

# PMR Operational Report

|                             |                             |   |          |
|-----------------------------|-----------------------------|---|----------|
| <b>Operation Number</b>     | BH-L1035                    | <b>Chief of Operations Validation Date</b>    | 04/26/20 |
| <b>Year- PMR Cycle</b>      | Second period Jan-Dec 2019  | <b>Division Chief Validation Date</b>         | 04/28/20 |
| <b>Last Update</b>          | 04/22/20                    | <b>Country Representative Validation Date</b> | 04/30/20 |
| <b>PMR Validation Stage</b> | Validated by Representative |   |          |

## Basic Data

### Operation Profile

|                           |   |   |   |
|---------------------------|---|---|---|
| <b>Operation Name</b>     | Performance Monitoring and Public Financial Management Reform | <b>Loan Number</b>                      | 3340/OC-BH  |
| <b>Executing Agency</b>   | MINISTRY OF FINANCE   | <b>Sector/Subsector</b>                 | RM-PUB - REFORM / MODERNIZATION OF THE STATE-REFORM AND PUBLIC SECTOR SUPPORT |
| <b>Team Leader</b>        | VEYRAT-PONTET, ALEXANDRE                                      | <b>Overall Stage</b>                    | Disbursing (From eligibility until all the Operations are closed)             |
| <b>Operation Type</b>     | Loan Operation  | <b>Country</b>                          | Bahamas   |
| <b>Lending Instrument</b> | Investment Loan   | <b>Convergence related Operation(s)</b> |   |
| <b>Borrower</b>           | THE COMMONWEALTH OF THE BAHAMAS                               |   |   |

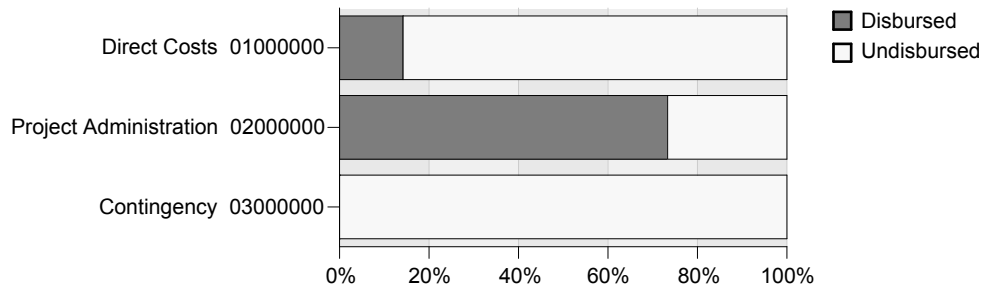
## Environmental and Social Safeguards

|   |   |  |    |
|---|---|--|----|
| <b>Impacts Category</b>                         | C | <b>Was/Were the objective(s) of this operation reformulated?</b> | NO |
| <b>Safeguard Performance Rating</b>             |   | <b>Date of approval</b>  |    |
| <b>Safeguard Performance Rating - Rationale</b> |   |  |    |

## Financial Data

| Item              | Total Cost and Source |                   |                   |                        |                     | Available Funds (US\$) |                      |               |                      |
|-------------------|-----------------------|-------------------|-------------------|------------------------|---------------------|------------------------|----------------------|---------------|----------------------|
|                   | Original IDB          | Current IDB       | Local Counterpart | Co-Financing / Country | Total Original Cost | Current IDB            | Disb. Amount to Date | % Disb        | Undisbursed Amount   |
| BH-L1035          | 33,000,000            | 33,000,000        | 0                 | 0                      | 33,000,000          | 33,000,000             | 8,562,754.26         | 25.95%        | 24,437,245.74        |
| <b>Aggregated</b> | <b>33,000,000</b>     | <b>33,000,000</b> | <b>0</b>          | <b>0</b>               | <b>33,000,000</b>   | <b>33,000,000</b>      | <b>8,562,754.26</b>  | <b>25.95%</b> | <b>24,437,245.74</b> |

## 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.

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 0:** Increase the Government institutional and management capacity to plan, allocate, manage and monitor public resources.

#### Observation:

| Observation: |   |                 |               |               |      |      |          |
|--------------|---|-----------------|---------------|---------------|------|------|----------|
| Indicator    |   | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
| 0.0          | Average score of 50 PET evaluation indicators | Score           | 0.90          | 2013          | P    |      | 2.00     |
|              |   |                 |               |               | P(a) |      | 2.00     |
|              |   |                 |               |               | A    |      |          |
| Details      |   |                 |               |               |      |      |          |
| Pro-Gender   |   | No              | Pro-Ethnicity |               | No   |      |          |

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 0:** Component I. Planning and performance monitoring

**Observation:**

| Indicator  |   | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
|------------|---|-----------------|---------------|---------------|------|------|----------|
| 0.0        | Scores of the PET evaluation for monitoring and evaluation indicator. | Score           | 0.60          | 2014          | P    | 1.60 | 1.60     |
|            |   |                 |               |               | P(a) | 1.60 |          |
|            |   |                 |               |               | A    |      |          |
| Details    |   |                 |               |               |      |      |          |
| Pro-Gender |   | No              | Pro-Ethnicity |               | No   |      |          |
| Indicator  |   | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
| 0.1        | Scores of the PET evaluation for project management indicator.        | Score           | 0.40          | 2014          | P    | 1.40 | 1.40     |
|            |   |                 |               |               | P(a) | 1.40 |          |
|            |   |                 |               |               | A    |      |          |
| Details    |   |                 |               |               |      |      |          |
| Pro-Gender |   | No              | Pro-Ethnicity |               | No   |      |          |

**Outcome Nbr. 1:** Component II. National statistics

**Observation:**

| Indicator  |   | Unit of Measure | Baseline      | Baseline Year |      | 2021  | EOP 2021 |
|------------|---|-----------------|---------------|---------------|------|-------|----------|
| 1.0        | Scores of the Tool for Assessing Statistical Capacity for institutional capacity indicator. | Score           | 42.30         | 2014          | P    | 53.00 | 53.00    |
|            |   |                 |               |               | P(a) | 53.00 |          |
|            |   |                 |               |               | A    |       |          |
| Details    |   |                 |               |               |      |       |          |
| Pro-Gender |   | No              | Pro-Ethnicity |               | No   |       |          |
| Indicator  |   | Unit of Measure | Baseline      | Baseline Year |      | 2021  | EOP 2021 |
| 1.1        | Scores of the Tool for Assessing Statistical (for dissemination of information indicator).  | Score           | 47.50         | 2014          | P    | 58.00 | 58.00    |
|            |   |                 |               |               | P(a) | 58.00 |          |
|            |   |                 |               |               | A    |       |          |
| Details    |   |                 |               |               |      |       |          |
| Pro-Gender |   | No              | Pro-Ethnicity |               | No   |       |          |

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

| Indicator  |  | Unit of Measure | Baseline      | Baseline Year |      | 2021  | EOP 2021 |
|------------|--|-----------------|---------------|---------------|------|-------|----------|
| 1.2        | Scores of the Tool for Assessing Statistical Capacity for data analysis indicator. | Score           | 56.00         | 2014          | P    | 65.00 | 65.00    |
|            |  |                 |               |               | P(a) | 65.00 |          |
|            |  |                 |               |               | A    |       |          |
| Details    |  |                 |               |               |      |       |          |
| Pro-Gender |  | No              | Pro-Ethnicity |               | No   |       |          |

**Outcome Nbr. 2:** Component III. Public Financial Management (PFM)

**Observation:**

| Indicator  |   | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
|------------|---|-----------------|---------------|---------------|------|------|----------|
| 2.0        | Scores of the PET evaluation for integrated financial management systems. | Score           | 0.80          | 2014          | P    | 2.50 | 2.50     |
|            |   |                 |               |               | P(a) | 2.50 |          |
|            |   |                 |               |               | A    |      |          |
| Details    |   |                 |               |               |      |      |          |
| Pro-Gender |   | No              | Pro-Ethnicity |               | No   |      |          |

| Indicator  |  | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
|------------|--|-----------------|---------------|---------------|------|------|----------|
| 2.1        | Extra borrowing need / Total borrowing need. | %               | 13.22         | 2014          | P    | 2.00 | 2.00     |
|            |  |                 |               |               | P(a) | 2.00 |          |
|            |  |                 |               |               | A    |      |          |
| Details    |  |                 |               |               |      |      |          |
| Pro-Gender |  | No              | Pro-Ethnicity |               | No   |      |          |

**Outcome Nbr. 3:** Component IV. Public Procurement System

**Observation:**

| Indicator  |                               | Unit of Measure | Baseline      | Baseline Year |      | 2021 | EOP 2021 |
|------------|-------------------------------|-----------------|---------------|---------------|------|------|----------|
| 3.0        | Maximum price – Minimum price | US\$            | 9.09          | 2014          | P    | 0.00 | 0.00     |
|            |                               |                 |               |               | P(a) | 0.00 |          |
|            |                               |                 |               |               | A    |      |          |
| Details    |                               |                 |               |               |      |      |          |
| Pro-Gender |                               | No              | Pro-Ethnicity |               | No   |      |          |

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

| Indicator  |                              | Unit of Measure | Baseline      | Baseline Year |      | 2021     | EOP 2021 |
|------------|------------------------------|-----------------|---------------|---------------|------|----------|----------|
| 3.1        | Individual Tender processes. | Quantity        | 18,000.00     | 2014          | P    | 1,500.00 | 1,500.00 |
|            |                              |                 |               |               | P(a) | 1,500.00 |          |
|            |                              |                 |               |               | A    |          |          |
| Details    |                              |                 |               |               |      |          |          |
| Pro-Gender |                              | No              | Pro-Ethnicity |               | No   |          |          |

## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 1 Component I. Performance Monitoring

|     | Output  | Unit of Measure  |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |           |
|-----|---|------------------|------|-------------------|----------|--------------------|-----------|
|     |   |                  |      | 2019              | EOP 2021 | 2019               | EOP 2021  |
| 1.1 | 1.1 Change Management activities for introduction of Delivery Management Model Implemented            | Plan             | P    |                   | 1        |                    | 50,000    |
|     |   |                  | P(a) |                   | 1        | 2,769              | 50,000    |
|     |   |                  | A    |                   | 1        |                    | 47,231    |
| 1.2 | 1.2 Delivery Unit established (staff hired)   | Unit             | P    |                   | 1        | 200,000            | 960,000   |
|     |   |                  | P(a) |                   | 1        | 400,000            | 876,495   |
|     |   |                  | A    |                   | 1        | 317,309            | 562,495   |
| 1.3 | 1.3 Training program related to the new management model designed and implemented                     | Training program | P    |                   | 1        | 190,000            | 790,000   |
|     |   |                  | P(a) |                   | 1        | 128,533            | 790,000   |
|     |   |                  | A    |                   | 1        | 504,661            | 1,166,128 |
| 1.4 | 1.4 ICT system for monitoring government priority projects and programs across government implemented | system           | P    | 1                 | 1        | 100,000            | 1,000,000 |
|     |   |                  | P(a) | 1                 | 1        | 200,000            | 880,099   |
|     |   |                  | A    |                   | 0        | 80,099             | 93,815    |
| 1.5 | 1.5 Monitoring and Evaluation for the National Development Plan implemented                           | Unit             | P    |                   | 1        | 50,000             | 210,000   |
|     |   |                  | P(a) |                   | 1        | 50,000             | 160,000   |
|     |   |                  | A    |                   | 0        |                    | 0         |
| 1.6 | 1.6 Bahamas investment authority re-structured  | Unit             | P    |                   | 1        | 75,000             | 150,000   |
|     |   |                  | P(a) | 1                 | 1        | 1,918              | 150,000   |
|     |   |                  | A    | 1                 | 1        | 77,353             | 225,435   |

## Component Nbr. 2 Component II. National statistics

|     | Output  | Unit of Measure  |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |           |
|-----|---|------------------|------|-------------------|----------|--------------------|-----------|
|     |   |                  |      | 2019              | EOP 2021 | 2019               | EOP 2021  |
| 2.1 | 2.1 Statistics Act refined/ Updated   | Document         | P    |                   | 1        |                    | 40,000    |
|     |   |                  | P(a) |                   | 1        | 0                  | 40,000    |
|     |   |                  | A    |                   | 1        |                    | 0         |
| 2.2 | 2.2 National Strategy for Statistical Development (NSDS) designed           | Strategy         | P    |                   | 1        | 46,000             | 115,000   |
|     |   |                  | P(a) |                   | 1        | 55,000             | 139,870   |
|     |   |                  | A    |                   | 1        | 79,456             | 164,326   |
| 2.3 | 2.3 New business process implemented  | Model            | P    | 1                 | 1        |                    | 500,000   |
|     |   |                  | P(a) | 1                 | 1        | 150,000            | 422,118   |
|     |   |                  | A    |                   | 0        | 72,599             | 83,118    |
| 2.4 | 2.4 Institutional training program for both the DoS and the NSS implemented | Training Program | P    | 1                 | 1        | 138,000            | 345,000   |
|     |   |                  | P(a) | 1                 | 1        | 60,000             | 300,000   |
|     |   |                  | A    |                   | 0        |                    | 0         |
| 2.5 | 2.5 IT system automating the DOS and NSS implemented                        | System           | P    |                   | 1        | 380,000            | 1,900,000 |
|     |   |                  | P(a) |                   | 1        | 0                  | 1,870,000 |
|     |   |                  | A    |                   | 0        |                    | 0         |
| 2.6 | 2.6 Public awareness campaign implemented                                   | Campaign         | P    |                   | 1        | 20,000             | 100,000   |
|     |   |                  | P(a) |                   | 0        | 20,000             | 80,000    |
|     |   |                  | A    | 1                 | 1        |                    | 24,975    |

## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 3 Component III. Public Financial Management (PFM)

|     | Output                              | Unit of Measure |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |            |
|-----|-------------------------------------|-----------------|------|-------------------|----------|--------------------|------------|
|     |                                     |                 |      | 2019              | EOP 2021 | 2019               | EOP 2021   |
| 3.1 | 3.1 New business model implemented. | Model           | P    | 1                 | 1        | 400,000            | 4,000,000  |
|     |                                     |                 | P(a) | 1                 | 1        | 800,000            | 4,000,000  |
|     |                                     |                 | A    | 1                 | 1        | 845,799            | 1,420,489  |
| 3.2 | 3.2 IFMIS implemented               | System          | P    |                   | 1        | 6,537,000          | 14,160,000 |
|     |                                     |                 | P(a) |                   | 1        | 250,000            | 14,160,000 |
|     |                                     |                 | A    |                   | 0        | 43,282             | 73,616     |

## Component Nbr. 4 Component IV. Public procurement system

|     | Output   | Unit of Measure |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |           |
|-----|--|-----------------|------|-------------------|----------|--------------------|-----------|
|     |  |                 |      | 2019              | EOP 2021 | 2019               | EOP 2021  |
| 4.1 | 4.1 E-tender system implemented  | System          | P    |                   | 1        | 900,000            | 3,150,000 |
|     |  |                 | P(a) |                   | 1        | 700,000            | 2,450,000 |
|     |  |                 | A    |                   | 1        |                    | 0         |
| 4.2 | 4.2 Institutional training program for procurement unit implemented            | Training Plan   | P    |                   | 1        | 135,000            | 450,000   |
|     |  |                 | P(a) |                   | 1        | 50,000             | 400,000   |
|     |  |                 | A    |                   | 1        |                    | 0         |
| 4.3 | 4.3 Materials Management Information System implemented                        | System          | P    | 1                 | 1        | 365,000            | 1,095,000 |
|     |  |                 | P(a) | 1                 | 2        | 300,000            | 795,000   |
|     |  |                 | A    |                   | 0        |                    | 0         |
| 4.4 | 4.4 Career path for public procurement officials implemented                   | Career path     | P    | 1                 | 1        | 250,000            | 250,000   |
|     |  |                 | P(a) | 1                 | 1        | 150,000            | 204,000   |
|     |  |                 | A    | 1                 | 1        | 4,000              | 4,000     |
| 4.5 | 4.5 Strategic plan, organizational manual and code of ethics for PPU developed | Document        | P    |                   | 1        | 120,000            | 150,000   |
|     |  |                 | P(a) |                   | 1        | 50,000             | 293,778   |
|     |  |                 | A    |                   | 1        | 14,725             | 258,503   |
| 4.6 | 4.6 Public Procurement Unit (PPU) established                                  | Unit            | P    |                   | 1        | 36,000             | 180,000   |
|     |  |                 | P(a) | 1                 | 1        | 0                  | 180,000   |
|     |  |                 | A    | 1                 | 1        |                    | 36,000    |
| 4.7 | 4.7 Staffing of the PPU completed  | Staff           | P    |                   | 1        | 105,000            | 525,000   |
|     |  |                 | P(a) | 1                 | 1        | 50,000             | 375,000   |
|     |  |                 | A    | 1                 | 1        |                    | 61,800    |
| 4.8 | 4.8 Awareness campaign delivered   | campaign        | P    |                   | 1        | 50,000             | 200,000   |
|     |  |                 | P(a) | 1                 | 1        | 50,000             | 156,282   |
|     |  |                 | A    | 1                 | 1        | 6,282              | 119,049   |

## Other Cost

|                           |      |  |  |         |           |
|---------------------------|------|--|--|---------|-----------|
| Project management        | P    |  |  | 240,000 | 1,200,000 |
|                           | P(a) |  |  | 330,000 | 1,507,648 |
|                           | A    |  |  | 477,648 | 1,084,512 |
| Monitoring and Evaluation | P    |  |  | 90,000  | 180,000   |
|                           | P(a) |  |  |         | 208,224   |
|                           | A    |  |  | 28,224  |           |
| Contingency               | P    |  |  |         | 1,300,000 |
|                           | P(a) |  |  |         | 2,415,486 |
|                           | A    |  |  |         | 0         |

Total Cost

|  |            |      |  |  |            |            |
|--|------------|------|--|--|------------|------------|
|  | Total Cost | P    |  |  | 10,427,000 | 33,000,000 |
|  |            | P(a) |  |  | 3,798,220  | 32,904,000 |
|  |            | A    |  |  | 2,551,437  | 5,453,716  |



# PMR Operational Report

## CHANGES TO THE MATRIX

| Section | Name  | Reasons  | Type of Change | Subtype   | Modified By | Entered in the System |
|---------|---|--|----------------|---|-------------|-----------------------|
| Output  | 1.2 Delivery Unit established (staff hired)   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 1.4 ICT system for monitoring government priority projects and programs across government implemented | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 1.5 Monitoring and Evaluation for the National Development Plan implemented                           | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 2.2 National Strategy for Statistical Development (NSDS) designed                                     | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 2.3 New business process implemented  | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 2.4 Institutional training program for both the DoS and the NSS implemented                           | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 2.6 Public awareness campaign implemented   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         |   |  |                | Modify Physical EOP P(a) value - caused by a change in the Physical P(a).   | ALEXANDREV  | 02/20/2020            |
|         | 4.1 E-tender system implemented   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 4.2 Institutional training program for procurement unit implemented                                   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 4.3 Materials Management Information System implemented   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 4.4 Career path for public procurement officials implemented  | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 03/04/2020            |
|         | 4.7 Staffing of the PPU completed   | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |
|         | 4.8 Awareness campaign delivered  | The original outputs of the program remains unchanged. | Modify Output  | Modify Financial EOP P(a) value - caused by a change in the Financial P(a). | ALEXANDREV  | 02/20/2020            |

## PMR Operational Report

### IMPLEMENTATION STATUS AND LEARNING

| Lesson Learned - Categories |
|-----------------------------|
|                             |