

# PROJECT STATUS REPORT

JANUARY 2012 - JUNE 2012

## 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

**Result:** 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

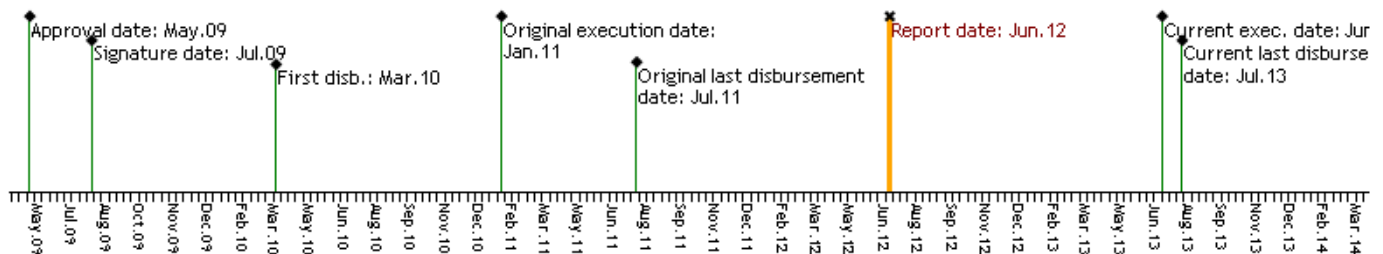
**Group**  
SME - Small and Medium Enterprise  
Development

**Subgroup**  
TRIN - Trade and Investment

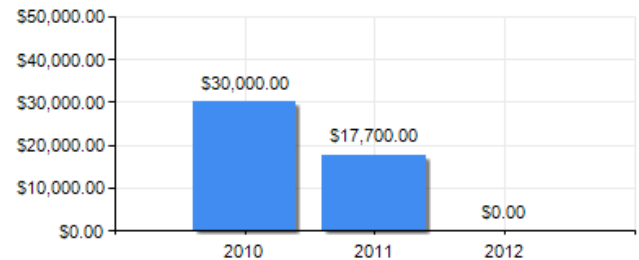
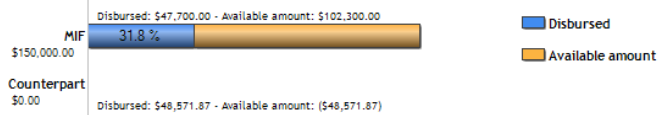
**Executing Agency:** Barbados Private Sector Association

**Design Team Leader:** Umana, Mario  
**Supervision Team Leader:** Dookiesingh, Vashit

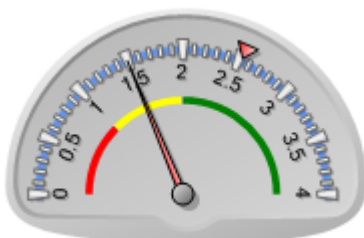
### TIMELINE



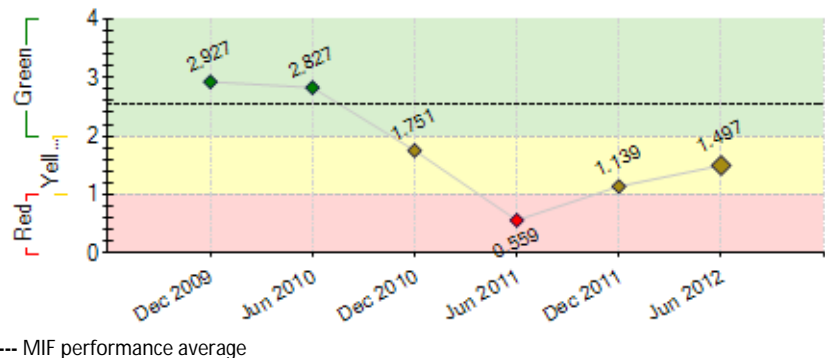
### FUNDS



### PERFORMANCE SCORE



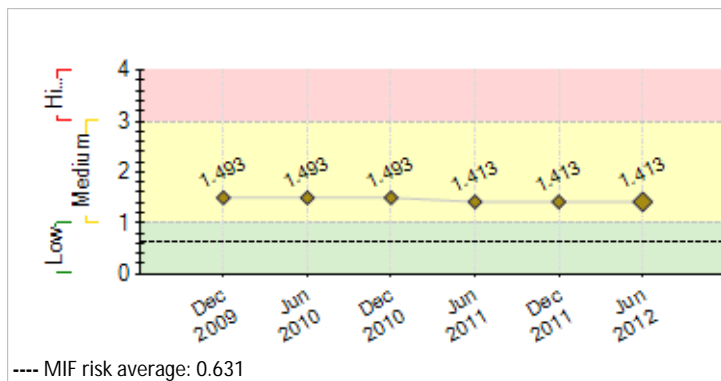
**Current score:** Unsatisfactory: 1.497  
**MIF Average:** 2.53



### EXTERNAL RISKS

#### INSTITUTIONAL CAPACITY

**Risk**  
**Financial Management:** High  
**Procurement:** High  
**Technical Capacity:** Low



## SECTION 2: PERFORMANCE

### Summary of project performance since inception

To date, the BPSA has been able to successfully execute Component II. Work also started under Component III. Component I is almost complete and were it not for the death of the original Consultant, we strongly believe that this Component would have also been finished within the period of execution agreed to.

#### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

### Summary of project performance in the last six months

During the semester, the BPSA achieved some significant results under the project. First, we were able to complete Component II of the Project and in the process, a wide cross section of the Barbados Private Sector was exposed to the CARIFORUM-EU Economic Partnership Agreement and specifically, about the conditions for trading goods and services across Europe. We were also able to widely circulate (electronically) an EPA Guide developed by the Consultant for the use of the private sector in Barbados and across the region. To date, close to 600 individuals and businesses have accessed this Guide. Another major achievement during the semester was the launching of the Micro-Finance Study under Component I of the Project. The launch was well attended by the business community, the IDB Country Office in Barbados, the Government of Barbados and some lending institutions which cater to Micro, Small and Medium Enterprises. We were also able to begin work under Component III of the Project (Building Capacity for Exports) during the Semester.

#### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

## SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
<b>Result:</b>  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.11 BPSA has a comprehensive private sector development plan	0				1 Jan 2011	0	
	P.12 Five sectors have comprehensive Export Guides to access target markets in Europe.	0				1 Jan 2011	3 Nov 2012	
	P.13 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.14 BPSA has comprehensive plan to strengthen its role and services	0				1 Jan 2011	0	
<b>Component 1:</b> Improving the technical capacity of the BPSA to present business-friendly policy reforms  <b>Weight:</b> 39%  <b>Classification:</b> Satisfactory	C1.11 There is a Private Sector Strategic Plan and Vision.	0				1 Jan 2011	3 Jun 2011	
	C1.12 Workshops and/or seminars are held to socialize, enrich and present conclusions to stakeholders.	0				1 Jan 2011	1 Mar 2011	
<b>Component 2:</b> Provide information on the challenges and opportunities of the EPA to business owners, managers and workers.  <b>Weight:</b> 12%  <b>Classification:</b> Satisfactory	C2.11 Delivery and distribution of materials to the private sector, directly and indirectly via supporting agencies	0				1 Jan 2011	1 Apr 2012	
	C2.12 Hosting of 10 workshops/seminars/expositions	0				10 Jan 2011	4 Apr 2012	Delayed
	C2.13 At least 400 participants from all levels of the private in expositions, training seminars and presentations	0				400 Jan 2011	75 Apr 2012	Delayed
	C2.14 Increased awareness of EPA challenges and opportunities by SME sector.	0				1 Jan 2011	650 Apr 2012	
<b>Component 3:</b> Build capacity to increase exports in selected sectors  <b>Weight:</b> 38%  <b>Classification:</b> Satisfactory	C3.11 At least 5 sectors/companies received technical assistance and training under the project and have Exporting Guides and Action Plans.	0				5 Jan 2011		Delayed
	C3.12 At least 70% of the beneficiaries rated the services received under the project as fair, good, or very good.	0				70 Jan 2011		Delayed
<b>Component 4:</b> Supporting the Institutional Strengthening of BPSA  <b>Weight:</b> 11%	C4.11 There is a survey mapping all business support agencies and the services they provide	0				1 Jan 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	0				1		Delayed

<b>Classification:</b> Unsatisfactory	detailed plan of action for strengthening (c) clearly outlines the Organizational Model that best fits its mandate and responsibilities					Jan 2011	Jun 2012	
	<b>C4.13</b> At least two workshops are held to harmonize among BPSA members the results, lessons learned and strengthening of BPSA.	0				2 Jan 2011	Jun 2012	Delayed

Milestones	Planned	Due Date	Achieved	Date achieved	Status
<b>M1</b> Previous Conditions	6	Feb 2010	6	Feb 2010	Achieved
<b>M2</b> [*] 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	Jul 2011	Achieved late
<b>M2</b> [*] 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
<b>M4</b> [*] Completion of Communication Strategy for EU/CARIFORUM EPA and other pertinent trade issues	1	Jul 2011	1	Aug 2011	Achieved late
<b>M5</b> [*] Completion of training events on EU/CARIFORUM EPA and other pertinent trade issues	1	Oct 2011	1	Apr 2012	Achieved late
<b>M3</b> [*] Completion of BPSA Organizational Development Plan and Evaluation of Project Deliverables	1	Dec 2011	0	Jun 2012	Not Achieved
<b>M6</b> Completion of Final Evaluation Report and Final Project Report	1	Jan 2012	0	Jun 2012	Not Achieved

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Supplier/contractor performance

**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 <b>cost recovery</b> mechanisms or <b>external financing sources</b> (government, donors and/or private sector) to continue the activities of the project once MIF resources are expended	In the absence of grant resources BPSA has not addressed sourcing of funds to continue preparation of studies for the private sector. Given market conditions in Barbados it is unlikely that firms will contribute to such studies
[X] A <b>market</b> is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	In the absence of grant resources BPSA has not addressed sourcing of funds to continue preparation of studies for the private sector. Given market conditions in Barbados it is

[X] Lack of organizational, managerial and financial management capacity to **continue** and sustain the program once the execution phase is finalized.

unlikely that firms will contribute to such studies

In the absence of grant resources BPSA has not addressed sourcing of funds to continue preparation of studies for the private sector. Given market conditions in Barbados it is unlikely that firms will contribute to such studies

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

All BPSA staff members have been actively involved in each Component of the Project to date. We have worked very closely with the respective Consultants in facilitating training sessions, conducting research and reviewing the various reports submitted by these Consultants. As such, a high level of knowledge would have been transferred from the Consultants to the BPSA staff and this has allowed us to improve our service delivery to our stakeholders.

## SECTION 6: PRACTICAL LESSONS

1. The major lesson learnt on our part during the course of this entire project is that we had overestimated our capacity to execute the project within the timelines given. In the future, if we undertake a similar exercise, we will need to hire staff that is strictly dedicated to project execution, monitoring and evaluation as opposed to the current set-up where existing members of staff carry out project functions in addition to their core responsibilities. If we had a dedicated resource personnel to project execution/management etc., it is highly likely that the project would have already been completed.

**Relative to**  
Implementation

**Author**  
Team, Trade