

# PMR Operational Report

<b>Operation Number</b>	TT-L1038	<b>Chief of Operations Validation Date</b>	03/30/18
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2017	<b>Division Chief Validation Date</b>	04/05/18
<b>Last Update</b>	03/26/18	<b>Country Representative Validation Date</b>	05/02/18
<b>PMR Validation Stage</b>	Validated by Representative		

## Basic Data

### Operation Profile

<b>Operation Name</b>	Global Services Offshoring Promotion Program	<b>Loan Number</b>	3112/OC-TT
<b>Executing Agency</b>	MINISTRY OF PLANNING AND SUSTAINABLE DEVELOPMENT	<b>Sector/Subsector</b>	TD-TAA - TRADE-TRADE ADJUSTMENT ASSISTANCE
<b>Team Leader</b>	LUCENTI, KRISTA	<b>Overall Stage</b>	Disbursing (From eligibility until all the Operations are closed)
<b>Operation Type</b>	Loan Operation	<b>Country</b>	TRINIDAD AND TOBAGO
<b>Lending Instrument</b>	Investment Loan	<b>Convergence related Operation(s)</b>	
<b>Borrower</b>	TRINIDAD AND TOBAGO		

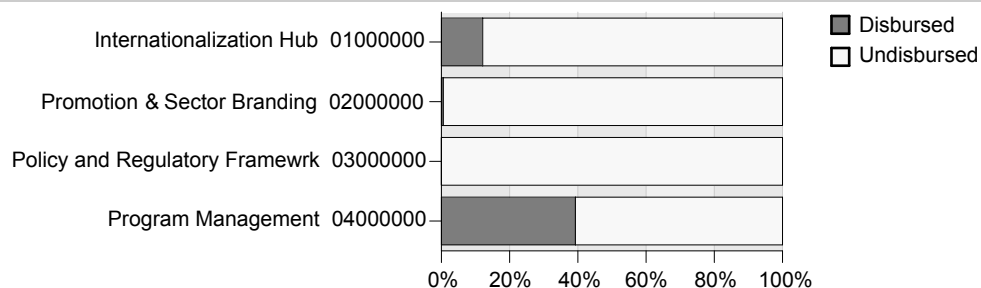
## Environmental and Social Safeguards

<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
TT-L1038	18,000,000	18,000,000	0	0	18,000,000	18,000,000	2,951,459	16.40%	15,048,541
Aggregated	18,000,000	18,000,000	0	0	18,000,000	18,000,000	2,951,459	16.40%	15,048,541

## Expense Categories by Loan Contract (cumulative values)



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. Please also 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:** Increased exports of IT-enabled services

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2018	2019	EOP 2019
0.0	Percentage increase in exports of ITeS (%)	% increase	0.00	2013	P	75.00		75.00
					P(a)	75.00		75.00
					A			

#### Details

**Means of verification:** export data

**Pro-Gender** No **Pro-Ethnicity** No

**Impact Nbr. 1:** Increased employment in the IT-enabled services sector

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2018	2019	EOP 2019
1.0	Percentage increase in the number of people employed in the ITeS sector	% increase	0.00	2013	P	82.00		82.00
					P(a)	82.00		82.00
					A			

#### Details

**Means of verification:** employment data

**Pro-Gender** No **Pro-Ethnicity** No

Indicator		Unit of Measure	Baseline	Baseline Year		2018	2019	EOP 2019
1.1	Percentage increase in the number of women employed in the ITeS sector	% increase	0.00	2013	P	82.00		82.00
					P(a)	82.00		82.00
					A			

#### Details

**Means of verification:** employment data

**Pro-Gender** No **Pro-Ethnicity** No

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 0:** Establish enabling environment for ITeS export businesses

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2019	EOP 2019
0.0	Satisfaction rate on technological infrastructure of Hub among users	Rate of Satisfaction	0.00	2013	P	85.00	85.00
					P(a)	85.00	85.00
					A		

#### Details

**Means of verification:** survey

**Pro-Gender** No **Pro-Ethnicity** No

Indicator		Unit of Measure	Baseline	Baseline Year		2019	EOP 2019
0.1	Score on WEF Networked Readiness Index for Laws Related to ICTs	WEF Score	3.20	2013	P	4.20	4.20
					P(a)	4.20	4.20
					A		

#### Details

**Means of verification:** WEF Index

**Pro-Gender** No **Pro-Ethnicity** No

Indicator		Unit of Measure	Baseline	Baseline Year		2019	EOP 2019
0.2	Number of ITeS firms in tenancy at the Hub	# of firms	0.00	2016	P	5.00	5.00
					P(a)	5.00	5.00
					A		

#### Details

**Means of verification:** Hub records

**Pro-Gender** No **Pro-Ethnicity** No

**Outcome Nbr. 1:** Capacity building among students, unemployed and underemployed in skills required for employment in ITeS sector

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2019	EOP 2019
1.0	Number of participants in finishing school programs that secure employment in the sector within 6 months of completion	Professionals (#)	0.00	2013	P	984.00	984.00
					P(a)	984.00	984.00

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

1.0	Number of participants in finishing school programs that secure employment in the sector within 6 months of completion	Professionals (#)	0.00	2013	A		
<b>Details</b>							
<b>Means of verification:</b> Survey							
<b>Pro-Gender</b>		No	<b>Pro-Ethnicity</b>			No	
	Men				P		
					P(a)		492.00
					A		
	Women				P		
					P(a)		492.00
					A		
<b>Indicator</b>		<b>Unit of Measure</b>	<b>Baseline</b>	<b>Baseline Year</b>		<b>2019</b>	<b>EOP 2019</b>
1.1	Percent increase in monthly salary over prior employment among finishing school graduates who secure employment in the sector within 6 months of completion	% increase	0.00	2013	P	20.00	20.00
					P(a)	20.00	20.00
					A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No	<b>Pro-Ethnicity</b>			No	
<b>Indicator</b>		<b>Unit of Measure</b>	<b>Baseline</b>	<b>Baseline Year</b>		<b>2019</b>	<b>EOP 2019</b>
1.2	Number of individuals utilizing flexible work space and technology	# of individuals	0.00	2016	P	200.00	200.00
					P(a)	200.00	200.00
					A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No	<b>Pro-Ethnicity</b>			No	
<b>Indicator</b>		<b>Unit of Measure</b>	<b>Baseline</b>	<b>Baseline Year</b>		<b>2019</b>	<b>EOP 2019</b>
1.3	Number of participants in training and support services utilizing the childcare and lactation facilities	# of individuals	0.00	2016	P	120.00	120.00
					P(a)	120.00	120.00

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

1.3	Number of participants in training and support services utilizing the childcare and lactation facilities	# of individuals	0.00	2016	A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No		<b>Pro-Ethnicity</b>		No	

**Outcome Nbr. 2:** Capacity building in export readiness for SMEs

**Observation:**

Indicator	Unit of Measure	Baseline	Baseline Year		2019	EOP 2019	
2.0	Percentage increase in number of SME ITeS firms exporting	# of SMEs	0.00	2013	P	25.00	25.00
					P(a)	25.00	25.00
					A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No		<b>Pro-Ethnicity</b>		No	

Indicator	Unit of Measure	Baseline	Baseline Year		2019	EOP 2019	
2.1	Number of SME ITeS firms that enter new international markets	# of SMEs	0.00	2013	P	50.00	50.00
					P(a)	50.00	50.00
					A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No		<b>Pro-Ethnicity</b>		No	

Indicator	Unit of Measure	Baseline	Baseline Year		2019	EOP 2019	
2.2	Percentage of firms receiving internationalization support services who report efficiency gains	# of Firms	0.00	2013	P	80.00	80.00
					P(a)	80.00	80.00
					A		
<b>Details</b>							
<b>Means of verification:</b> survey							
<b>Pro-Gender</b>		No		<b>Pro-Ethnicity</b>		No	

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 3:** Global recognition as IT-enabled services destination

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2019	EOP 2019
3.0	Inclusion in ranking of Tholons Top 100 Outsourcing Destinations	Inclusion	0.00	2013	P	1.00	1.00
					P(a)	1.00	1.00
					A		
<b>Details</b>							
<b>Means of verification:</b> Tholons							
<b>Pro-Gender</b>		No		<b>Pro-Ethnicity</b>		No	

**RESULTS MATRIX**

**OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS**

**Component Nbr. 1 Component I. Global Services Internationalization Hub**

Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
			2017	EOP 2019	2017	EOP 2019
1.1 Number of internationalization training programs completed	Trainings	P	12	60	256,973	1,204,792
		P(a)	6	22	128,486.5	127,796
		A	12	16	38,170	67,796
1.2 Training curricula developed for ITeS services	Curricula	P	6	26	409,645	2,126,107
		P(a)	4	18	204,822.5	58,909
		A	9	12	23,909	23,909
1.3 Plan developed for outfitting of GSI Hubs	Plan	P		1	0	171,340
		P(a)	0	3	0	65,964
		A	2	2	55,964	55,964
1.4 GSI Hub buildings outfitted	Building	P		1	0	1,694,704
		P(a)	1	3	0	1,239,062.93
		A	1	1	239,062.93	239,062.93
1.5 GSI Hub Building Leased (1)	Building	P	1	3	448,598	1,345,794
		P(a)	1	4	224,299	937,432
		A	1	3	246,810	787,432
1.6 GSI Hub Building Purchased (1)	Building	P		1		3,327,103
		P(a)		0		0
		A	0	0	0	0
1.7 Global Skills Initiative Launched	Number	P		0		0
		P(a)		1		510,000
		A	0	0	0	0
1.8 Start-Up and Accelerator Programme Launched	Number	P		0		0
		P(a)		1		500,000
		A	0	0	0	0
1.9 Finishing School Framework developed	Number	P		0		0
		P(a)		1		36,890
		A	1	1	36,890	36,890
1.10 Animation Hub launched	Number	P		0		0
		P(a)		1		10,000
		A	0	0	0	0

**RESULTS MATRIX**

**OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS**

**Component Nbr. 2 Component II. Development of sector branding strategy**

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2017	EOP 2019	2017	EOP 2019
2.1	Development of GSPP programme branding strategy	Strategy	P		1	228,453	1,208,978
			P(a)	0	1	398,440.5	510,611
			A	0	0	65,611	65,611
2.2	Number of promotion forums organized by the Program	Forums	P		2		778,816
			P(a)	0	2		98,073
			A	1	1	33,736	48,073
2.3	Support for participation in regional and international promotion forums	Forums	P	2	10	10,903	54,515
			P(a)	1	3	10,903	12,967
			A	1	2	2,967	2,967
2.4	ITeS trade statistics registry created (linked to Comp 3.3)	Registry	P		1	100,125	545,983
			P(a)	1	1	83,100	60,000
			A	0	0	0	0
2.5	Sector baseline statistical census completed (linked to component 3.3)	Census	P		1		62,305
			P(a)	0	1		60,000
			A	0	0	0	0
2.6	Diaspora mentorship events conducted	Events	P	4	20	542,874	2,510,281
			P(a)	1	0	271,437	0
			A	0	0	0	0
2.7	ITeS Sector Branding Strategy developed	Number	P		0		0
			P(a)		1		370,000
			A	0	0	0	0
2.8	ITeS Sector Investor Engagement Strategy developed	Number	P		0		0
			P(a)		1		300,000
			A	0	0	0	0

**Component Nbr. 3 Component III. Policy and Regulatory Framework Update**

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2017	EOP 2019	2017	EOP 2019
3.1	Know-how exchanges conducted	Exchanges	P	2	10	81,791	408,955
			P(a)	1	4	81,791	0
			A	2	4	0	0
3.2	Develop map of institutional roles in ITeS regulation (linked to component 3.3)	Map	P		1		50,898
			P(a)	0	1		50,000
			A	0	0	0	0
3.3	Development of strategy for ITeS sector (linked to components 3.2, 2.5, 2.4)	Strategy	P		1		391,868
			P(a)	0	1	0	130,000
			A	0	0	0	0
3.4	Capacity building events conducted for agencies	Events	P	2	8	67,975	224,860
			P(a)	1	7	33,987.5	12,532
			A	3	5	2,532	2,532
3.5	Design for new ITeS Fund	Designs	P		0		0
			P(a)		1		50,000
			A	0	0	0	0

**Other Cost**



Auditing	P			38,941	194,705
	P(a)			38,941	12,626
	A			2,626	2,626
Final Evaluation	P				58,411
	P(a)				50,000
	A			0	0
Program Administration	P			295,285	1,483,043
	P(a)			333,594	781,615
	A			199,619	481,615
Program Monitoring	P			25,701	156,542
	P(a)			39,135.5	64,274
	A			14,274	14,274
Contingencies	P				
	P(a)				11,951,248.07
	A			0	0

**Total Cost**

Total Cost	P			2,507,264	18,000,000
	P(a)			1,848,937.5	18,000,000
	A			962,170.93	1,828,751.93

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	GSI Hub Building Purchased	Modify Output	GoTT informed the Bank that it would no longer be purchasing the leased Hub building in Chaguanas. Accordingly, the physical and financial values have been adjusted to zero.	03/15/2018	03/22/2018
Output	Sector baseline statistical census completed (linked to component 3.3)	Modify Output	Modified to reflect output more accurately.	03/15/2018	03/22/2018
Output	Development of strategy for ITeS sector (linked to components 3.2, 2.5, 2.4)	Modify Output	Modified to reflect output more accurately.	03/15/2018	03/22/2018
Output	Training curricula developed for ITeS services	Modify Output	Name modified to better reflect output	03/15/2018	03/22/2018
Output	Number of promotion forums organized by the Program	Modify Output	REvised downwards to better reflect realistic outputs for 2018/2019.	03/15/2018	03/22/2018
Output	Global Skills Initiative Clinics	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Global Skills Initiative Launched	Create Output	New output added in consultation with GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	Global Skills Initiative Start-Up Workshops	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Coding School Curriculum developed	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Framework proposal received	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Start-Up and Accelerator Programme Launched	Create Output	New output created in consultation with the GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	Coding School Curriculum developed	Modify Milestone	Unit modified to better reflect milestone	03/15/2018	03/22/2018
Output	Framework proposal received	Modify Milestone	Unit modified to better reflect milestone	03/15/2018	03/22/2018
Output	Start-Up and Accelerator Programme Launched	Modify Output	Unit modified to better reflect output	03/15/2018	03/22/2018
Output	Animation Hub outfitted and launched	Create Output	New output created in consultation with the GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	Animation hub proposal received.	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Equipment for Animation Hub	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Finishing School Framework developed	Create Output	New output created in consultation with the GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	Outfitted plan and design received.	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/15/2018	03/20/2018
Output	Animation hub proposal received.	Modify Milestone	Unit modified to better reflect milestone	03/15/2018	03/22/2018
Output	Equipment for Animation Hub	Modify Milestone	Unit modified to better reflect milestone	03/15/2018	03/22/2018
Output	Outfitting plan and design received.	Modify Milestone	Name modified to better reflect milestone.	03/15/2018	03/22/2018

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Outfitting plan and design received.	Modify Milestone	Unit modified to better reflect milestone.	03/15/2018	03/22/2018
Output	GSI Hub Building Leased (1)	Modify Output	Name modified to reflect 1 lease.	03/15/2018	03/22/2018
Output	GSI Hub Building Purchased (1)	Modify Output	Name modified to clarify it is 1 building.	03/15/2018	03/22/2018
Output	GSI Hub Building Purchased (1)	Modify Output	Financial value zeroed as the GoTT will not purchase the building.	03/15/2018	03/22/2018
Output	ITeS Sector Branding Strategy developed	Create Output	New output created in consultation with the GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	ITeS Sector Investor Engagement Strategy developed	Create Output	New output created in consultation with the GoTT. Consistent with the objectives of the loan.	03/15/2018	03/22/2018
Output	Preliminary branding approach developed	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Global Skills Initiative Curricula developed	Modify Milestone	Modified name for clarity.	03/20/2018	03/22/2018
Output	IDB NO to the evaluation committee report (Chaguanas)	Modify Milestone	Modified for clarity that it refers to Chaguanas hub.	03/20/2018	03/22/2018
Output	Initial ICT designs developed (Chaguanas)	Modify Milestone	Modified for clarity that it refers to Chaguanas hub.	03/20/2018	03/22/2018
Output	Plan developed for outfitting of GSI Hubs	Modify Output	Modified for clarity that it refers to more than one hub.	03/20/2018	03/22/2018
Output	Preliminary designs for Tamana Park Hub (flagship building)	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Preliminary designs for the Chaguanas Hub developed by Executing Agency	Modify Milestone	Modified for clarity that it refers to Chaguanas hub.	03/20/2018	03/22/2018
Output	Preliminary framework plan for Animation Hub at Tamana Park	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	TOR developed and approved for ICT consultant (Chaguanas)	Modify Milestone	Modified for clarity that it refers to Chaguanas hub.	03/20/2018	03/22/2018
Output	TOR developed and approved for design-build consultant (Chaguanas)	Modify Milestone	Modified for clarity that it refers to Chaguanas hub.	03/20/2018	03/22/2018
Output	Plan developed for outfitting of GSI Hubs	Modify Output	Increased as there are more than 1 hub, hence more than 1 plan.	03/20/2018	03/22/2018
Output	Animation Hub outfitted	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Approval for training equipment. (Chaguanas)	Modify Milestone	Modified to clarify reference to Chaguanas Hub since there are several hubs financed in this operation.	03/20/2018	03/22/2018
Output	Approval of outfitting plan. (Chaguanas)	Modify Milestone	Modified to clarify reference to Chaguanas Hub since there are several hubs financed in this operation.	03/20/2018	03/22/2018
Output	Approval of security contract. (Chaguanas)	Modify Milestone	Modified to clarify reference to Chaguanas Hub since there are several hubs financed in this operation.	03/20/2018	03/22/2018
Output	GSI Hub buildings outfitted	Modify Output	In consultation with the GoTT, agreed to increase the output to reflect their intention to outfit another Hub space. Consistent with the objectives of the loan.	03/20/2018	03/22/2018

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	GSI Hub buildings outfitted	Modify Output	Modified from "building" to "buildings" since there are more than 1 hub financed in this operation.	03/20/2018	03/22/2018
Output	Installations of security cameras. (Chaguanas)	Modify Milestone	Modified to clarify reference to Chaguanas Hub since there are several hubs financed in this operation.	03/20/2018	03/22/2018
Output	Tamana Park Hub outfitted	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	GSI Hub Building Leased (1)	Modify Output	Lease not renewed in 2018, hence financial cost is only 4 months not the full year.	03/20/2018	03/22/2018
Output	Design for new ITeS Fund	Create Output	New output created in consultation with GoTT. Consistent with the objectives of the loan.	03/20/2018	03/22/2018
Output	Animation Hub launched	Modify Output	Output name modified to better reflect output.	03/20/2018	03/22/2018
Output	Animation hub proposal received.	Delete Milestone	Milestone deleted and replaced with receipt of plan accomplished in 2017.	03/20/2018	03/22/2018
Output	Outfitting plan and design received.	Delete Milestone	In collaboration with the Government, deleted as a milestone as this was a procurement process.	03/20/2018	03/20/2018
Output	Coding bootcamps	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Facebook	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Preliminary branding approach developed	Modify Milestone	Unit modified to better reflect the milestone.	03/20/2018	03/22/2018
Output	Tech Beach 2017 (T Hackshaw)	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Diaspora mentorship events conducted	Modify Output	In discussion with the Government, it was decided this would not be completed during the loan.	03/20/2018	03/22/2018
Output	Capacity building events conducted for agencies	Modify Output	Output adjusted to reflect a more accurate number of events hosted.	03/20/2018	03/22/2018
Output	Roadshow for Tamana Park	Create Milestone	In collaboration with the Government, added as a milestone to better reflect progress in the output.	03/20/2018	03/20/2018
Output	Development of GSPP programme branding strategy	Modify Output	Budget adjusted to reflect a more accurate costing.	03/20/2018	03/22/2018
Output	Develop map of institutional roles in ITeS regulation (linked to component 3.3)	Modify Output	Financial resources adjusted to better reflect the resources being spent on this activity, based on a more accurate costing.	03/20/2018	03/22/2018
Output	Development of strategy for ITeS sector (linked to components 3.2, 2.5, 2.4)	Modify Output	Financial resources adjusted to better reflect the resources being spent on this activity, based on a more accurate costing.	03/20/2018	03/22/2018
Output	Diaspora mentorship events conducted	Modify Output	in consultation with the Government, agreed that this output would not be completed and financial resources would be re-allocated.	03/20/2018	03/22/2018
Output	ITeS trade statistics registry created (linked to Comp 3.3)	Modify Output	Budget adjusted to reflect a more accurate costing.	03/20/2018	03/22/2018
Output	Sector baseline statistical census completed (linked to component 3.3)	Modify Output	Budget adjusted to reflect a more accurate costing.	03/20/2018	03/22/2018
Output	Capacity building events conducted for agencies	Modify Output	Financial resources reduced to better reflect the resources being spent on this activity, based on a more accurate costing.	03/20/2018	03/22/2018

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Global Skills Training Awards	Create Milestone	Milestone created to better reflect progress in the operation.	03/20/2018	03/22/2018
Output	Global Skills Training Awards	Modify Milestone	Milestone adjusted for clarity.	03/20/2018	03/22/2018
Output	Global Skills Awards Ceremony	Create Milestone	Milestone created to better reflect progress in the operation.	03/20/2018	03/22/2018
Output	Plan developed for outfitting of GSI Hubs	Modify Output	Financial resources allocated given that a plan may be required for outfitting another Hub space.	03/22/2018	03/22/2018
Output	Design for Hub	Modify Milestone	Name adjusted to better reflect milestone.	03/22/2018	03/22/2018
Output	GSI Hub buildings outfitted	Modify Output	Financial resources reduced significantly based on a more accurate costing of the outfitting requirements.	03/26/2018	03/26/2018
Output	Number of internationalization training programs completed	Modify Output	Financial resources reduced to better reflect the resources being spent on this activity, based on a more accurate costing.	03/26/2018	03/26/2018
Output	Training curricula developed for ITeS services	Modify Output	Financial resources reduced to better reflect the resources being spent on this activity, based on a more accurate costing.	03/26/2018	03/26/2018
Output	Know-how exchanges conducted	Modify Output	Financial resources reduced to better reflect the resources being spent on this activity, based on a more accurate costing.	03/26/2018	03/26/2018
Output	Number of internationalization training programs completed	Modify Output	Number adjusted downwards to better reflect realistic outputs for 2018/2019.	03/26/2018	03/26/2018
Output	Training curricula developed for ITeS services	Modify Output	Number adjusted downwards to better reflect realistic outputs for 2018/2019.	03/26/2018	03/26/2018
Output	Know-how exchanges conducted	Modify Output	Modified to reflect a more realistic plan for 2018.	03/26/2018	03/26/2018
Output	Number of promotion forums organized by the Program	Modify Output	Budget adjusted to reflect a more accurate costing.	03/26/2018	03/26/2018
Output	Support for participation in regional and international promotion forums	Modify Output	Budget adjusted to reflect a more accurate costing.	03/26/2018	03/26/2018