



Operation Number: **BA-L1009**
Year- PMR Cycle: **Second period Jan-Dec 2014**
Last Update: **5/14/2015**
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **05/14/2015**
Division Chief validation date: **05/18/2015**
Country Representative validation date: **05/18/2015**

Inter-American Development Bank - IDB
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

Operation name:	Modernization of the Barbados Statistical Service	Loan Number:	2003/OC-BA,2003/OC-BA-DE
Executing Agency (EA):	BARBADOS STATISTICAL SERVICE		
Team Leader:	Russell,Mariko	Sector/Subsector:	REFORM AND PUBLIC SECTOR SUPPORT
Operation Type:	Loan Operation	Overall Stage:	Disbursing (From eligibility until all the loans are closed).
Lending Instrument:	Investment Loan	Country:	BARBADOS
Borrower:	BARBADOS ,BARBADOS	Convergence related Operation(s):	

Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
BA-L1009	\$5,000,000.00	\$5,000,000.00	\$1,250,000.00	\$0.00	\$6,250,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
BA-L1009	\$5,000,000.00	\$3,427,130.70	68.54%	\$1,572,869.30

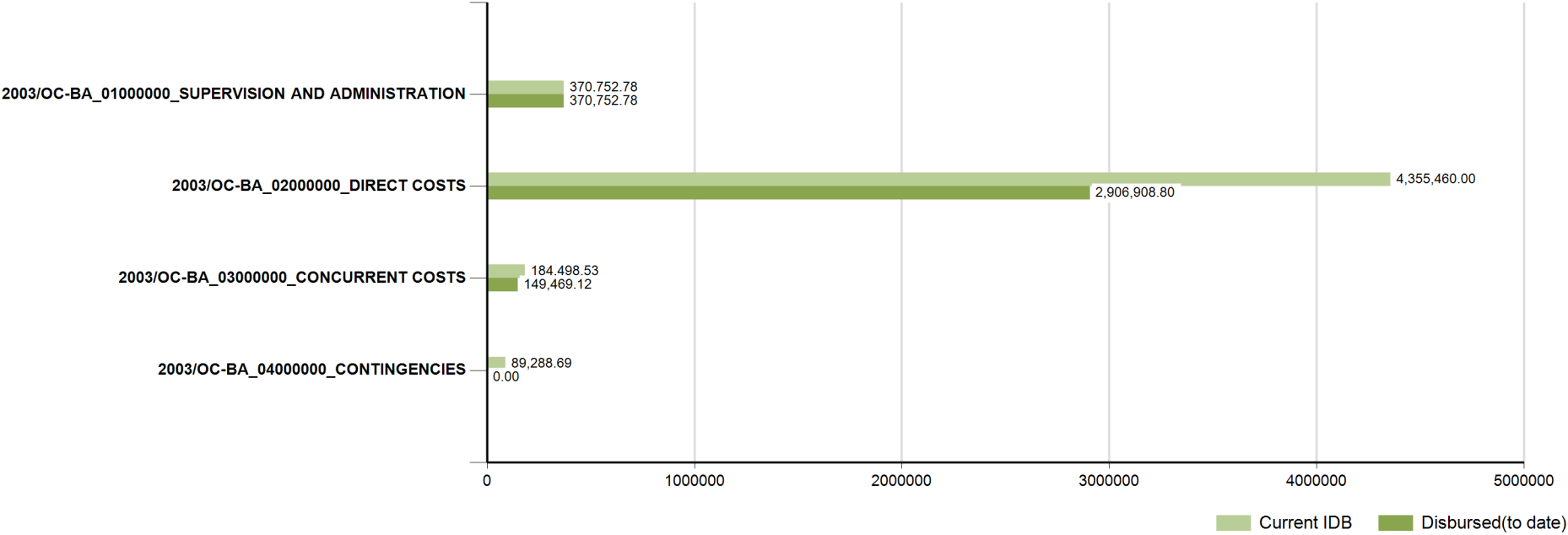
Environmental and Social Safeguards

Main Operation	
Impacts Category:	B13
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Expense Categories by Loan Contract (cumulative values)



Results Matrix

Impacts

Impact:	1 Improved evidence-based policy-making and management for the social and economic development of Barbados										
Observation:											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	EOP	
1.1 Cabinet papers on key public and private sector policy and operational decisions supported by reliable and relevant statistical data (%).		Cabinet papers	70.00	2008	Cabinet records. Central Bank Statistics. BSS Publications/ Database/rec ords		P	75.00	80.00	85.00	100.00
							P(a)	75.00	80.00	85.00	100.00
							A				

 RF - RF Indicator

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outcomes

Outcome:	1 Strengthened ability of the Barbados Statistical Service (BSS) to provide relevant, timely, and quality economic and social statistics and to establish its leadership in this area within the public sector										
Observation:											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2014	EOP		
1.1 Enactment of a new Statistical Act and/or new regulations - main reforms include: stronger mandate for the Barbados Statistical Service to lead the production of statistics in the country.		Legislation	0.00	2007	Parliamentary records if a new law. BSS regulations - if new regulations		P	0.50		1.00	
							P(a)	0.50		1.00	
							A	0.80	0.00		
1.2 Increased availability of statistical products offered by the Barbados Statistical Service, including a regular household survey with relevant modules		users	0.00	2007	Survey to measure the number of people using statistical information provided by the BSS		P			100.00	
							P(a)			100.00	
							A		0.00		

1.3 Days between publication of statistical products and availability of these products to the public on on-line data base.		Days	0.00	2008	Records of the Barbados Stastical Service. IDB visits to the Service's online data base.		P			15.00
							P(a)			15.00
							A		0.00	
1.4 Online data base established.		Online data base	0.00	2008	1) Reports of the Barbados Statistical Service. 2) IDB visits to online date base.		P	0.30		1.00
							P(a)	0.30		1.00
							A	0.30	0.00	

Outcome:

2 Transformation in human resource management at the BSS is implemented.

Observation:

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2014	EOP
2.1 New HR policy adopted at the Barbados Statistical Service.		Policy	0.00	2006	Statistics Steering Committee Records.		P		1.00
							P(a)		1.00
							A		0.00

Outputs: Annual Physical and Financial Progress

Component 1: Legal Framework		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
Improved Legal Framework adopted	new legal framework	P		1.00	P		60,000.00
		P(a)	1.00	0.00	P(a)		0.00
		A	0.00	0.00	A	0.00	0.00
Revised Legal Framework proposal produced and submitted to the Cabinet.	Proposal	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Document	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Component 2: Statistics Network		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
Statistical Council operationalized.	Council	P		1.00	P		200,000.00
		P(a)		1.00	P(a)		164,000.00
		A	0.00	1.00	A	0.00	164,000.00
Manual outlining the administrative and operational procedures of the SSC produced.	manual	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented.	document	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Component 3: Institutional Re-engineering		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
Improved managerial and governance structure & processes in place at the Barbados Statistical Service	plan	P		1.00	P		1,025,000.00
		P(a)		1.00	P(a)		634,000.00
		A	0.00	1.00	A	0.00	634,000.00
Sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework assessed.	document	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Staff appraisal system developed.	system	P		0.00	P		0.00
		P(a)		1.00	P(a)		0.00
		A	1.00	1.00	A		0.00
Management of the Barbados Statistical Service trained in planning techniques, change management, strategic planning.	# of managerial staff	P		0.00	P		0.00
		P(a)		20.00	P(a)		6,588.24
		A	20.00	20.00	A	6,588.24	6,588.24
Consultant's report that defines and describes re-engineering of the Barbados Statistical Service prepared.	report	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Component 4: Enhancement of Statistical Products Offered by the BSS		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2014		EOP	2014		EOP
Statistics Procedural Manual adopted	Manual	P		1.00	P		1,440,000.00
		P(a)		1.00	P(a)	39,000.00	251,273.00
		A	0.00	1.00	A	0.00	251,273.00

Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared.	manual	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Component 5: Development of Human Capacity for Producing Statistics		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2014	EOP		2014	EOP
Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	New Post Graduates	P		3.00	P		1,150,000.00
		P(a)		2.00	P(a)	444,000.00	621,191.32
		A	0.00	2.00	A	150,191.32	621,191.32
National Statistical system staff trained in post-graduate studies in statistics.	# of staff	P		0.00	P		0.00
		P(a)		11.00	P(a)		150,515.12
		A	11.00	11.00	A	150,515.12	150,515.12
Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills.	# of staff	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
BSS general staff receiving on-the-job training in general skills for best practices in business environments.	# of staff	P		0.00	P		0.00
		P(a)		22.00	P(a)		50,000.00
		A	0.00	0.00	A		0.00
Strategy for a human resources management transformation developed.	Strategy	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Component 6: Technical Infrastructure and Public Outreach		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2014	EOP		2014	EOP
Information technology system upgraded at the Barbados Statistical Service.	Upgraded system	P		1.00	P		1,210,000.00
		P(a)		1.00	P(a)	1,204,000.00	287,000.00
		A	0.00	1.00	A	0.00	287,000.00
Computers with statistical software installed at the BSS.	computers	P		0.00	P		0.00
		P(a)		25.00	P(a)		835,000.00
		A	0.00	0.00	A		0.00
Core infrastructure of ICT Network for National Statistical System implemented.	network	P		0.00	P		0.00
		P(a)		1.00	P(a)		304,522.00
		A	0.00	0.00	A		0.00
BSS website with products of BSS Modernization Project launched.	webpage	P		0.00	P		0.00
		P(a)		0.00	P(a)		0.00
		A	0.00	0.00	A		0.00
Supervision and Administration							
Concurent costs							
Contingencies							
Other Cost						2014	Cost
Project Coordination Unit					P		\$500,000.00
					P(a)	\$259,000.00	\$379,650.00
					A	\$0.00	\$379,650.00
Contingencies					P		\$510,000.00
					P(a)		\$594,000.00
					A	\$0.00	\$594,000.00
Evaluation & External Audit					P		\$90,000.00
					P(a)	\$35,000.00	\$97,705.88
					A	\$14,705.88	\$97,705.88

Total Cost		2014	Total Cost
	P		\$6,185,000.00
	P(a)	\$1,981,000.00	\$4,375,445.56
	A	\$322,000.56	\$3,185,923.56

Changes to the Matrix

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Improved Legal Framework adopted	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	5/6/2015	5/4/2015
Output	BSS website with products of BSS Modernization Project launched.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Core infrastructure of ICT Network for National Statistical System implemented.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Computers with statistical software installed at the BSS.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Strategy for a human resources management transformation developed.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	BSS general staff receiving on-the-job training in general skills for best practices in business environments.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	National Statistical system staff trained in post-graduate studies in statistics.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015

Output	Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Consultant's report that defines and describes re-engineering of the Barbados Statistical Service prepared.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Management of the Barbados Statistical Service trained in planning techniques, change management, strategic planning.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Staff appraisal system developed.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework assessed.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Manual outlining the administrative and operational procedures of the SSC produced.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Revised Legal Framework proposal produced and submitted to the Cabinet.	Create Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015

Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Statistics Procedural Manual adopted	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Statistical Council operationalized.	Inactivate Output	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/30/2015	5/4/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Financial P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Modify Financial P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Statistics Procedural Manual adopted	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015

Output	Statistics Procedural Manual adopted	Modify Financial P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Statistical Council operationalized.	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Improved Legal Framework adopted	Modify Financial P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Physical P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Modify Physical P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Modify Physical P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Modify Physical P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Statistical Council operationalized.	Modify Physical P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Statistical Council operationalized.	Modify Physical P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015

Output	Improved Legal Framework adopted	Modify Physical P value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015
Output	Improved Legal Framework adopted	Modify Physical P(a) value	When the current PTL was assigned to the project, the EA was not following any output level indicators. The project team analyzed the Results Matrix (RM) and found that many of the indicators were either irrelevant to the current situation of the program or the original design of the indicators were inappropriate (i.e. attempting to measure what was beyond the control of the program, such as Cabinet approval). In consultation with the EA the project team carried out an overhaul of the RM, and this is the result of the overhaul.	4/13/2015	5/4/2015

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.