

PROJECT STATUS REPORT

JULY 2011 - DECEMBER 2011

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Supporting the private sector take advantage of regional and global integration

Project Number: BA-M1007 - Operation Number: ATN/ME-11627-BA

Purpose: To strengthen the Barbados Private Sector Association (BPSA), build its capacity to promote business friendly policies, increase exports in selected sectors and promote business opportunities and challenges presented by EPA.

Country Administrator
BARBADOS

Beneficiary Country
BARBADOS

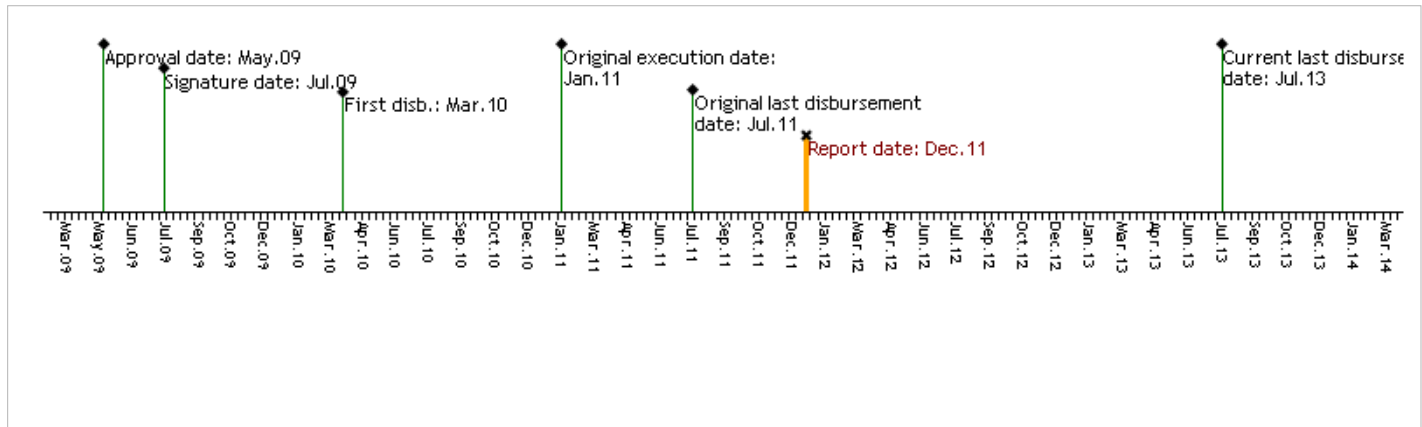
Group
SME - Small and Medium Enterprise
Development

Subgroup
TRIN - Trade and Investment

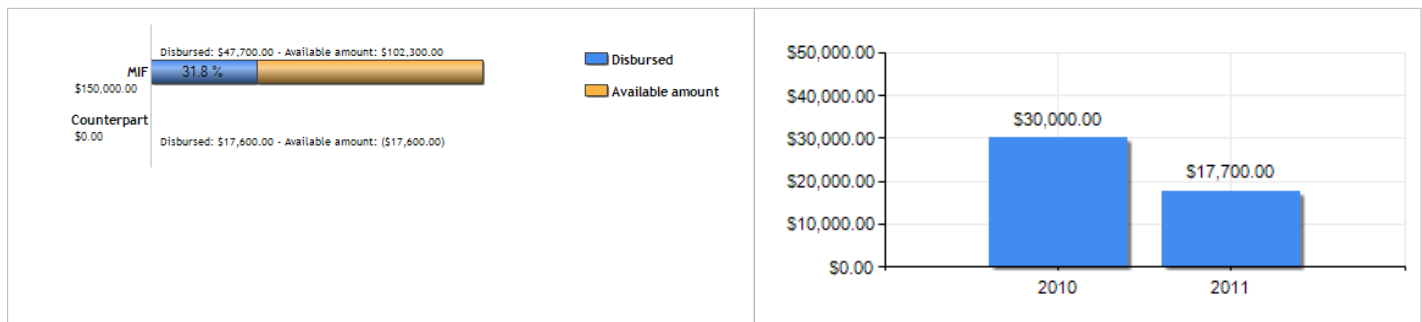
Executing Agency: Barbados Private Sector Association

Design Team Leader: Umana, Mario
Supervision Team Leader: Dookiesingh, Vashtie

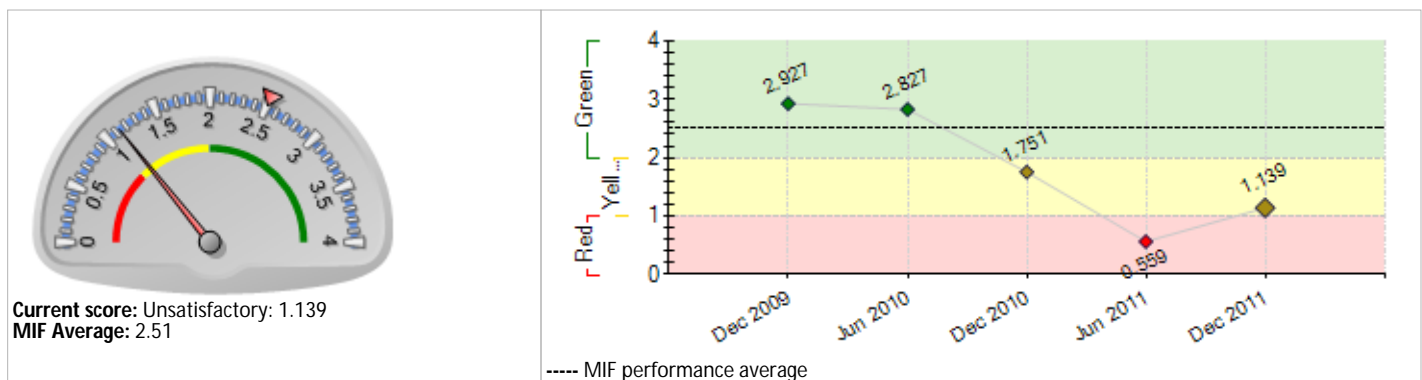
TIMELINE



FUNDS



PERFORMANCE SCORE

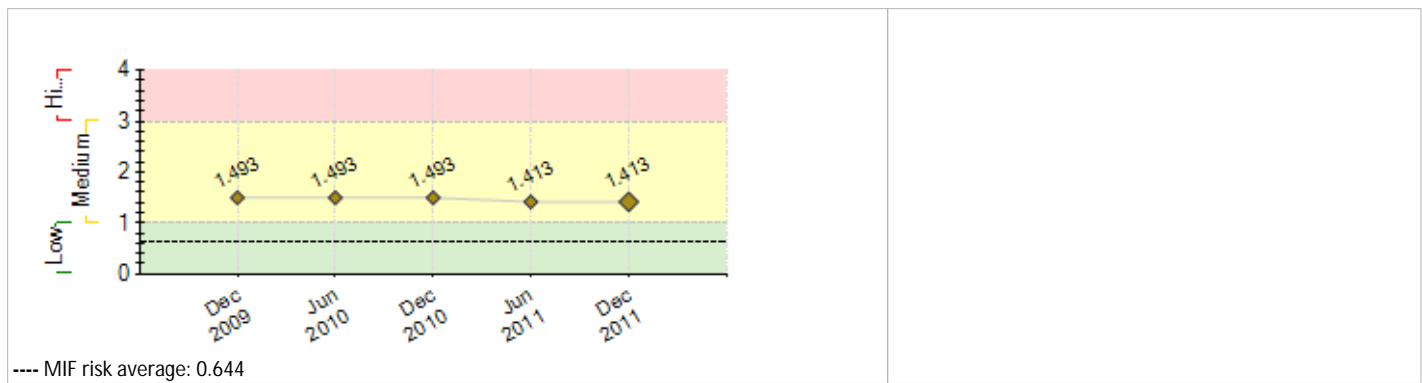


EXTERNAL RISKS

INSTITUTIONAL CAPACITY

Risk

- Financial Management: High
- Procurement: High
- Technical Capacity: Low



SECTION 2: PERFORMANCE

Summary of project performance since inception

Several Milestones have been achieved namely: (i) Presentation of BPSA Action Plan; (ii) Completion of Communication Strategy; and (iii) Completion of EU-CARIFORUM EPA training events. However, the Project has also experienced several delays in all areas. Nonetheless, two Components have been completed, one Component is at the halfway stage and only one Component remains pending. We are optimistic that the two incomplete Components can be finished provided that an additional extension to the Project is granted by the IDB.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

MIF team will have to evaluate the potential benefits of further extensions in this regard an independent evaluation has commenced to inform the way forward

Summary of project performance in the last six months

During the semester, we were able to complete work under Component III of the Project - "Building Capacity to Increase Exports". However, delays were experienced in completing Component I and initiating Component IV. The Consultant working on Component I died and this was largely responsible for the delay. In terms of Component IV, the BPSA has been trying to make some adjustments to the Terms of Reference which has taken longer than expected. However, we have already sought the IDB's non-objection to select a new Consultant under Component I and we are in the process of finalising the Consultant's contract. With respect to Component IV, we expect to complete the revised terms of reference in a very short period of time. Completing Components I and IV will be the primary focus over the next semester.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

What is not clear is the impact of the extensive technical work completed on business practice

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: To strengthen the Barbados Private Sector Association (BPSA), build its capacity to promote business friendly policies, increase exports in selected sectors and promote business opportunities and challenges presented by EPA.	P.I1 BPSA has a comprehensive private sector development plan	0				1 Jan 2011	0	
	P.I2 Five sectors have comprehensive Export Guides to access target markets in Europe.	0				1 Jan 2011	3 Nov 2012	
	P.I3 At least 70% of beneficiary companies consider the information and training received under the project were relevant to generating export capacity to the European Community markets.	0				70 Jan 2011	3 Nov 2012	
	P.I4 BPSA has comprehensive plan to strengthen its role and services	0				1 Jan 2011	0	
Component 1: Improving the technical capacity of the BPSA to present business-friendly policy reforms Weight: 39% Classification: Satisfactory	C1.I1 There is a Private Sector Strategic Plan and Vision.	0				1 Jan 2011	100 Jun 2011	Finished
	C1.I2 Workshops and/or seminars are held to socialize, enrich and present conclusions to stakeholders.	0				1 Jan 2011	1 Mar 2011	Finished
Component 2: Provide information on the challenges and opportunities of the EPA to business owners, managers and workers. Weight: 12% Classification: Satisfactory	C2.I1 Delivery and distribution of materials to the private sector, directly and indirectly via supporting agencies	0				1 Jan 2011	Dec 2011	Finished
	C2.I2 Hosting of 10 workshops/seminars/expositions	0				10 Jan 2011	Dec 2011	Finished
	C2.I3 At least 400 participants from all levels of the private in expositions, training seminars and presentations	0				400 Jan 2011	Dec 2011	Finished
	C2.I4 Increased awareness of EPA challenges and opportunities by SME sector.	0				1 Jan 2011	Dec 2011	Finished
Component 3: Build capacity to increase exports in selected sectors Weight: 38% Classification: Satisfactory	C3.I1 At least 5 sectors/companies received technical assistance and training under the project and have Exporting Guides and Action Plans.	0				5 Jan 2011	Dec 2011	Finished
	C3.I2 At least 70% of the beneficiaries rated the services received under the project as fair, good, or very good.	0				70 Jan 2011	Dec 2011	Finished
Component 4: Supporting the	C4.I1 There is a survey mapping all business support agencies and	0				1		Delayed

Institutional Strengthening of BPSA Weight: 11% Classification: Unsatisfactory		the services they provide				Jan 2011	Dec 2011	Delayed
	C4.12	There is plan to strengthen BPSA which as a minimum: (a) identifies lessons learned through international benchmarking of like institutions in the region (b) has a detailed plan of action for strengthening (c) clearly outlines the Organizational Model that best fits its mandate and responsibilities	0			1	Jan 2011	
							Dec 2011	
	C4.13	At least two workshops are held to harmonize among BPSA members the results, lessons learned and strengthening of BPSA.	0			2	Jan 2011	Delayed

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M1 Previous Conditions	6	Feb 2010	6	Feb 2010	Achieved
M2 [*] Presentation of the BPSA Action Plan including the definition of at least three (3) priority areas to develop position papers and the identification of the five sectors prioritized to commission the sector studies.	3	Jul 2011	100	Jul 2011	Achieved late
M2 [*] Presentation of the BPSA Action Plan including the definition of at least three (3) priority areas to develop position papers and the identification of the five sectors prioritized to commission the sector studies.	3	Jul 2011	3	Jun 2011	Achieved
M4 [*] Completion of Communication Strategy for EU/CARIFORUM EPA and other pertinent trade issues	1	Jul 2011	1	Aug 2011	Achieved late
M5 [*] Completion of training events on EU/CARIFORUM EPA and other pertinent trade issues	1	Oct 2011	0	Dec 2011	Not Achieved
M3 [*] Completion of BPSA Organizational Development Plan and Evaluation of Project Deliverables	1	Dec 2011	0	Dec 2011	Not Achieved
M6 Completion of Final Evaluation Report and Final Project Report	1	Jan 2012	0	Dec 2011	

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Executing agency institutional capacity
[X] Design of project/Components

SECTION 4: RISKS**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. International negotiating schedules require a more aggressive time schedule or professional resources not currently available.	Medium	Prioritize projects and activities in accordance with negotiating schedules and also coordinate with the OTN. • Secure temporary consulting services for projects and or times when the BPSTT's own resources are inadequate.	Project Assistant
2. The programme can only be successful with full private sector participation especially in the provision of data for analytical purposes.	Medium	Secure buy in through frequent consultation and networking. Deliver tangible benefits e.g. the industry profiles and strategy papers. Collect and manage data in a manner which would not compromise confidentiality.	Project Assistant
3. Companies will not remain sufficiently motivated to carry out the actions listed in the export guides and action plans.	Medium	This risk will be mitigated by the targeting process of the 3 sectors requiring a high level of export commitment on the part of the companies comprising the sectors. In addition, the export guides will include financing opportunities in Barbados to increase company commitment level which will make it possible to broaden competition and the universe of possibilities for beneficiaries.	Project Coordinator
4. The availability of consulting service providers. Given that most of the program entails the financing of specialized consulting services, one of the risks of the operation is the local availability and participation of a sufficient number of providers to ensure competition.	Medium	To mitigate this risk the operation entails a broad dissemination of business opportunities and the establishment of a technical assistance service provider directory.	Project Coordinator
5. BPSA members do not cooperate to support, implement and maintain BPSA strengthening recommendations.	Medium	To mitigate this risk the process of mapping and proposal to strengthen the BPSA, including recommendations for the most appropriate organizational structure, services, sources of income and strategy to better serve the interests of the private sector will be very participative to ensure buy-in by the members, and the final report will require the approval of all the members.	Project Assistant

PROJECT RISK LEVEL: Medium TOTAL NUMBER OF RISKS: 6 IN EFFECT RISKS: 6 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 0

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: LP - Low Probability

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of commitment from the executing agency to continue or expand the project's services and/or activities	It is not clear how committed the BPSA is to identifying and pursuing activities to sustain on and build on investments beyond the period of MIF investment

[X] Lack of **cost recovery** mechanisms or **external financing sources** (government, donors and/or private sector) to continue the activities of the project once MIF resources are expended

It is not clear how the executing agency will source funding for continued investment

Actions related to sustainability which will be or have been implemented:

BPSA staff have been heavily involved in all aspects of project execution. The BPSA staff have coordinated workshops, done background research when required and disseminated the work of the Consultants to private sector stakeholders. This has created a high degree of familiarity with the various studies and reports. The staff of the BPSA have also been able to advise the private sector on various matters directly as a result of the work of the Consultants under the Project.

SECTION 6: PRACTICAL LESSONS

1. The major lesson learnt by the BPSA has been one of capacity. Largely owing to the small size of the staff, the Project has not been executed in the time-frame originally envisaged as there is no single staff member dedicated solely to the Project (despite the existence of a Project Coordinator, Project Coordination is not his substantive post). Therefore, in the future, it would be instructive to provide greater capacity building assistance in terms of human resources to enable the timely execution of any Project.

Relative to
Implementation

Author
Team, Trade