

PROJECT STATUS REPORT (FINAL)

JULY 2012 - DECEMBER 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

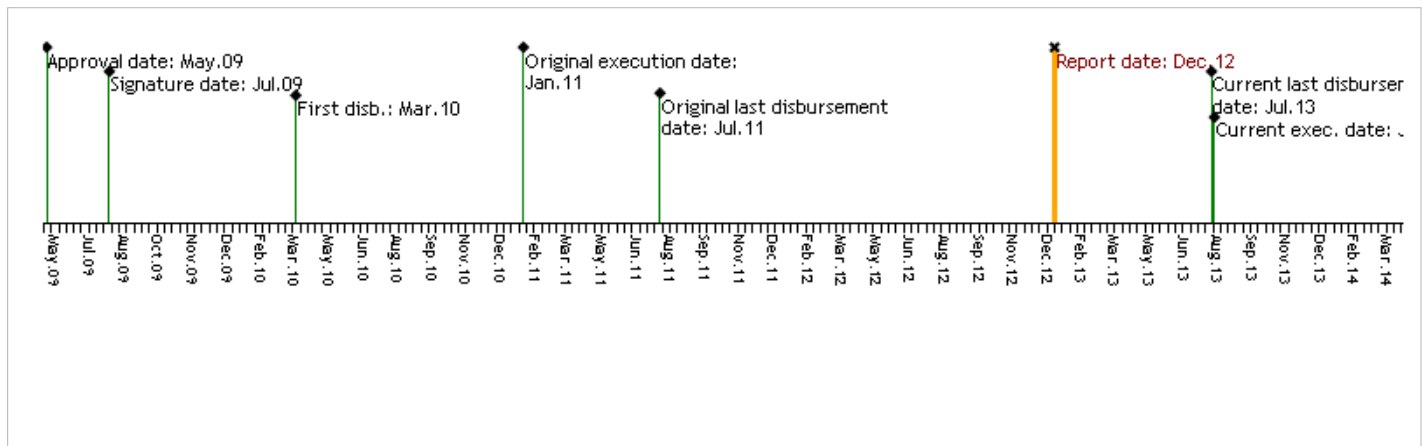
Group
SME - Small and Medium Enterprise Development

Subgroup
TRIN - Trade and Investment

Executing Agency: Barbados Private Sector Association

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

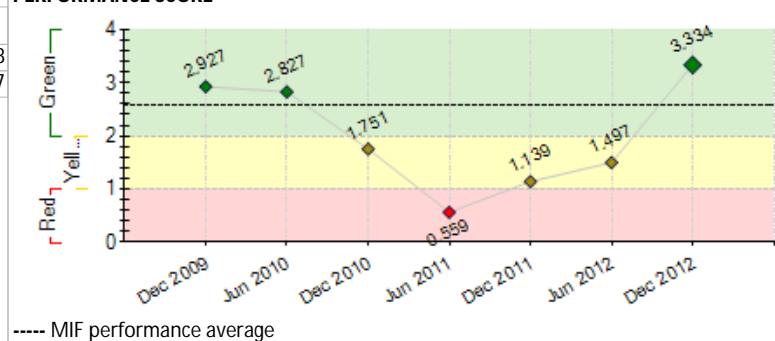
TIMELINE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$150,000.00	\$15,556.52	\$134,443.48
Counterpart	\$75,000.00	\$0.00	\$48,571.87

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

The objective of the project was to enhance the competitiveness of the Barbados Private Sector in the following areas: (i) strengthening the capacity of the BPSA to present business friendly policy reforms to the government; and (ii) providing information and technical assistance to BPSA stakeholders and members about taking advantage of the Economic Partnership Agreement (EPA) between Caribbean Forum (CARIFORUM) countries and the European Union (EU). To a very large extent, we have been able to realize these objectives. Already, we have presented proposals to government with respect to further incentivizing the micro, small and medium enterprise sectors. We are also presenting recommendation to both government and the private sector with respect to improving the linkages between the tourism, manufacturing and agricultural sectors. As part of our information sharing/technical assistance initiatives, we have developed a manual on understanding the EPA for business owners, managers and workers which has been distributed widely in Barbados and other CARICOM countries. This manual has already received over 1000 hits on our website. We have also developed sector studies, technical barriers to trade analyses and action plans for stakeholders in the tourism, arts and craft, fresh foods and specialty foods sectors to enter the EU market. We held several workshops with these stakeholders and continue to assist firms in these sectors in penetrating EU markets. In terms of sustainability, the BPSA's Project Coordinator and research officers worked closely with each consultant and this facilitated tremendous knowledge transfers. Today, the market intelligence work undertaken by the consultants are now being delivered to the private sector by the BPSA staff. Currently, we are working on developing initiatives in collaboration with other stakeholders such as the Manufacturers' Association to work closely with several of the project beneficiaries to help firms meet the relevant product standards for market entry into Europe. This is a reflection of the sustainability of the work undertaken during the project. In terms of challenges, the major obstacle was the very limited human resources within the BPSA which sometimes contributed to delays. These were difficult to mitigate as they reflected the limitations of the organisation. Nonetheless, our commitment to the project was never in doubt and the available resources were able to eventually complete the job.

Comments from the Supervision Team Leader

The project activities focused on the conduct of studies and workshops on various dimensions of trade opportunities afforded to local SMEs which were completed despite some delays. The real impact of this operation will be realized over time as the Executing Agency, the Barbados Private Sector Association seeks to leverage the technical studies and consultations undertaken to inform policy and programmatic responses in both the public and private sectors to exploit

trade opportunities. The component related to institutional strengthening of the BPSA was not accessed by the Executing Agency which could compromise sustainability and leverage of the project investment over the longer term.

Final evaluation

Useful technical studies were completed and shared with key private sector actors and stakeholders. The impact of these activities on facilitating greater access to export markets has not been determined and will depend on BPSA's continued efforts over time. Funds available for institutional strengthening were not utilized which could undermine sustainability

Comments from the Supervision Team Leader

Agree with the Evaluators comments

The BPSA can provide a useful role in leveraging the various studies, knowledge products and stakeholder engagements developed over the course of the project but this will necessitate a more proactive role of the organization's executive

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=38149566>

SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
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.	P.11 BPSA has a comprehensive private sector development plan	0	1	0	0 %
	P.12 Five sectors have comprehensive Export Guides to access target markets in Europe.	0	1	5	500 %
	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	70	100 %
	P.14 BPSA has comprehensive plan to strengthen its role and services	0	1	0	0 %
Classification: Unsatisfactory					
Component 1: Improving the technical capacity of the BPSA to present business-friendly policy reforms Weight: 39% Classification: Satisfactory	C1.11 There is a Private Sector Strategic Plan and Vision.	0	1	3	300 %
	C1.12 Workshops and/or seminars are held to socialize, enrich and present conclusions to stakeholders.	0	1	1	100 %
Component 2: Provide information on the challenges and opportunities of the EPA to business owners, managers and workers. Weight: 12% Classification: Satisfactory	C2.11 Delivery and distribution of materials to the private sector, directly and indirectly via supporting agencies	0	1	1	100 %
	C2.12 Hosting of 10 workshops/seminars/expositions	0	10	4	40 %
	C2.13 At least 400 participants from all levels of the private in expositions, training seminars and presentations	0	400	75	19 %
	C2.14 Increased awareness of EPA challenges and opportunities by SME sector.	0	1	650	65,000 %
Component 3: Build capacity to increase exports in selected sectors Weight: 38% Classification: 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	5	100 %
	C3.12 At least 70% of the beneficiaries rated the services received under the project as fair, good, or very good.	0	70	70	100 %
Component 4: Supporting the Institutional Strengthening of BPSA Weight: 11% Classification: Unsatisfactory	C4.11 There is a survey mapping all business support agencies and the services they provide	0	1	0	0 %
	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	0	0 %
	C4.13 At least two workshops are held to harmonize among BPSA members the results, lessons learned and strengthening of BPSA.	0	2	0	0 %

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	3	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	1	Apr 2012	Achieved late
M6 Completion of Final Evaluation Report and Final Project Report	1	Jan 2012	0	Dec 2012	Not Achieved

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Executing agency institutional capacity
- [X] Supplier/contractor performance
- [X] Bank efficiency (responde delays)

[X] Design of project/Components
[X] Purchase difficulties
[X] Delays in fulfilling the contract terms

SECTION 4: RISKS

CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. BPSA members do not cooperate to support, implement and maintain BPSA strengthening recommendations.

Level: Low

Responsible: Project Assistant

Status: In effect

Comments: This aspect of the project was cancelled.

PROJECT RISK LEVEL: Low **TOTAL NUMBER OF RISKS:** 6 **IN EFFECT RISKS:** 1 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 5

SECTION 5: SUSTAINABILITY

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

BPSA has not developed institutional capacity to leverage project deliverables beyond the period of MIF investment

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue

[X] Lack of **commitment** from the executing agency to continue or expand the project's services and/or activities

Comments

It is not clear that the Executing Agency BPSA will seek to leverage the technical studies and knowledge products developed as there are serious staffing and other organizational weaknesses that continue to pose challenges and negatively impact responsiveness of this Executing Agency

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

The organization is small and did not demonstrate a proactive approach to the execution and achievement of project results.

Actions related to sustainability which have been implemented:

The BPSA Project Coordinator and Research Officers worked very closely with the project consultants which allowed for a high degree of knowledge transfer - much of which has been retained and currently being used to continue to provide research and technical assistance services to firms and business support organisations. Despite the fact that the project has formally ended, we are also working with the relevant support agencies and clusters of firms to implement the recommendations in the Export Guides and Action Plans. In this regard, we have contracted the services of a Consultant to develop proposals to attract grant funding and technical assistance from entities such as Compete Caribbean, Caribbean Export, BizClim and several national agencies to roll out the Action Plans. We are confident that these efforts would bear fruit as the preliminary feedback from the agencies that we have approached has been positive.

[Sustainability Plan](#)

<http://mif.iadb.org/file.aspx?DOCNUM=>

SECTION 6: KNOWLEDGE

Lessons learned

1. Executive involvement and oversight of the Executing Agency is a critical success factor to ensure the quality of implementation and compliance with contractual conditions. Lack on involvement of the Executing Agency executive management in the earlier stages of implementation resulted in several delays and the absence of activity under the project component dealing with institutional strengthening that could have been avoided

2. We were able to mitigate the majority of the risks identified during the project design phase. This is an indication that when realistic risks are anticipated and built into the project design, organisations can then place specific intervention mechanisms in place to mitigate such risks.

3. We have learnt that when the project counterpart is heavily involved in project execution/implementation, it builds tremendous capacity in terms of knowledge transfer via training provided by the IDB as well as in the actual work of the project consultants.

4. Generally, project design was good as members of the MIF Team and the BPSA at the time worked to develop the project. Hopefully, the MIF would continue to provide that same type of assistance to the BPSA and similar agencies for future projects as it guarantees "buy-in" on both sides.

5. The major lesson learnt in this phase was that we underestimated the capacity of the BPSA to execute the project in a timely manner. First, several staff changes delayed the project start by over a year. Second, once the project got started, it also competed for attention with the regular and emerging demands on the BPSA's human resources and this led to some delays also. The way to mitigate this in the future is for funding agencies to allow for part proceeds of grants to go towards hiring a dedicated project coordinator so as to enhance the ability of small resource strained institutions to execute projects and deliver results on time. Having said this, the project overall was a major success as the relevant deliverables were eventually met and the efforts undertaken during the project have been sustained and enhanced by the BPSA.

Relative to
Implementation

Author
DOOKIESINGH, VASHTIE [MIF]

Risk

Team, Trade

Sustainability

Team, Trade

Design

Team, Trade

Implementation

Team, Trade

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

All knowledge products are available attached to an e mail sent to MIF Supervision TL by the Executing Agency IDBDOCS 38149168
These reports can be used by policy makers, business associations and entrepreneurs in Barbados for business development programs and research

Main products of the project*[No related products to display]***SECTION 7: DOCUMENTS**27/SEP/2011 [Final Evaluation Report](#)[\[http://www5.iadb.org/mif/file.aspx?DOCNUM=36435272\]](http://www5.iadb.org/mif/file.aspx?DOCNUM=36435272)07/OCT/2013 [Final Evaluation Report](#)[\[http://www5.iadb.org/mif/file.aspx?DOCNUM=38149566\]](http://www5.iadb.org/mif/file.aspx?DOCNUM=38149566)[Project profile](#)<http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=BA-M1007&lg=EN>