



Operation Number: **BA-L1009**
Year- PMR Cycle: **First period Jan-Jun 2015**
Last Update: **11/5/2015**
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **11/06/2015**
Division Chief validation date: **11/06/2015**
Country Representative validation date: **11/13/2015**

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	\$3,540,504.56	70.81%	\$1,459,495.44

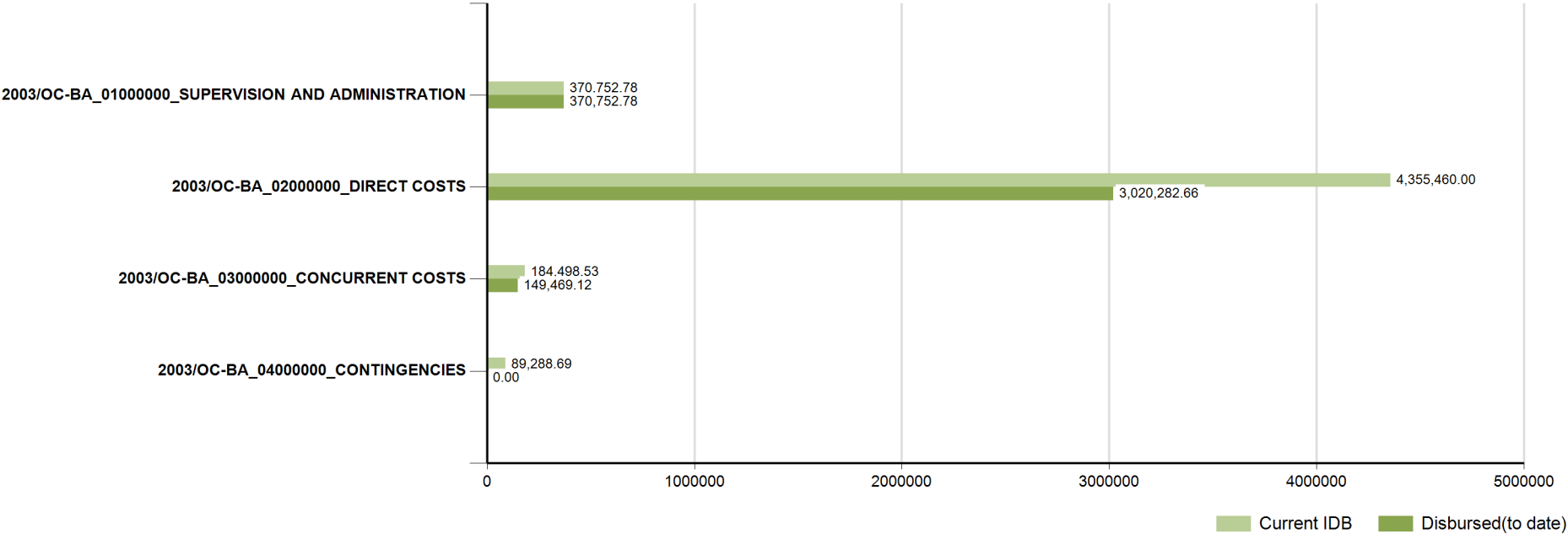
Environmental and Social Safeguards

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	2015	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	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	1.00	

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	2015	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	1.00		

 RF - RF Indicator
  SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outputs: Annual Physical and Financial Progress

Component 1: Legal Framework		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2015		EOP	2015		EOP
Improved Legal Framework adopted	new legal framework	P		1.00	P		60,000.00
		P(a)	0.00	0.00	P(a)	0.00	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)		1.00	P(a)		92,314.54
		A	0.00	1.00	A		92,314.54
Report that includes recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Report	P		0.00	P		0.00
		P(a)		1.00	P(a)		39,566.37
		A	0.00	1.00	A		39,566.37
Component 2: Statistics Network		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2015		EOP	2015		EOP
Statistical Council operationalized.	Council	P		1.00	P		200,000.00
		P(a)	0.00	0.00	P(a)	0.00	0.00
		A	0.00	0.00	A	0.00	0.00
Manual outlining the administrative and operational procedures of the SSC produced.	manual	P		0.00	P		0.00
		P(a)		1.00	P(a)		60,116.50
		A	0.00	1.00	A		60,116.50
Technical report on standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) produced.	report	P		0.00	P		0.00
		P(a)		1.00	P(a)		240,466.03
		A		1.00	A		240,466.03
Component 3: Institutional Re-engineering		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2015		EOP	2015		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)	0.00	0.00	P(a)	0.00	0.00
		A	0.00	0.00	A	0.00	0.00
Assessment report on sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework prepared.	report	P		0.00	P		0.00
		P(a)		1.00	P(a)		163,585.65
		A		1.00	A		163,585.65
Staff appraisal system developed.	system	P		0.00	P		0.00
		P(a)		1.00	P(a)		154,391.70
		A		1.00	A		154,391.70
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)		51,234.56
		A	20.00	40.00	A	63,444.00	114,678.56
Consultant's report that defines and describes re-engineering of the Barbados Statistical Service prepared.	report	P		0.00	P		0.00
		P(a)		1.00	P(a)		976,262.00
		A		1.00	A		976,262.00
Component 4: Enhancement of Statistical Products Offered by the BSS		Physical Progress			Financial Progress		
Outputs	Unit of Measure	2015		EOP	2015		EOP
Statistics Procedural Manual adopted	Manual	P		1.00	P		1,440,000.00
		P(a)	0.00	0.00	P(a)	0.00	0.00
		A	0.00	0.00	A	0.00	0.00

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	A		0.00
Component 5: Development of Human Capacity for Producing Statistics		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2015	EOP		2015	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)	0.00	0.00	P(a)	0.00	0.00
		A	0.00	0.00	A	0.00	0.00
National Statistical system staff trained in post-graduate studies in statistics.	# of staff	P		0.00	P		0.00
		P(a)		5.00	P(a)		307,316.00
		A		5.00	A		307,316.00
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)		22.00	P(a)		265,660.00
		A		22.00	A		265,660.00
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	52.00	P(a)	50,000.00	71,007.15
		A	22.00	52.00	A	28,003.75	49,010.90
Strategy for a human resources management transformation developed.	Strategy	P		0.00	P		0.00
		P(a)		1.00	P(a)		357,171.31
		A		1.00	A		357,171.31
Component 6: Technical Infrastructure and Public Outreach		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2015	EOP		2015	EOP
Information technology system upgraded at the Barbados Statistical Service.	Upgraded system	P		1.00	P		1,210,000.00
		P(a)	0.00	0.00	P(a)	0.00	0.00
		A	0.00	0.00	A	0.00	0.00
Computers with statistical software installed at the BSS.	computers	P		0.00	P		0.00
		P(a)	25.00	25.00	P(a)	835,000.00	835,000.00
		A	0.00	0.00	A	0.00	0.00
Core infrastructure of ICT Network for National Statistical System implemented.	network	P		0.00	P		0.00
		P(a)	1.00	1.00	P(a)	304,522.00	808,771.69
		A	1.00	1.00	A	276,296.12	780,545.81
BSS website with products of BSS Modernization Project launched.	webpage	P		0.00	P		0.00
		P(a)		1.00	P(a)		50,000.00
		A		1.00	A		50,000.00
Supervision and Administration							
Concurent costs							
Contingencies							
Other Cost					2015	Cost	
Project Coordination Unit				P		\$500,000.00	
				P(a)		\$1,269,884.00	
				A		\$1,269,884.00	
Contingencies				P		\$510,000.00	
				P(a)		\$0.00	
				A		\$0.00	
Evaluation & External Audit				P		\$90,000.00	
				P(a)		\$180,908.00	
				A		\$180,908.00	

Total Cost		2015	Total Cost
	P		\$6,185,000.00
	P(a)	\$1,189,522.00	\$5,923,655.50
	A	\$367,743.87	\$5,101,877.37

Changes to the Matrix

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Assessment report on sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework prepared.	Modify Unit of Measure	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Assessment report on sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework prepared.	Modify Output name	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Report that includes recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Modify Unit of Measure	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Report that includes recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Modify Output name	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Technical report on standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) produced.	Modify Unit of Measure	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Technical report on standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) produced.	Modify Output name	Editorial change to improve SMARTness of the output indicator.	11/5/2015	11/5/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Inactivate Output	The PEU and the PT agreed that this output was too vague. It was not clear what it meant by "upgraded", and compared to what. Therefore this output was replaced by two outputs, the new 6.1 "computers with statistical software installed at the BSS" and the new 6.2 "Core infrastructure of ICT network for National Statistical System Implemented". Financial progress for 6.2 includes ICT structure design, and ICT procurement services besides the purchase of hardware itself.	11/4/2015	6/15/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Financial P(a) value	This output was replaced by the new 6.1 and 6.2. Consequently the financial progress related to this output are now reported under these two new outputs.	11/4/2015	6/15/2015
Output	Information technology system upgraded at the Barbados Statistical Service.	Modify Physical P(a) value	The PEU and the PT agreed that this output was too vague. It was not clear what it meant by "upgraded", and compared to what. Therefore this output was replaced by two outputs, the new 6.1 "computers with statistical software installed at the BSS" and the new 6.2 "Core infrastructure of ICT network for National Statistical System Implemented". Financial progress for 6.2 includes ICT structure design, and ICT procurement services besides the purchase of hardware itself.	11/4/2015	6/15/2015
Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Inactivate Output	The PEU and the PT decided that this wording was rather limiting as technical training were really going to be provided in two parts: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Modify Financial P(a) value	The PEU and the PT decided that this wording was rather limiting as technical training were really going to be provided in two parts: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills". The financial information has also been divided between these two different types of training.	11/4/2015	6/15/2015

Output	Technical staff with pertinent graduate training increased at the Barbados Statistical Service.	Modify Physical P(a) value	The PEU and the PT decided that this wording was rather limiting as technical training were really going to be provided in two parts: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared.	Inactivate Output	This output was agreed upon with the PEU in our meeting with them in June 2015 to replace the old "Statistics Procedural Manual adopted" as the act of being adopted is beyond the control of the project, so we replaced the wording with "prepared" and made it more specific by including "collection, processing and dissemination of data". However, in our consultation with the Director of the BSS, he declared that this was never intended to be part of the project. Accordingly the PT has decided to inactivate this output.	11/4/2015	10/5/2015
Output	Statistics Procedural Manual adopted	Inactivate Output	The PEU and the PT in a June 2015 meeting decided to replace the this output with a new one "Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared". We replaced the wording "adopted" with "prepared" and made it more specific by including "collection, processing and dissemination of data".	11/4/2015	6/15/2015
Output	Statistics Procedural Manual adopted	Modify Financial P(a) value	The PEU and the PT in a June 2015 meeting decided to replace the this output with a new one "Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared". We replaced the wording "adopted" with "prepared" and made it more specific by including "collection, processing and dissemination of data".	11/4/2015	6/15/2015
Output	Statistics Procedural Manual adopted	Modify Physical P(a) value	The PEU and the PT in a June 2015 meeting decided to replace the this output with a new one "Statistics Procedural Manual prepared on collection, processing and dissemination of data prepared". We replaced the wording "adopted" with "prepared" and made it more specific by including "collection, processing and dissemination of data".	11/4/2015	6/15/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Inactivate Output	Achievements in this inactive output and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. So the "A" of these lines are now "0". However, per SPD email of Nov. 3, 2015, actuals of inactive milestones "job descriptions" and "procurement process" were achieved so these milestone are left in this matrix. These are not duplicated with any of the new outputs.	11/4/2015	6/15/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Modify Financial P(a) value	Achievements in this inactive 3.1 and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. So the "A" of these lines are now "0". However, per SPD email of Nov. 3, 2015, actuals of inactive milestones "job descriptions" and "procurement process" were achieved so these milestone are left in this matrix. This is not duplicated with the new outputs. Financial progress figures have also been re-distributed among these new outputs.	11/4/2015	6/15/2015
Output	Improved managerial and governance structure & processes in place at the Barbados Statistical Service	Modify Physical P(a) value	Achievements in this inactive 3.1 and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. So the "A" of these lines are now "0". However, per SPD email of Nov. 3, 2015, actuals of inactive milestones "job descriptions" and "procurement process" were achieved so these milestone are left in this matrix. This is not duplicated with the new outputs.	11/4/2015	6/15/2015
Output	Improved Legal Framework adopted	Inactivate Output	The PEU and the PT agreed that the project did not have control over whether a legal framework is adopted or not. The extent to which the project can contribute is to produce a proposal and submit it to the Cabinet. Hence the achievements in this inactive 1.1 and its milestones are now shown in the new 1.1 "Revised Legal Framework proposal produced and submitted to the Cabinet" and 1.2."Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared". So the "A" of these lines are now "0".	11/4/2015	6/15/2015
Output	Statistical Council operationalized.	Inactivate Output	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	Statistical Council operationalized.	Modify Financial P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015

Output	Statistical Council operationalized.	Modify Physical P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	BSS website with products of BSS Modernization Project launched.	Modify Financial P(a) value	The BSS website was updated as a result of internal efforts. The PEU and the PT agreed that this remains as one of the outputs of Technical Infrastructure and Public Outreach component.	11/4/2015	6/15/2015
Output	Core infrastructure of ICT Network for National Statistical System implemented.	Modify Financial P(a) value	The PEU and the PT agreed that this output was too vague. It was not clear what it meant by "upgraded", and compared to what. Therefore this output was replaced by two outputs, the new 6.1 "computers with statistical software installed at the BSS" and the new 6.2 "Core infrastructure of ICT network for National Statistical System Implemented". Financial progress for 6.2 includes ICT structure design, and ICT procurement services besides the purchase of hardware itself.	11/4/2015	6/15/2015
Output	Strategy for a human resources management transformation developed.	Modify Financial P(a) value	This was initially included as a milestone of the old output"Technical staff with pertinent graduate training increased at the Barbados Statistical Service". The PEU and the PT agreed that this is an independent output from the training. Therefore this became the new 5.4.	11/4/2015	6/15/2015
Output	BSS general staff receiving on-the-job training in general skills for best practices in business environments.	Modify Financial P(a) value	The PEU and the PT agreed that the improvement of non-technical (general) work skills was essential to achieve the enhancement of human capacity for producing statistics. Accordingly this output was added as the new 5.3.	11/4/2015	6/15/2015
Output	Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills.	Modify Financial P(a) value	The PEU and the PT decided that the old wording of 5.1 "Technical staff with pertinent graduate trainig increased at the BSS" was rather limiting as technical training were really going to be provided as two separate streams: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	National Statistical system staff trained in post-graduate studies in statistics.	Modify Financial P(a) value	The PEU and the PT decided that the old wording of 5.1 "Technical staff with pertinent graduate trainig increased at the BSS" was rather limiting as technical training were really going to be provided as two separate streams: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	Consultant's report that defines and describes re-engineering of the Barbados Statistical Service prepared.	Modify Financial P(a) value	Achievements in the now inactive 3.1 "Improved managerial and governance structure & processes in place at the Barbados Statistical Service" and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. This is the new 3.4.	11/4/2015	6/15/2015
Output	Management of the Barbados Statistical Service trained in planning techniques, change management, strategic planning.	Modify Financial P(a) value	Achievements in the now inactive 3.1 "Improved managerial and governance structure & processes in place at the Barbados Statistical Service" and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. This is the new 3.3.	11/4/2015	6/15/2015
Output	Standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented.	Modify Financial P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	Manual outlining the administrative and operational procedures of the SSC produced.	Modify Financial P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Modify Financial P(a) value	The PEU and the PT agreed that the project did not have control over whether a legal framework is adopted or not. The extent to which the project can contribute is to produce a proposal and submit it to the Cabinet. Hence the achievements in this inactive 1.1 and its milestones are now shown in the new 1.1 "Revised Legal Framework proposal produced and submitted to the Cabinet" and 1.2."Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared". So the "A" of these lines are now "0".	11/4/2015	6/15/2015

Output	Revised Legal Framework proposal produced and submitted to the Cabinet.	Modify Financial P(a) value	The PEU and the PT agreed that the project did not have control over whether a legal framework is adopted or not. The extent to which the project can contribute is to produce a proposal and submit it to the Cabinet. Hence the achievements in this inactive 1.1 and its milestones are now shown in the new 1.1 "Revised Legal Framework proposal produced and submitted to the Cabinet" and 1.2."Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared".	11/4/2015	6/15/2015
Output	BSS website with products of BSS Modernization Project launched.	Modify Physical P(a) value	The BSS website was updated as a result of internal efforts. The PEU and the PT agreed that this remains as one of the outputs of Technical Infrastructure and Public Outreach component.	11/4/2015	6/15/2015
Output	BSS general staff receiving on-the-job training in general skills for best practices in business environments.	Modify Physical P(a) value	The PEU and the PT agreed that the improvement of non-technical (general) work skills was essential to achieve the enhancement of human capacity for producing statistics. Accordingly this output was added as the new 5.3.	11/4/2015	6/15/2015
Output	Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills.	Modify Physical P(a) value	The PEU and the PT decided that the old wording of 5.1 "Technical staff with pertinent graduate training increased at the BSS" was rather limiting as technical training were really going to be provided as two separate streams: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	National Statistical system staff trained in post-graduate studies in statistics.	Modify Physical P(a) value	The PEU and the PT decided that the old wording of 5.1 "Technical staff with pertinent graduate training increased at the BSS" was rather limiting as technical training were really going to be provided as two separate streams: some by pursuing post-graduate degrees at University of Michigan and others through summer school courses. So we divided the outputs in two: the new 5.1 "National Statistical System staff trained in post-graduate studies in statistics" and the new 5.2 "Statisticians and other statistical personnel in the BSS and relevant agencies receiving on-the-job training in specific statistical skills".	11/4/2015	6/15/2015
Output	Consultant's report that defines and describes re-engineering of the Barbados Statistical Service prepared.	Modify Physical P(a) value	Achievements in the now inactive 3.1 "Improved managerial and governance structure & processes in place at the Barbados Statistical Service" and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. This is the new 3.4.	11/4/2015	6/15/2015
Output	Sufficiency of core and support personnel to carry out the mandate according to the proposal legal framework assessed.	Modify Physical P(a) value	Achievements in the now inactive 3.1 "Improved managerial and governance structure & processes in place at the Barbados Statistical Service" and its milestones are now shown in the new 3.1, 3.2, 3.3 and 3.4. This is the new 3.1.	11/4/2015	6/15/2015
Output	Standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented.	Modify Physical P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	Manual outlining the administrative and operational procedures of the SCC produced.	Modify Physical P(a) value	The PEU and the PT agreed that the project does not have control over whether Statistical Council is operationalized or not as it takes decisions of other stakeholders. What the project can control was whether "Manual outlining the administrative and operational procedures of the SCC produced" and "standardized procedures, definitions and working methodologies involving different ministries/agencies participating in the National Statistical System (NSS) documented". Therefore these two (new 2.1 and 2.2) replaced the now inactive "statistical council operationalized".	11/4/2015	6/15/2015
Output	Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared.	Modify Physical P(a) value	The PEU and the PT agreed that the project did not have control over whether a legal framework is adopted or not. The extent to which the project can contribute is to produce a proposal and submit it to the Cabinet. Hence the achievements in this inactive 1.1 and its milestones are now shown in the new 1.1 "Revised Legal Framework proposal produced and submitted to the Cabinet" and 1.2."Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared". So the "A" of these lines are now "O".	11/4/2015	6/15/2015
Output	Revised Legal Framework proposal produced and submitted to the Cabinet.	Modify Physical P(a) value	The PEU and the PT agreed that the project did not have control over whether a legal framework is adopted or not. The extent to which the project can contribute is to produce a proposal and submit it to the Cabinet. Hence the achievements in this inactive 1.1 and its milestones are now shown in the new 1.1 "Revised Legal Framework proposal produced and submitted to the Cabinet" and 1.2."Recommendation for establishing Statistical Steering Committee (SSC) led by the BSS prepared".	11/4/2015	6/15/2015

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.