	50,000.00	100,000.00
		P(a)	1.00	1.00	P(a)	55,000.00	55,000.00
		A	0.00	0.00	A	0.00	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)	125,000.00	125,000.00
		A	0.00	0.00	A	0.00	0.00
Training on techniques for monitoring overall and institutional-level HRM performance for SHRMD delivered	#	P	1.00	1.00	P	50,000.00	50,000.00
		P(a)	1.00	1.00	P(a)	50,000.00	50,000.00
		A	0.00	0.00	A	0.00	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	2016		EOP	2016		EOP
e-Government strategy completed	#	P	1.00	1.00	P	272,000.00	396,000.00
		P(a)	1.00	1.00	P(a)	272,000.00	298,000.00
		A	1.00	1.00	A	34,957.00	60,957.00
ICT norms and standards produced (cumulative)	#	P	1.00	5.00	P	75,000.00	325,000.00
		P(a)	2.00	3.00	P(a)	99,000.00	117,000.00
		A	2.00	3.00	A	0.00	18,000.00
e-Gov Jamaica training programs delivered (cumulative)	#	P	3.00	9.00	P	252,000.00	960,000.00
		P(a)	4.00	4.00	P(a)	252,000.00	252,000.00
		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	1.00	P(a)	32,270.00	40,000.00
		A	1.00	1.00	A	0.00	7,730.00
GEI process automation completed and online applications system in operation	#	P	1.00	1.00	P	150,000.00	450,000.00
		P(a)	1.00	1.00	P(a)	450,000.00	450,000.00
		A	0.00	0.00	A	0.00	0.00
GEI training program on the new system delivered (cumulative)	#	P	1.00	1.00	P	10,000.00	10,000.00
		P(a)	1.00	1.00	P(a)	10,000.00	10,000.00
		A	0.00	0.00	A	0.00	0.00
Online business registration system in operation	#	P		1.00	P		228,000.00
		P(a)	1.00	1.00	P(a)	216,482.00	370,173.00
		A	0.00	0.00	A	20,795.00	174,486.00
Business registration kiosks in operation (cumulative)	#	P	23.00	23.00	P	23,000.00	23,000.00
		P(a)	23.00	23.00	P(a)	23,000.00	23,000.00
		A	0.00	0.00	A	3,876.00	3,876.00
Business registration seminars and workshops delivered (cumulative)	#	P	1.00	2.00	P		10,000.00
		P(a)	2.00	2.00	P(a)	10,000.00	10,000.00
		A	0.00	0.00	A	0.00	0.00

Communications campaign implemented (cumulative)	#	P	1.00	1.00	P		39,000.00
		P(a)	1.00	1.00	P(a)	39,000.00	39,000.00
		A	0.00	0.00	A	0.00	0.00
Study Tour completed	#	P		1.00	P		25,000.00
		P(a)	1.00	1.00	P(a)	25,000.00	25,000.00
		A	0.00	0.00	A	0.00	0.00
HRSSC Operating Model designed	#	P		1.00	P	378,000.00	578,000.00
		P(a)	0.00	1.00	P(a)	378,000.00	378,000.00
		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	241,140.00
		P(a)	0.00	1.00	P(a)	241,140.00	241,140.00
		A	0.00	0.00	A	0.00	0.00
ICT infrastructure to operate HRSSC in operation	#	P	1.00	1.00	P	707,610.00	707,610.00
		P(a)	1.00	1.00	P(a)	707,610.00	707,610.00
		A	0.00	0.00	A	0.00	0.00
Training to HRSSC agents/workers delivered	#	P		1.00	P	48,000.00	48,000.00
		P(a)		1.00	P(a)	48,000.00	48,000.00
		A	0.00	0.00	A	0.00	0.00
Framework for implementing shared legal services	#	P		1.00	P		60,000.00
		P(a)	0.00	0.00	P(a)	60,000.00	60,000.00
		A	1.00	1.00	A	0.00	0.00
Component 3: Control systems and accountability		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2016	EOP		2016	EOP
Auditors trained - in country - for developing/up-dating PA knowledge and skills	#	P	45.00	90.00	P	133,000.00	268,500.00
		P(a)	90.00	90.00	P(a)	133,000.00	183,370.00
		A	0.00	0.00	A	0.00	50,370.00
Auditors trained □ in country and overseas □for developing/updating ITA knowledge and skills	#	P	45.00	90.00	P	82,500.00	165,000.00
		P(a)	90.00	90.00	P(a)	82,500.00	82,500.00
		A	0.00	0.00	A	74,288.00	74,288.00
ITA manual drafted and disseminated	#	P	1.00	1.00	P	61,000.00	61,000.00
		P(a)	1.00	1.00	P(a)	61,000.00	61,000.00
		A	0.00	0.00	A	0.00	0.00
Auditors trained overseas completed	#	P	6.00	12.00	P	48,000.00	96,000.00
		P(a)	0.00	40.00	P(a)	48,000.00	73,485.00
		A	0.00	40.00	A	0.00	25,485.00
Additional licenses for interrogation software installed	#	P		12.00	P		75,200.00
		P(a)	12.00	12.00	P(a)	36,884.00	75,199.00
		A	0.00	0.00	A	0.00	38,315.00
Professional Development framework for Internal Audit Units (IAU) completed	#	P		1.00	P		105,000.00
		P(a)		1.00	P(a)	0.00	105,000.00
		A	0.00	0.00	A	0.00	0.00
Internal Audit units automated	#	P	11.00	21.00	P		805,400.00
		P(a)	0.00	31.00	P(a)	150,959.00	654,440.00
		A	0.00	31.00	A	38,826.00	542,307.00
Internal Audit Manual updated (unit of measure is 1 manual)	Manual	P	1.00	1.00	P	17,400.00	17,400.00
		P(a)	1.00	1.00	P(a)	17,400.00	17,400.00
		A	0.00	0.00	A	17,400.00	17,400.00
IA employees trained	# of Auditors	P	120.00	240.00	P		152,400.00
		P(a)	120.00	275.00	P(a)	129,953.00	152,399.00
		A	120.00	275.00	A	84,335.00	106,781.00

Procurement Manual published, including updated bidding documents	#	P		1.00	P		80,000.00
		P(a)		1.00	P(a)	80,000.00	100,000.00
		A	0.00	1.00	A	0.00	20,000.00
Procurement employees trained under new curricula (MIND) (cumulative)	#	P	400.00	1,200.00	P	155,000.00	450,000.00
		P(a)	300.00	600.00	P(a)	155,000.00	334,483.00
		A	0.00	300.00	A	0.00	179,483.00
Sensitization and awareness campaign implemented	#	P	1.00	2.00	P	40,000.00	80,000.00
		P(a)	2.00	2.00	P(a)	80,000.00	80,000.00
		A	0.00	0.00	A	27,024.00	27,024.00
Procurement employees certified (cumulative)	#	P	100.00	200.00	P	243,500.00	650,000.00
		P(a)	50.00	155.00	P(a)	650,000.00	829,484.00
		A	0.00	55.00	A	14,343.00	193,827.00
E-tendering software at MOFP in operation	#	P		1.00	P	2,160,000.00	2,160,000.00
		P(a)	0.00	1.00	P(a)	1,610,374.00	1,610,374.00
		A	0.00	0.00	A	66,992.00	66,992.00
Management Accountability Framework designed	#	P		1.00	P		150,000.00
		P(a)	1.00	1.00	P(a)	138,951.00	150,000.00
		A	0.00	0.00	A	53,874.00	64,923.00
Technical Office established and functioning	#	P	1.00	1.00	P	528,000.00	528,000.00
		P(a)	1.00	1.00	P(a)	528,000.00	528,000.00
		A	0.00	0.00	A	0.00	0.00
Training for PAC and PAAC members delivered	#	P	2.00	4.00	P	20,000.00	80,000.00
		P(a)	1.00	1.00	P(a)	80,000.00	80,000.00
		A	0.00	0.00	A	0.00	0.00

Total Cost		2016	Total Cost
	P	\$11,750,692.00	\$28,643,185.00
	P(a)	\$8,675,523.00	\$10,091,492.00
	A	\$1,754,160.00	\$3,065,129.00

## 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 Physical P(a) value	Changes in the Cabinet submission for shared services.	9/12/2016	9/12/2016

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.