

# PMR Operational Report

<b>Operation Number</b>	SU-L1020	<b>Chief of Operations Validation Date</b>	04/21/20
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2019	<b>Division Chief Validation Date</b>	04/21/20
<b>Last Update</b>	04/20/20	<b>Country Representative Validation Date</b>	04/22/20
<b>PMR Validation Stage</b>	Validated by Representative		

## Basic Data

### Operation Profile

<b>Operation Name</b>	Agricultural Competitiveness Program	<b>Loan Number</b>	4097/OC-SU
<b>Executing Agency</b>	MINISTRY OF AGRICULTURE HUSBANDRY, FISHERIES AND FORESTRY	<b>Sector/Subsector</b>	AG-SAN - AGRICULTURE AND RURAL DEVELOPMENT-AGRICULTURAL HEALTH AND FOOD SAFETY
<b>Team Leader</b>	COLLINS, MICHAEL I.	<b>Overall Stage</b>	Disbursing (From eligibility until all the Operations are closed)
<b>Operation Type</b>	Loan Operation	<b>Country</b>	Suriname
<b>Lending Instrument</b>	Investment Loan	<b>Convergence related Operation(s)</b>	
<b>Borrower</b>	REPUBLIC OF SURINAME		

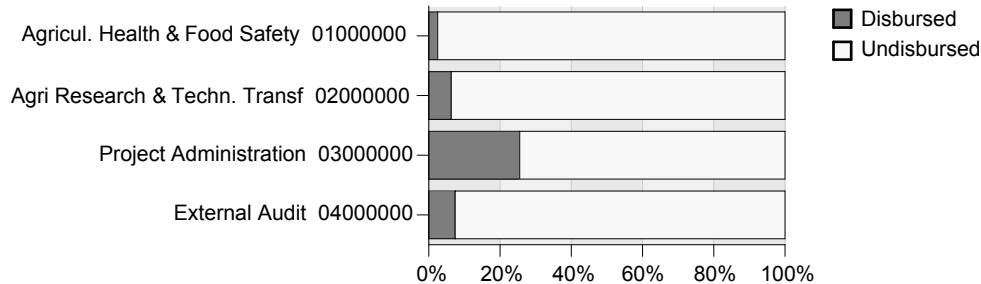
## Environmental and Social Safeguards

<b>Impacts Category</b>	B	<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
SU-L1020	17,500,000	17,500,000	0	0	17,500,000	17,500,000	2,150,000	12.29%	15,350,000
<b>Aggregated</b>	<b>17,500,000</b>	<b>17,500,000</b>	<b>0</b>	<b>0</b>	<b>17,500,000</b>	<b>17,500,000</b>	<b>2,150,000</b>	<b>12.29%</b>	<b>15,350,000</b>

## Expense Categories by Loan Contract (cumulative values)



## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 0:** Increase in agricultural revenue

**Observation:** The baseline corresponds to a representative group of open field vegetables that will be targeted by the program. The baseline will be re-estimated when the impact evaluation's baseline data is collected using farmers' surveys. The target refers to program beneficiaries.

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
0.0	Value of production per hectare of open field vegetables	SRD	69,336.00	2014	P	77,906.00	77,906.00
					P(a)	77,906.00	77,906.00
					A		

#### Details

**Means of verification:** Impact evaluation and LVV reports.

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

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 1:** Increase in agricultural productivity

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.0	Yields of long yard bean	tons/ha	14.00	2014	P	16.10	16.10
					P(a)	16.10	16.10
					A		

#### Details

**Means of verification:** Impact evaluation and LVV reports.

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

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.1	Yields of oranges	Tons/ha	13.20	2014	P	15.20	15.20
					P(a)	15.20	15.20
					A		

#### Details

**Means of verification:** Impact evaluation and LVV reports.

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

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.2	Yields of passionfruit	Tons/ha	15.40	2014	P	17.70	17.70
					P(a)	17.70	17.70
					A		

#### Details

**Means of verification:** Impact evaluation and LVV reports.

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

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.3	Yields of rice	Tons/ha	4.40	2014	P	4.60	4.60
					P(a)	4.60	4.60
					A		

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

Details							
Means of verification: Impact evaluation and LVV reports.							
Pro-Gender		No		Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.4	Average weight of slaughtered pigs	Kgs	71.50	2014	P	78.70	78.70
					P(a)	78.70	78.70
					A		
Details							
Means of verification: Impact evaluation and LVV reports.							
Pro-Gender		No		Pro-Ethnicity		No	

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 2:** Increase in agricultural exports

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
2.0	Quantity of rice exports	Tons	103,755.00	2014	P	114,131.00	114,131.00
					P(a)	114,131.00	114,131.00
					A		

#### Details

**Means of verification:** LVV reports (Agricultural Statistics).

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

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
2.1	Quantity of banana exports	Tons	75,261.00	2014	P	82,787.00	82,787.00
					P(a)	82,787.00	82,787.00
					A		

#### Details

**Means of verification:** LVV reports (Agricultural Statistics).

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

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
2.2	Quantity of vegetable exports	Tons	4,746.00	2014	P	5,221.00	5,221.00
					P(a)	5,221.00	5,221.00
					A		

#### Details

**Means of verification:** LVV reports (Agricultural Statistics).

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

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 3:** Increase in competitiveness

**Observation:** Baseline reflects the average position Suriname obtained in the ranking, out of 178 countries. Baseline is average of 2011-2015

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
3.0	Position in the International Trade Centre's General Index Ranking of Export Performance in fresh food	Rank	98.00	2013	P	65.00	65.00
					P(a)	65.00	65.00
					A		
Details							
Means of verification: Report of International Trade Centre							
Pro-Gender		No	Pro-Ethnicity		No		

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 0:** Improved use of natural capital

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
0.0	Number of beneficiaries of improved management and sustainable use of natural capital	Beneficiaries (#)	0.00	2016	P	15,370.00	15,370.00
					P(a)	15,370.00	15,370.00
					A		
Details							
Means of verification: Records of beneficiaries of LVV services. Ex post evaluation.							
Pro-Gender		No	Pro-Ethnicity		No		
	Women				P	3,074.00	3,074.00
					P(a)	3,074.00	3,074.00
					A		
	Men				P	12,296.00	12,296.00
					P(a)	12,296.00	12,296.00
					A		

**Outcome Nbr. 1:** Increase in export ability

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.0	Number of exporting firms.	Firms	9.00	2016	P	15.00	15.00
					P(a)	15.00	15.00
					A		
Details							
Means of verification: LVV data.							
Pro-Gender		No	Pro-Ethnicity		No		

**Outcome Nbr. 2:** Improved provision of plant health services

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
2.0	Percentage of annual notifications of exported crops due to noncompliance with plant health requirements	%	7.00	2014	P	3.50	3.50
					P(a)	3.50	3.50

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

2.0	Percentage of annual notifications of exported crops due to noncompliance with plant health requirements	%	7.00	2014	A			
Details								
Means of verification: Europhyt database and data provided by the Netherlands Food and Consumer Product Safety Authority (NVWA).								
Pro-Gender		No			Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022	
2.1	Average score PVS (Performance Vision and Strategy) developed by IICA	%	28.60	2013	P	43.20	43.20	
					P(a)	43.20	43.20	
					A			
Details								
Means of verification: IICA independent evaluation								
Pro-Gender		No			Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022	
2.2	Achievement of Area of Low Pest Prevalence (ALPP) of Carambola Fruit Fly in orange producing area	ALPP	0.00	2016	P	1.00	1.00	
					P(a)	1.00	1.00	
					A			
Details								
Means of verification: LVV Fruit Fly report.								
Pro-Gender		No			Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022	
2.3	Masters of Science (MSc) degrees obtained by Plant Health Services employees	degrees	0.00	2016	P	6.00	6.00	
					P(a)	6.00	6.00	
					A			
Details								
Means of verification: MSc Diplomas								
Pro-Gender		No			Pro-Ethnicity		No	
	Women					P	2.00	2.00
						P(a)	2.00	2.00



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### RESULTS MATRIX

#### OUTCOMES

	Women				A		
	Men				P	4.00	4.00
					P(a)	4.00	4.00
					A		

**Outcome Nbr. 3:** Improved provision of animal health services

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
3.0	Average score PVS developed by OIE	Score	1.72	2012	P	2.75	2.75
					P(a)	2.75	2.75
					A		

#### Details

**Means of verification:** OIE PVS evaluation.

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
3.1	OIE Disease Free Status recognition for 3 diseases achieved	Recognitions	0.00	2016	P	3.00	3.00
					P(a)	3.00	3.00
					A		

#### Details

**Means of verification:** OIE Certificate

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
3.2	Self-Declaration to OIE of Disease Free for Tuberculosis and Brucellosis	Self declarations	0.00	2016	P	2.00	2.00
					P(a)	2.00	2.00
					A		

#### Details

**Means of verification:** OIE website

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
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## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

3.3	Accreditation of the Animal Health Laboratory (ISO 17025)	lab	0.00	2016	P	1.00	1.00
					P(a)	1.00	1.00
					A		

#### Details

**Means of verification:** ISO Accreditation certificate

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
3.4	Online Master's degrees obtained by Head of Units	diplomas	0.00	2016	P	4.00	4.00
					P(a)	4.00	4.00
					A		

#### Details

**Means of verification:** Diplomas

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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	Women				P	1.00	1.00
					P(a)	1.00	1.00
					A		
	Men				P	3.00	3.00
					P(a)	3.00	3.00
					A		

**Outcome Nbr. 4:** Improved provision of food safety services

**Observation:**

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
4.0	Percentage of annual rejections of exported food products to the Netherlands due to noncompliance with Maximum Residue Levels (MRL)	%	20.00	2014	P	10.00	10.00
					P(a)	10.00	10.00
					A		

#### Details

**Means of verification:** Independent final evaluation

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of	Baseline	Baseline		2022	EOP 2022
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## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

		Measure		Year			
4.1	Number of farmers adopting Good Agricultural Practices (GAP) (male headed/female headed)	Farmers	0.00	2016	P	275.00	275.00
					P(a)	275.00	275.00
					A		

#### Details

Means of verification: LVV reports

Pro-Gender	No	Pro-Ethnicity	No
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	Female head of household				P	75.00	75.00
					P(a)	75.00	75.00
					A		
	Male head of household				P	200.00	200.00
					P(a)	200.00	200.00
					A		

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
4.2	Number of primary processors approved by LVV for their compliance with the Hygiene Code	Processors	0.00	2016	P	84.00	84.00
					P(a)	84.00	84.00
					A		

#### Details

Means of verification: LVV reports

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
4.3	Accreditation of inspection units (ISO 17020)	Accreditations	0.00	2016	P	2.00	2.00
					P(a)	2.00	2.00
					A		

#### Details

Means of verification: Accreditation certificates

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
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## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

4.4	Accreditation of the Food Safety Laboratory (ISO 17025)	Methodologies	0.00	2016	P	3.00	3.00
					P(a)	3.00	3.00
					A		

#### Details

**Means of verification:** Accreditation certificates

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
4.5	Food Safety Unit (FSU) established and operational	unit	0.00	2016	P	1.00	1.00
					P(a)	1.00	1.00
					A		

#### Details

**Means of verification:** LVV reports

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
4.6	Masters of Science degrees in Agri-food safety and quality assurance obtained by civil servants	diplomas	0.00	2016	P	2.00	2.00
					P(a)	2.00	2.00
					A		

#### Details

**Means of verification:** Diplomas

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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	Women				P	1.00	1.00
					P(a)	1.00	1.00
					A		
	Men				P	1.00	1.00
					P(a)	1.00	1.00
					A		

**Outcome Nbr. 5:** Improved agricultural research and extension system

**Observation:**

Indicator	Unit of	Baseline	Baseline		2022	EOP 2022
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## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

		Measure		Year			
5.0	Percentage of targeted open field vegetable farmers that adopted best practices recommended by the projects (male headed/female headed)	%	0.00	2016	P	50.00	50.00
					P(a)	50.00	50.00
					A		
Details							
Means of verification: impact evaluation							
Pro-Gender		No		Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
5.1	Amount of chemical pesticides used in the production of rice	SRD	800.00	2016	P	720.00	720.00
					P(a)	720.00	720.00
					A		
Details							
Means of verification: Impact evaluation							
Pro-Gender		No		Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
5.2	Number of technologies adapted to local conditions	Technologies	0.00	2016	P	28.00	28.00
					P(a)	28.00	28.00
					A		
Details							
Means of verification: LVV research reports							
Pro-Gender		No		Pro-Ethnicity		No	
Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
5.3	Tertiary education degrees obtained by research and extension staff	degrees	0.00	2016	P	18.00	18.00
					P(a)	18.00	18.00
					A		
Details							
Means of verification: Project progress report. Diplomas.							
Pro-Gender		No		Pro-Ethnicity		No	

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

	Women				P	8.00	8.00
					P(a)	8.00	8.00
					A		
	Men				P	10.00	10.00
					P(a)	10.00	10.00
					A		

## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 1 Agricultural health and food safety

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2022	2019	EOP 2022
1.1	Plant health laboratory completed and equipped	lab	P		1	120,000	300,000
			P(a)	0	1	141,970	300,000
			A	0	0	684	684
1.2	Pest risk analysis (PRA) conducted	number	P		12		557,000
			P(a)		12	95,550	557,000
			A	0	0	0	0
1.3	Border control points equipped	number	P	1	5	45,000	203,800
			P(a)	1	5	131,020	203,800
			A	0	0	412	412
1.4	Operational material developed	documents	P		29		300,000
			P(a)		29		300,000
			A	0	0	0	0
1.5	Import and export pest-specific protocols developed	documents	P		18		147,000
			P(a)		18		147,000
			A	0	0	35,360	35,360
1.6	Tertiary education scholarships financed	staff	P		20		352,115
			P(a)	4	20	50,000	352,115
			A	0	0	0	0
1.7	Pesticide management training conducted	number of people	P		500		263,600
			P(a)	50	500	50,000	263,600
			A	0	0	0	0
1.8	Traceability system for plant health established	system	P		1		558,000
			P(a)		1		558,000
			A	0	0	0	0
1.9	Inputs for ALPP financed	ALPP	P		1		139,600
			P(a)		1		139,600
			A	0	0	0	0
1.10	Animal health laboratory equipped	lab	P	1	1	2,698,940	2,698,940
			P(a)		1	150,000	2,698,940
			A	0	0	19,014	19,014
1.11	Information system installed	system	P	1	1	410,500	410,500
			P(a)		1	50,000	410,500
			A	0	0	0	0
1.12	Veterinary services staff trained	number of staff	P	15	45	15,000	45,000
			P(a)	0	65	17,000	45,000
			A	0	15	0	0
1.13	Risk assessment studies conducted	number of studies	P		6		266,000
			P(a)		6	134,000	266,000
			A	0	0	33,143	136,687
1.14	Awareness campaigns and workshops conducted	number of activities	P	3	9	10,000	145,000
			P(a)	2	9	15,000	145,000
			A	0	2	7,365	12,113
1.15	Laboratory personnel and inspectors trained	Number of staff	P		40		400,582
			P(a)		40		400,582

## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2022	2019	EOP 2022
1.15	Laboratory personnel and inspectors trained	Number of staff	A	0	0	0	0
1.16	National Food Safety Policy and implementation plan drafted	document	P	1	1	33,500	33,500
			P(a)	1	1	20,250	33,500
			A	0	1	0	0
1.17	Updated food safety regulations drafted	documents	P	1	1	17,100	17,100
			P(a)	1	1	19,000	17,100
			A	0	0	0	0
1.18	GAP and hygiene code manuals developed	number of manuals	P		9		31,000
			P(a)		9	20,000	31,000
			A	0	0	0	0
1.19	Inspector and extension officers trained	number of staff	P	90	180	600	1,800
			P(a)	90	180	87,195	44,847
			A	0	0	43,647	43,647
1.20	Farmers trained in GAP and hygiene code	number of farmers	P	60	420	151,000	279,000
			P(a)	60	420	52,000	279,000
			A	0	0	0	0
1.21	Inspectors hired and trained	number of staff	P	23	23	753,256	753,256
			P(a)		23		710,209
			A	0	0	0	0
1.22	Food safety laboratory equipped	lab	P	1	1	361,270	361,270
			P(a)		1	33,000	361,270
			A	0	0	19,851	19,851
1.23	Laboratory technicians trained	number of staff	P	24	56	111,000	222,000
			P(a)	24	56		222,000
			A	0	0	0	0
1.24	Surveillance plan for food safety hazards developed	plan	P	1	1	15,000	15,000
			P(a)	1	1	12,000	15,000
			A	0	0	0	0
1.25	Consumer food safety awareness campaign conducted	campaign	P		2		64,000
			P(a)		2	2,000	64,000
			A	0	0	0	0
1.26	Laboratory complex completed	lab	P		1	353,000	1,535,000
			P(a)		1	40,000	1,535,000
			A	0	0	438	438



## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 2 Agricultural research and technology transfer

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2022	2019	EOP 2022
2.1	Research projects completed	number of projects	P	7	30	437,974	2,766,937
			P(a)	2	30	48,726	2,766,937
			A	0	0	279,348	282,780
2.2	Production manuals developed	number of manuals	P	10	18	21,700	27,700
			P(a)	1	18	41,710	27,700
			A	0	0	0	0
2.3	YouTube instructional videos produced	videos	P	21	58	13,000	26,500
			P(a)	1	58	41,660	26,500
			A	0	0	0	0
2.4	Agricultural innovation training conducted	number of farmers	P	100	700	115,850	191,000
			P(a)	100	700	36,671.5	191,000
			A	0	0	16,698	16,698
2.5	On-farm trials and demonstrations conducted	trials	P	9	30	138,000	201,000
			P(a)	5	30	56,146	201,000
			A	1	1	0	0
2.6	Media equipment purchased	equipment	P	1	1	250,000	250,000
			P(a)	1	1	38,430	250,000
			A	0	0	48,363	50,105
2.7	LVV Staff Trained	Number of people	P		45		105,000
			P(a)	5	115	22,401	105,000
			A	30	70	6,497	6,592
2.8	Tertiary education scholarships financed	number of staff	P	5	18	150,000	656,503
			P(a)	2	18		656,503
			A	5	5	10,817	10,817
2.9	Pesticide management facilities upgraded	facilities	P		1		25,000
			P(a)	1	1		25,000
			A	0	0		0
2.10	Agricultural innovation projects completed	number of projects	P		20		125,000
			P(a)		20		125,000
			A	0	0		0
2.11	Cluster laboratory installations completed	laboratory	P		1	93,160	1,211,700
			P(a)		1	10,000	1,211,700
			A	0	0	108	108

## Other Cost

	External Audit	P			50,000	250,000
		P(a)			18,524	250,000
		A			18,524	18,524
	Monitoring and evaluation	P				300,000
		P(a)				300,000
		A			0	0
	Project management	P			255,282	1,263,597
		P(a)			200,000	1,263,597
		A			138,775	319,835

Total Cost

	Total Cost	P			6,620,132	17,500,000
		P(a)			1,634,253.5	17,500,000
		A			679,044	973,665

# PMR Operational Report

## CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Inspector and extension officers trained	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020
	Inspectors hired and trained	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020
	LVV Staff Trained	Update planning of outputs and financial expenditures	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	MICHAELC	04/17/2020
	Production manuals developed	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020
	Research projects completed	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020
	Updated food safety regulations drafted	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020
	Veterinary services staff trained	Update planning of outputs and financial expenditures	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	MICHAELC	04/17/2020
	YouTube instructional videos produced	Update planning of outputs and financial expenditures	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MICHAELC	04/20/2020

## PMR Operational Report

### IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories