

# PMR Operational Report

|                             |                             |   |          |
|-----------------------------|-----------------------------|---|----------|
| <b>Operation Number</b>     | TT-L1038                    | <b>Chief of Operations Validation Date</b>    | 04/11/19 |
| <b>Year- PMR Cycle</b>      | Second period Jan-Dec 2018  | <b>Division Chief Validation Date</b>         | 05/03/19 |
| <b>Last Update</b>          | 04/10/19                    | <b>Country Representative Validation Date</b> | 05/17/19 |
| <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                              |   |   |

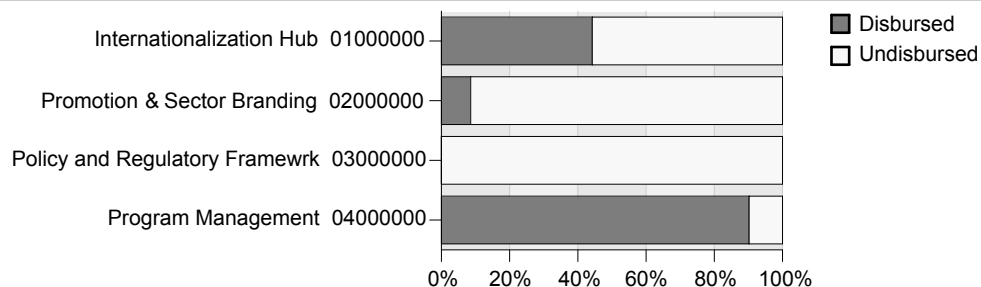
## Environmental and Social Safeguards

|   |   |  |    |
|---|---|--|----|
| <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            | 6,723,180   | 0                 | 0                      | 18,000,000             | 6,723,180   | 4,211,459            | 62.64% | 2,511,721          |
| Aggregated | 18,000,000            | 6,723,180   | 0                 | 0                      | 18,000,000             | 6,723,180   | 4,211,459            | 62.64% | 2,511,721          |

## 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.

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### 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   |

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### 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    |        |          |
| Indicator                            |   | Unit of Measure   | Baseline             | Baseline Year |      | 2019   | EOP 2019 |
| 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     |          |
| Indicator                            |   | Unit of Measure   | Baseline             | Baseline Year |      | 2019   | EOP 2019 |
| 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     |          |
| Indicator                            |   | Unit of Measure   | Baseline             | Baseline Year |      | 2019   | EOP 2019 |
| 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   |

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### 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 |              |
|--|-----------------|------|-------------------|----------|--------------------|--------------|
|  |                 |      | 2018              | EOP 2019 | 2018               | EOP 2019     |
| 1.1 Number of internationalization training programs completed | Trainings       | P    | 12                | 60       | 256,973            | 1,204,792    |
|  |                 | P(a) | 4                 | 29       | 40,000             | 196,772      |
|  |                 | A    | 12                | 28       | 107,662            | 175,458      |
| 1.2 Training curricula developed for ITeS services             | Curricula       | P    | 4                 | 26       | 409,645            | 2,126,107    |
|  |                 | P(a) | 4                 | 12       | 25,000             | 2,535,630    |
|  |                 | A    | 4                 | 12       | 0                  | 23,909       |
| 1.3 Plan developed for outfitting of GSI Hubs                  | Plan            | P    |                   | 1        | 0                  | 171,340      |
|  |                 | P(a) | 1                 | 5        | 10,000             | 133,693      |
|  |                 | A    | 1                 | 3        | 0                  | 55,964       |
| 1.4 GSI Hub buildings outfitted                                | Building        | P    |                   | 1        | 0                  | 1,694,704    |
|  |                 | P(a) | 2                 | 4        | 1,000,000          | 1,253,980.93 |
|  |                 | A    | 1                 | 2        | 430,719            | 669,781.93   |
| 1.5 GSI Hub Building Leased (1)                                | Building        | P    |                   | 3        | 0                  | 1,345,794    |
|  |                 | P(a) | 1                 | 5        | 150,000            | 952,218      |
|  |                 | A    | 1                 | 4        | 59,786             | 847,218      |
| 1.6 Global Skills Initiative Launched & Awards Issued          | Number          | P    |                   | 0        |                    | 0            |
|  |                 | P(a) | 1                 | 2        | 500,000            | 402,868      |
|  |                 | A    | 1                 | 1        | 266,647            | 266,647      |
| 1.7 Finishing School Framework developed                       | Number          | P    |                   | 0        |                    | 0            |
|  |                 | P(a) | 0                 | 1        | 0                  | 36,890       |
|  |                 | A    | 0                 | 1        | 0                  | 36,890       |
| 1.8 Animation Hub launched                                     | Number          | P    |                   | 0        |                    | 0            |
|  |                 | P(a) | 1                 | 1        | 10,000             | 10,000       |
|  |                 | A    | 0                 | 0        | 0                  | 0            |

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

| Output   | Unit of Measure |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |          |
|--|-----------------|------|-------------------|----------|--------------------|----------|
|  |                 |      | 2018              | EOP 2019 | 2018               | EOP 2019 |
| 2.1 Number of promotion forums organized by the Program                      | Forums          | P    | 1                 | 2        | 389,408            | 778,816  |
|  |                 | P(a) | 1                 | 2        | 50,000             | 60,568   |
|  |                 | A    | 1                 | 2        | 12,495             | 60,568   |
| 2.2 Support for participation in regional and international promotion forums | Forums          | P    | 2                 | 10       | 10,903             | 54,515   |
|  |                 | P(a) | 1                 | 4        | 10,000             | 82,182   |
|  |                 | A    | 1                 | 3        | 65,583             | 68,550   |

**RESULTS MATRIX**

**OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS**

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

| Output   | Unit of Measure |      | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |          |
|--|-----------------|------|-------------------|----------|--------------------|----------|
|  |                 |      | 2018              | EOP 2019 | 2018               | EOP 2019 |
| 3.1 Know-how exchanges conducted   | Exchanges       | P    | 2                 | 10       | 81,791             | 408,955  |
|  |                 | P(a) | 0                 | 4        | 0                  | 0        |
|  |                 | A    | 0                 | 4        | 0                  | 0        |
| 3.2 Development of strategy for ITeS sector (linked to components 3.2, 2.5, 2.4) | Strategy        | P    |                   | 1        |                    | 391,868  |
|  |                 | P(a) | 1                 | 2        | 130,000            | 203,500  |
|  |                 | A    | 1                 | 1        | 43,500             | 43,500   |
| 3.3 Capacity building events conducted for agencies                              | Events          | P    | 2                 | 8        | 20,935             | 224,860  |
|  |                 | P(a) | 1                 | 5        | 5,000              | 2,532    |
|  |                 | A    | 0                 | 5        | 0                  | 2,532    |

**Other Cost**

|                        |      |  |  |           |           |
|------------------------|------|--|--|-----------|-----------|
| Auditing               | P    |  |  | 38,941    | 194,705   |
|                        | P(a) |  |  | 5,000     | 92,007    |
|                        | A    |  |  | 25,770    | 28,396    |
| Final Evaluation       | P    |  |  |           | 58,411    |
|                        | P(a) |  |  | 0         | 50,678.07 |
|                        | A    |  |  | 0         | 0         |
| Program Administration | P    |  |  | 295,284   | 1,483,043 |
|                        | P(a) |  |  | 150,000   | 609,776   |
|                        | A    |  |  | 110,512   | 592,127   |
| Program Monitoring     | P    |  |  | 25,701    | 156,542   |
|                        | P(a) |  |  | 25,000    | 34,274    |
|                        | A    |  |  | 0         | 14,274    |
| Contingencies          | P    |  |  |           |           |
|                        | P(a) |  |  | 5,789,808 | 0         |
|                        | A    |  |  | 0         | 0         |

**Total Cost**

|            |      |  |  |           |              |
|------------|------|--|--|-----------|--------------|
| Total Cost | P    |  |  | 5,728,136 | 18,000,000   |
|            | P(a) |  |  | 9,484,808 | 6,723,180    |
|            | A    |  |  | 1,122,674 | 2,951,425.93 |



# PMR Operational Report

## CHANGES TO THE MATRIX

| Section                        | Name  | Reasons  | Type of Change              | Subtype                     | Modified By | Entered in the System |
|--------------------------------|---|--|-----------------------------|-----------------------------|-------------|-----------------------|
| Output                         | Animation Hub launched  |  | Modify Output               | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                | Capacity building events conducted for agencies                                 | No further events are planned.                 | Modify Output               | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                |   |  |                             |                             |             | 03/24/2019            |
|                                | Design for new ITeS Fund  | Government did not proceed with this activity. | Modify Output               | Inactivate Output           | KRISTAL     | 03/22/2019            |
|                                |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                | Develop map of institutional roles in ITeS regulation (linked to component 3.3) | In agreement with the EA, inactive output.     | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|                                |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                | Development of GSPP programme branding strategy                                 | In agreement with the EA, inactive output.     | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|                                |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                | Development of strategy for ITeS sector (linked to components 3.2, 2.5, 2.4)    | Output shifted to 2019.                        | Modify Output               | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             |                             |             | 04/04/2019            |
|                                |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                | Diaspora mentorship events conducted  | In agreement with the EA, inactive output.     | Modify Output               | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|                                |   |  |                             |                             |             | 03/20/2019            |
|                                |   |  |                             | Inactivate Output           | KRISTAL     | 03/28/2019            |
|                                | GSI Hub Building Leased (1)   | Tamana Lease                                   | Modify Output               | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|                                |   |  |                             |                             | 03/22/2019  |                       |
| Modify Physical P(a) value     |   |  |                             | KRISTAL                     | 03/20/2019  |                       |
|                                |   |  |                             |                             | 03/22/2019  |                       |
| GSI Hub Building Purchased (1) | Government chose not to buy the building. Inactive output.                      | Modify Output                                  | Inactivate Output           | KRISTAL                     | 03/24/2019  |                       |
|                                |   |  |                             |                             |             |                       |
| GSI Hub buildings outfitted    | Multiple hubs outfitted.  | Modify Output                                  | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|                                |   |  |                             |                             | 03/22/2019  |                       |
|                                |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |

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## CHANGES TO THE MATRIX

| Section  | Name  | Reasons                                    | Type of Change              | Subtype                     | Modified By | Entered in the System |
|--|---|--|-----------------------------|-----------------------------|-------------|-----------------------|
| Output   | Global Skills Initiative Launched & Awards Issued           | Output name changed.                       | Modify Output               | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|  |   |  |                             |                             |             | 03/22/2019            |
|  |   |  |                             | Modify Output name          | KRISTAL     | 03/20/2019            |
|  |   |  |                             |                             |             | 03/28/2019            |
|  |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|  |   |  |                             |                             |             | 03/28/2019            |
|  |   |  |                             |                             |             | 04/04/2019            |
|  | ITeS Sector Branding Strategy developed                     | In agreement with the EA, inactive output. | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|  |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|  |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|  | ITeS Sector Investor Engagement Strategy developed          | In agreement with the EA, inactive output. | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|  |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|  |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|  | ITeS trade statistics registry created (linked to Comp 3.3) | In agreement with the EA, inactive output. | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|  |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
| Modify Physical P(a) value   |   |  |                             | KRISTAL                     | 03/20/2019  |                       |
| Number of internationalization training programs completed             | Value increased with financing of Tech BEach.               | Modify Output                              | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|  |   |  |                             |                             | 03/22/2019  |                       |
|  |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |
|  |   |  |                             |                             | 03/22/2019  |                       |
| Number of promotion forums organized by the Program                    | One remaining forum for 2019.                               | Modify Output                              | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|  |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |
| Plan developed for outfitting of GSI Hubs                              | Two plans developed.  | Modify Output                              | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|  |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |
| Sector baseline statistical census completed (linked to component 3.3) | In agreement with the EA, inactive output.                  | Modify Output                              | Inactivate Output           | KRISTAL                     | 03/28/2019  |                       |
|  |   |  | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|  |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |

# PMR Operational Report

## CHANGES TO THE MATRIX

| Section  | Name  | Reasons                                    | Type of Change              | Subtype                     | Modified By | Entered in the System |
|--|---|--|-----------------------------|-----------------------------|-------------|-----------------------|
| Output   | Start-Up and Accelerator Programme Launched   | In agreement with the EA, inactive output. | Modify Output               | Inactivate Output           | KRISTAL     | 03/28/2019            |
|  |   |  |                             | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|  |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|  | Support for participation in regional and international promotion forums                | Number of events modified.                 | Modify Output               | Modify Financial P(a) value | KRISTAL     | 03/20/2019            |
|  |   |  |                             |                             |             | 03/22/2019            |
|  |   |  |                             | Modify Physical P(a) value  | KRISTAL     | 03/20/2019            |
|  |   |  |                             |                             |             | 03/22/2019            |
|  |   |  |                             |                             | 03/28/2019  |                       |
|  | Sustainability plan for ITeS Sector   | Output shifted to 2019.                    | Create Milestone            | N/A                         | KRISTAL     | 03/20/2019            |
|  | Tech Beach 2017-2019  | New milestone.                             | Modify Milestone            | Modify Milestone name       | KRISTAL     | 03/20/2019            |
| Training curricula developed for ITeS services | Adjusted since curricula for Global Services Initiative was moved to a separate output. | Modify Output                              | Modify Financial P(a) value | KRISTAL                     | 03/20/2019  |                       |
|  |   |  |                             |                             | 03/22/2019  |                       |
|  |   |  |                             |                             | 04/10/2019  |                       |
|  |   |  | Modify Physical P(a) value  | KRISTAL                     | 03/20/2019  |                       |

# PMR Operational Report

## IMPLEMENTATION STATUS AND LEARNING

### Lesson Learned - Categories

Acquisitions and Procurement - Bidding Stage

Project Design

Project Management Capacity