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Public and Social Sector Transformation Project (PSST) (P126791)

LATIN AMERICA AND CARIBBEAN | Antigua and Barbuda | Social Protection & Labor Global Practice |
IBRD/IDA | Specific Investment Loan | FY 2013 | Seq No: 7 | ARCHIVED on 19-Dec-2016 | ISR25939 |

Implementing Agencies: Project Management Unit, Ministry of Labour

Key Dates

Key Project Dates

Bank Approval Date:05-Jun-2013
Effectiveness Date:12-Sep-2013
Planned Mid Term Review Date:12-Feb-2016
Actual Mid-Term Review Date:10-Apr-2016
Original Closing Date:31-Dec-2018
Revised Closing Date:31-Dec-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)
The objective of the Project is to assist the Borrower in: (i) strengthening its capacity in managing public policies and the public service; (ii) improving the efficiency of social protection spending through an integrated monitoring and targeting system; and (iii) improving the income and employability of the vulnerable population through temporary employment and training programs.

Has the Project Development Objective been changed since Board Approval of the Project Objective?
No

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Components

Name
Component 1. Build effective institutions for strategic management of government policies:(Cost $1.06 M)
Component 2. Modernize Human Resource Management.:(Cost $2.47 M)
Component 3. Improve the efficiency of social protection spending.:(Cost $1.21 M)
Component 4. Support Active Labor Market Programs (ALMPs).:(Cost $4.10 M)
Component 5. Project Management.:(Cost $1.14 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	Unsatisfactory	Unsatisfactory
Overall Implementation Progress (IP)	Unsatisfactory	Unsatisfactory

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Overall Risk Rating	Substantial	Substantial

Implementation Status and Key Decisions

Current Project status
This Implementation Status and Results (ISR) Report is based on an implementation support mission carried out from November 14-17, 2016, several audio and video conferences held between the Project Management Unit (PMU) and the Bank team between April and November 2016, and a supervision mission by the Financial Management (FM) Specialist carried out in September 2016. The Bank team met with the staff of the PMU; the Ministry of Labor (MoL); the Labor Department Technical Unit (LDTU); the National Training Agency (NTA); the Social Security Board (SSB); the Statistical Office, and the Ministry of Finance (MoF).

The Bank team prepared a restructuring of the Project after the April 2016 mission. This proposed restructuring includes the: (i) reduction of the overall amount of the loan; (ii) closing of remaining activities in components 1, 2 and 3, (Components 4 and 5 will remain); (iii) extension of the closing date for one year (until December 31, 2019) to allow the LDTU to complete implementation of Active Labor Market Programs under Component 4; (iv) modification of the Project Development Objective; (v) triggering of three safeguards; and (vi) reallocation of resources from Component 1 to Component 5, to ensure proper financing of the project management unit. Project restructuring is on hold until the government adequately staffs the PMU. The Ministry of Finance agreed to send to the Bank an evaluation of candidates to fill the positions of PMU Coordinator and PMU Finance Specialist, in accordance with Bank procurement policy, by December 2016. The complete evaluation report was received by the Bank on December 6, 2016.

Components 4 (Support to Active Labor Market Programs) and 5 (Project Management) are those that remain active under the Project; components 1, 2, and 3 are being dropped under the restructuring. Regarding Component 4, execution of the Temporary Employment Program (TEP) and the Training Program (TP) is slow, but the component that finances the LDTU has been implemented as planned: (i) set up the One Stop Employment Center to provide labor intermediation; (ii) implemented two cohorts of the temporary employment program (TEP); (iii) conducted orientation sessions for the third TEP cohort; and (iv) taken the first steps to carry out a labor demand survey under the Project. The TP, originally scheduled to launch in May 2016, has been delayed until the program receives validation of its beneficiary list from the SSB.

The Bank team reviewed the draft Operational Manual (OM) with the Labor Department and PMU staff and suggested a few changes to it. Changes to the OM, include: (a) a child care benefit to TEP beneficiaries, (b) a reduction of the minimum number of beneficiaries in a subproject from ten to five; (c) increase in the number of working hours during TEP; and (d) an update of the cost of stipends during TP. Additional adjustments were agreed between the Bank and Government on unit costs for both programs.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	Substantial	Substantial
Macroeconomic	--	Substantial	Substantial
Sector Strategies and Policies	--	High	High
Technical Design of Project or Program	--	Moderate	Moderate
Institutional Capacity for Implementation and Sustainability	--	High	High
Fiduciary	--	Moderate	Substantial
Environment and Social	--	Moderate	Moderate
Stakeholders	--	Substantial	Substantial
Other	--	--	--

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Overall	--	Substantial	Substantial

Results

Project Development Objective Indicators

▸ % of policies approved by the Cabinet aligned with the medium-term Government priorities and reflected in the Government's Medium-Term Strategic Development Plan (MTSDP) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	70.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ % of career public servants covered by the new Public Service Act establishing a single employment regime (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	45.00	45.00	45.00	100.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ % of ministries and depts that have the capacity to manage their HR w/in the delegated authority to hire, admin. professional develop. and disciplinary action, and manage perform. and apply incentives (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Public Service Commission has centralized authority over hiring, firing and disciplinary actions.	Public Service Commission has centralized authority over hiring, firing and disciplinary actions.	Public Service Commission has centralized authority over hiring, firing and disciplinary actions.	80% of ministries and departments manage HR within the delegated authority. Continued in 'comment' section.

Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ % of poor Antiguans identified by National Beneficiaries Management Information System (NBMIS) and enrolled in a social protection program. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ % of beneficiaries in the Single Registry of Beneficiaries identified with the NBMIS as non-eligible. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ The Temporary Employment Program (TEP) beneficiaries' labor income is at least 40% higher than the one for non enrolled eligible beneficiaries over the six month period of program implementation. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	16.00	16.00	40.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

▸ The Training Program (TP) beneficiaries' placement rate is at least 40% higher than the one for non-enrolled eligible beneficiaries three months after the end of the internship phase. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	40.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Overall Comments
The first five PDO indicators are no longer applicable, as the related components will be dropped under the restructuring.

Intermediate Results Indicators

▸ Non-established public servants integrated under a common regime by Cabinet (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	55% of public servants are not governed by the civil service law.	55% of public servants are not governed by the civil service law.	55% of public servants are not governed by the civil service law.	100% of non-established posts are eliminated. The public service database lists all public employees with appropriate legal status, defined in law.
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ Staffing levels are aligned with core tasks (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Employment records exist for approximately 85% of public employees of which 55% non-established.	Employment records exist for approximately 85% of public employees of which 55% non-established.	Employment records exist for approximately 85% of public employees of which 55% non-established.	All ministries and government agencies completed staff lists.
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ New decentralized personnel management system established. (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Centralized HR management in the established civil service and fully decentralized, partially regulated HR management for non-established employees.	Centralized HR management in the established civil service and fully decentralized, partially regulated HR management for non-established employees.	Centralized HR management in the established civil service and fully decentralized, partially regulated HR management for non-established employees.	HRM network institutionalized ; Central Civil Service Authority monitors civil service compliance;
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ Legal Framework for Policy Making and Coordination established (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Policy development and coordination process is ad hoc	Policy development and coordination process is ad hoc	Policy development and coordination process is ad hoc	Policy approval process, including prior review, is institutionalized .
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

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▸ Number of public servants in line ministries capable to develop policy proposals in line with new standards. (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ Percentage of beneficiaries of the TP who graduate from the program (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	70.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

▸ Percentage of beneficiaries of the TEP subprojects who complete the subproject (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	71.00	71.00	70.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

▸ Percentage of TEP subprojects that satisfactorily completed their proposed targets (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	60.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

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▸ Number of Memorandums of Understanding signed with the implementing agencies of SP program (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ Number of databases of SP Programs transferred to the Single Beneficiary Registry (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
Date	01-Mar-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

Comments
This indicator is no longer reported, as it is being dropped under the restructuring.

▸ Beneficiaries of Labor Market programs (number) (Number, Core)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	84.00	84.00	300.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

◢ Beneficiaries of Labor Market programs - Female (number) (Number, Core Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	39.00	39.00	150.00
Date	12-Sep-2013	14-Apr-2016	14-Dec-2016	31-Dec-2018

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Overall Comments
There is no update to report on indicators for this ISR, for the reasons stated earlier (i.e., delays in restructuring and in launching of labor programs). Information for the core indicators, and for those on TP and TEP, will be updated once the TP is launched (expected in January 2017) and the 3rd round of TEP is completed in the next few months. The rest of the indicators are no longer applicable due to the related components being dropped under the restructuring.

Data on Financial Performance

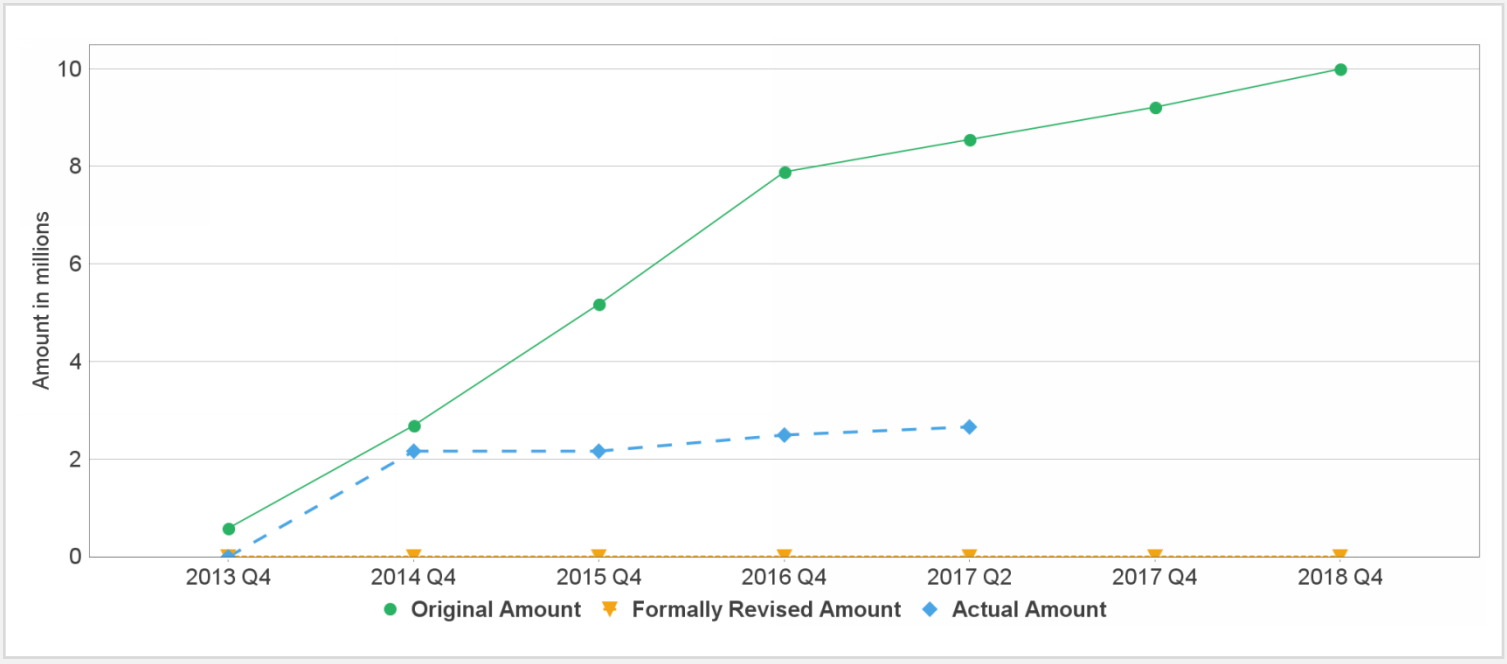
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P126791	IBRD-82690	Effective	USD	10.00	10.00	0.00	2.68	7.32	27%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P126791	IBRD-82690	Effective	05-Jun-2013	14-Aug-2013	12-Sep-2013	31-Dec-2018	31-Dec-2018

Cumulative Disbursements



Restructuring History

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There has been no restructuring to date.

Related Project(s)

There are no related projects.

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