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Implementation Status & Results
Grenada
Public Sector Modernization Technical Assistance Credit (P082392)

Operation Name: Public Sector Modernization Technical Assistance Credit (P082392) | Project Stage: Implementation | Seq.No: 12 | Status: ARCHIVED | Archive Date: 13-Jul-2011

Country: Grenada | Approval FY: 2006

Product Line: IBRD/IDA | Region: LATIN AMERICA AND CARIBBEAN | Lending Instrument: Technical Assistance Loan

Implementing Agency(ies): Department of Human Resources

Key Dates

Board Approval Date	15-Dec-2005	Original Closing Date	31-Dec-2010	Planned Mid Term Review Date		Last Archived ISR Date	13-Jul-2011
Effectiveness Date	26-Apr-2006	Revised Closing Date	30-Jun-2012	Actual Mid Term Review Date			

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objective of this project is to assist the process of modernizing Grenada's public sector with a focus on improving public sector efficiency in service delivery and management, enhancing private sector collaboration in support of developing small businesses, and promoting regionalization initiatives.

Has the Project Development Objective been changed since Board Approval of the Project?

○ Yes ◉ No

Component(s)

Component Name	Component Cost
Enhanced Departments and Performance Management	1.50
Strengthening the Grenada Industrial Development Corporation	0.50
Regional Initiatives	0.40
Strengthening the Public Sector Reform Unit and Regional Initiatives	0.76

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Moderately Satisfactory	Moderately Unsatisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Unsatisfactory
Overall Risk Rating		

Implementation Status Overview

After the project restructuring in 2010, implementation performance has improved. Prospects for achieving the revised project development objectives by closing date remain positive given continued Government commitment as demonstrated by the recent Cabinet approval of the Framework Document to guide the implementation of the Grenada Lands Agency. Total expenditures as of November 15, 2011 amounts to approximately USD 1.267 million with additional commitments of about USD71K, together representing about 38% of the

Credit (with no change in Credit disbursement levels since May 2011). With less than 50% utilization rate of the Credit and about five months remaining before Credit closing date, there is considerable concern on the projects ability to maximize utilization of available resources

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Locations

Country	First Administrative Division	Location	Planned	Actual
Grenada	Not Entered	Grenada		
Grenada	Saint George	Frequente		

Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
The number of small businesses started	☐	Text	Value	As of February 2010, 20 GIDC trainees commenced new businessess	About 80 persons trained by GIDC started small businesses (against the target of 30 trainees)	Total of 30 GIDC trainees commenced new businesses
			Date	01-Jun-2009	10-Jan-2012	30-Jun-2012
			Comments		Acheived	
PSRU: progress in staffing with adequate number of qualified personnel by end of Project	☐	Text	Value	Strategic action plan following CARICAD's diagnostic review now being pursued.	PSRU self-reports indicate acheived	PSRU key positions adequately filled with qualified personnel
			Date	01-Jun-2009	10-Jan-2012	30-Jun-2012
			Comments		Achieved. However, needs to be substantiated by external validation	
Economies of scale explored at OECS regional level through pooled procurement	☐	Text	Value	As of October 2009, MOU on Pooled Procurement signed with St. Vincent	Activites will no longer be pursued.	Initiated activities to strengthen the capacity and collaboration to to operationalize pooled procurement with St. Vincent (e.g., joint training completed.)
			Date	01-Jun-2009	10-Jan-2012	30-Jun-2012
			Comments			
The number of days needed to register property deeds has decreased, lowering the number of days to register a property	☐	Text	Value	60 days to register property deeds, and 77 days to complete all property registration activities.	47 days to register property and 30 days to register deeds.	Improved or at least maintained June 2011 target levels
			Date	01-Jun-2009	10-Jan-2012	30-Jun-2012

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
			Comments		Achieved June 2011	
The number of days needed to register a business and receive a company certificate has decreased lowering the overall number of days to start a business	☐	Text	Value	20 days to complete all registration activities	15 days to start a business and 5 days to register.	Improved or at least maintained June 2011 target levels
			Date	01-Jun-2009	10-Jan-2012	30-Jun-2012
			Comments		Achieved by June 2011 target; Source is Doing Business 2011 for Grenada	

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
% users of GIDC training and report that they are applying to their work and are satisfied with the results	☐	Text	Value		85% of trainees evaluated the training as excellent indicating satisfaction with the program; 50% applying what they learned.	Sustained 85% of original end-project target
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments		Achieved. However, needs to be substantiated by external validation	
PSRU staff and other civil servants trained by CARICAD report that they are applying their training to their work and satisfied with results	☐	Text	Value		Not yet reported	85%
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments		Needs to be measured.	
PSRU staff designing and implementing new modernization projects	☐	Text	Value	3 plans	PSRU self-report indicates indicator acheived	Modernization efforts continue with PSRU taking lead
			Date	03-Oct-2005	06-Jan-2012	30-Jun-2012
			Comments	measures no. of modernization plans	Achieved. However, needs to be substantiated by external validation	
Joint training/collaborative efforts undertaken to operationalize MOU on pooled procurement	☐	Text	Value		Activites will no longer be pursued.	At least one joint training conducted
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments			

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Signing of the Memorandum of Understanding between Grenada and one other OECS country	☐	Text	Value	1 MOU Signed (Baseline as of project restructuring competed pre-restructuring paper		1 MOU signed
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments		target achieved but there is an issue of sustainability	
% users of GIDC services (trainees and employers) indicate satisfaction with the program	☐	Percentage	Value		85.00	85.00
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments		Per GIDC report, 85% of persons trained indicated opinion ranging from good to excellent; 50% of trainees are applying what they learned.	
Amount invested in training	☐	Text	Value	As of February 2010, EC $92,344	EC$ 206,836.49	
			Date	01-Feb-2010	10-Jan-2012	
			Comments			
How many people trained?	☐	Text	Value	As of February 2010, held 13 entrepreneurial skills training workshops with 320 pax, 20 business management courses with 271 pax, 250 trainees developed business plans.	1,029 people trained	Regular conduct of training and sustained achievements as of original closing date of December 2010.
			Date	01-Feb-2010	10-Jan-2012	30-Jun-2012
			Comments			
Active collaboration from the Public Service Commission to facilitate effective management of new Government divisions/Enhanced Departments	☐	Text	Value	Evidence of administrative policy or legislative changes to facilitate alignment of new and pre-existing functions	CAIPO set-up suggested by PSC; Lands Agency still to be presented to PSC.	Legal, organizational and administrative changes under implementation and Public Sector Commission supports effective management ofEnhanced Departments
			Date		10-Jan-2012	30-Jun-2012
			Comments			
% of staff with requisite defined skills and competencies compared to pre-reform period	☐	Percentage	Value	40.00	50.00	60.00
			Date	01-Jun-2010	10-Jan-2012	30-Jun-2012

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			Comments		Applicable only to CAIPO and not the lands agency	
Amalgamation of divisions into Enhanced Departments to align and coordinate functions for deeds and land registry and corporate affairs and intellectual property office	☐	Text	Value	Amended the Deeds and Land Registry Act (CAP 79) through the enactment of the Deeds and Land Registry (Amendment) Act No. 21 of 2009; and Enacted the Corporate Affairs and Intellectual Property Act No. 21 of 2009, to establish a separate lands registry, and a separate corporate affairs and intellectual property office, respectively from the Office of the Registrar of the High Court (Ref. DPL Program Document)	No progress on physical amalgamtion. CAIPO operating as an Enhanced Department virtually.	Deeds and Land Registry Office and CAIPO operational
			Date	01-Sep-2010	10-Jan-2012	30-Jun-2012
			Comments			

Data on Financial Performance (as of 06-Oct-2011)

Financial Agreement(s) Key Dates

Project	Loan No.	Status	Approval Date	Signing Date	Effectiveness Date	Closing Date
P082392	IDA-41370	Effective	15-Dec-2005	26-Apr-2006	26-Apr-2006	30-Jun-2012

Disbursements (in Millions)

Project	Loan No.	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P082392	IDA-41370	Effective	XDR	2.50	2.50	0.00	0.91	1.59	36.00

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Disbursement Graph

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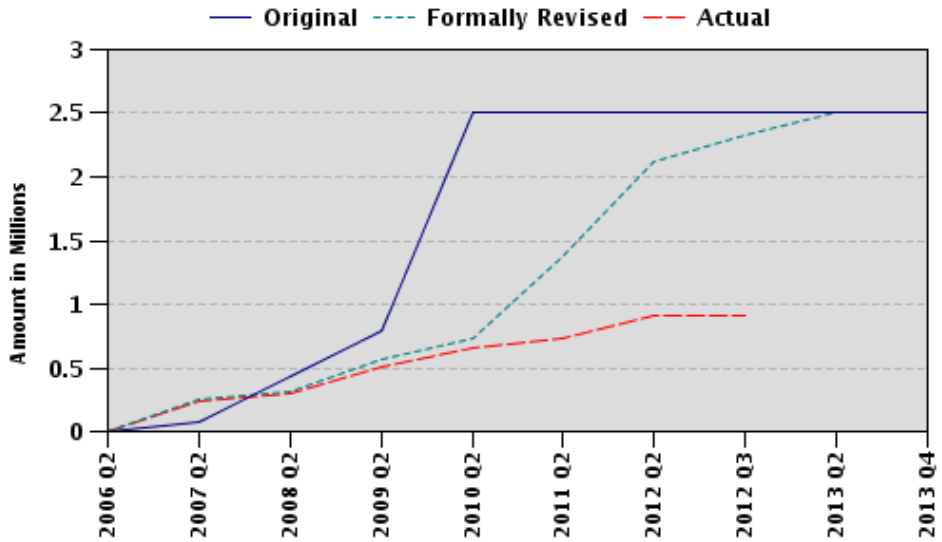

Key Decisions Regarding Implementation

None

Restructuring History

Level one Approved on 01-Oct-2010, Level two Approved on 28-Oct-2011

Related Projects

There are no related projects.

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