

# PMR Operational Report

<b>Operation Number</b>	BA-L1007	<b>Chief of Operations Validation Date</b>	03/22/17
<b>Year- PMR Cycle</b>	Second period Jan-Dec 2016	<b>Division Chief Validation Date</b>	04/10/17
<b>Last Update</b>	03/16/17	<b>Country Representative Validation Date</b>	04/18/17
<b>PMR Validation Stage</b>	Validated by Representative		

## Basic Data

### Operation Profile

<b>Operation Name</b>	Barbados Competitiveness Program	<b>Loan Number</b>	2278/OC-BA
<b>Executing Agency</b>	MINISTRY OF ECONOMIC AFFAIRS AND DEVELOPMENT	<b>Sector/Subsector</b>	PS-NEG - PRIVATE FIRMS AND SME DEVELOPMENT-BUSINESS CLIMATE AND COMPETITIVENESS
<b>Team Leader</b>	GUAIPATIN,CARLOS	<b>Overall Stage</b>	Disbursing (From eligibility until all the Operations are closed)
<b>Operation Type</b>	Loan Operation	<b>Country</b>	BARBADOS
<b>Lending Instrument</b>	Investment Loan	<b>Convergence related Operation(s)</b>	
<b>Borrower</b>	BARBADOS		

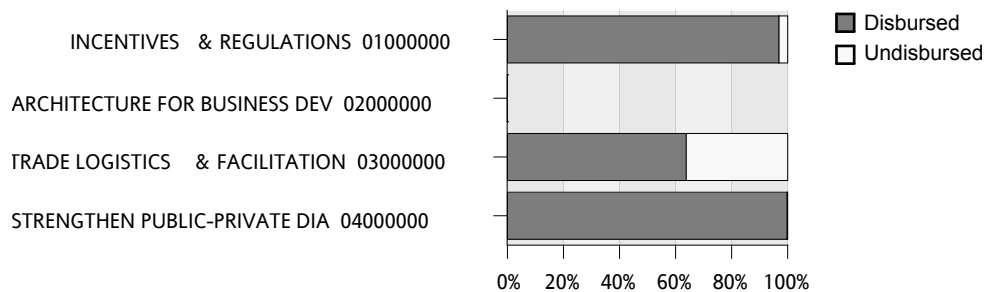
## Environmental and Social Safeguards

<b>Impacts Category</b>	C	<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
BA-L1007	10,000,000	8,794,364	1,800,000	0	11,800,000	8,794,364	8,793,307.41	99.99%	1,056.59
<b>Aggregated</b>	<b>10,000,000</b>	<b>8,794,364</b>	<b>1,800,000</b>	<b>0</b>	<b>11,800,000</b>	<b>8,794,364</b>	<b>8,793,307.41</b>	<b>99.99%</b>	<b>1,056.59</b>

## Expense Categories by Loan Contract (cumulative values)



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. Please also note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

## PMR Operational Report

### RESULTS MATRIX

#### IMPACTS

**Impact Nbr. 1:** Contribute to increasing the competitiveness of businesses in Barbados.

**Observation:** The impact of the global downturn on the competitiveness of Barbados is yet to be determined

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
1.1	Goods Market Efficiency Index (Global Competitiveness Report)	Percentile	54.0	2010	P		45.00
					P(a)		45.00
					A		0.00
Details							
Means of verification: Rank of Barbados as compared to all countries evaluated in the WEF/GCR as of the program end year.							
Observations: (Note: The Goods Market Efficiency Index is published in the World Economic Forum / Global Competitiveness Report (WEF/GCR))							
Pro-Gender		No	Pro-Ethnicity		No		

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

**Outcome Nbr. 0:** Tax reform proposals based on tax policy analytical models prepared.

**Observation:** - Both Computable General Equilibrium models and Tax Expenditure Reports are tools that require the sensitization of tax policy makers. - Note: This outcome is substantively the same as the outcome as stated in the Results Framework RF -- Annex II of the Lo

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
0.1	Number of tax proposals (draft bills and or regulations) that incorporate analysis derived from the tax policy tools (Computable General Equilibrium (CGE) Model and/or Tax Expenditure Report) developed by the program.	Number	0.0	1995	P		2.00
					P(a)		2.00
					A		0.00

#### Details

**Means of verification:** Certification by consultants responsible for CGE and tax expenditure report models that tax reform proposals have incorporated analysis based on these models.

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

**Outcome Nbr. 1:** Business decision making with respect to the key considerations of land use planning and development banking services facilitated

**Observation:** Currently there is broad agreement in both the private business community and in the public sector on need to streamline TCDPO. Reform of Development Funds is more problematic as many funds have their own private sector constituencies and entrenched publi

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
1.1	Time required for processing complex applications at Town and Country Planning Development Office (TCPDO).	Months	36.0	2010	P		32.00
					P(a)		32.00
					A		0.00

#### Details

**Means of verification:** TCDPO records

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

**Outcome Nbr. 2:** Time required by private sector to comply with trade data requirements reduced; volume of total customs declarations increased.

**Observation:** Reductions on time will not be significant until the ESW and CEF are implemented and a large percentage of public and private sector has been trained. Note: The RF states this outcome is stated in three parts, and two of the three have been reproduced as

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
2.1	Service Based Plan for the CEF	Certificate	0.0	2010	P		1.00
					P(a)		1.00
					A		0.00

#### Details

**Means of verification:** Certification of implementation of the Service Based Plan based on audit of agencies participating in the CEF verifying compliance with provisions of Service Based Plan.

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

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
2.2	Dwell time (time required for goods to clear Customs).	Days	15.0	2010	P		5.00
					P(a)		5.00
					A		0.00

#### Details

**Means of verification:** Records of the Customs Office and participating agencies.

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
2.3	Total volume of customs declarations processed per year	Index	100.0	2010	P		115.00
					P(a)		115.00
					A		0.00

#### Details

**Means of verification:** Records of the Customs Office and participating agencies

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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**Outcome Nbr. 3:** Investment in economic infrastructure through a selected Public Private Partnership (PPP) project increased.

**Observation:** Successful adoption of PPP procurement methodology requires training of a range of Government officials in several departments. Changes in the legal and regulatory framework may also be required. Note: Except for an adjustment to the syntax this outcome i

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
3.1	PPP methodology developed.	Project	0.0	2010	P		1.00
					P(a)		1.00
					A	1.00	1.00

#### Details

**Means of verification:** Review of bidding documents assuring that the selected project complies with PPP procurement methodology best practice standards.

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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**Outcome Nbr. 4:** Effective Public - Private Dialogue (PPD) on competitiveness issues carried out.

**Observation:** Commission on Competitiveness formed in 1999 to foster PPD on productivity and competitiveness issues but has met only 5 times since then. Note: The outcome in Results Framework (Annex II of Loan Proposal) is stated in terms of institutional architecture ne

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
4.1	Substantive meetings of Commission on	Meetings	0.0	2010	P		4.00

## PMR Operational Report

### RESULTS MATRIX

#### OUTCOMES

4.1	Competitiveness held at which important policy issues are discussed and resolved.	Meetings	0.0	2010	P(a)		4.00
					A		0.00

#### Details

**Means of verification:** Evaluation of CC minutes of meetings to verify substance of discussions and consensus on conclusions reached at meetings.

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
4.2	Technical Unit (TU) established and producing reports used in Commission on Competitiveness deliberations.	Reports	0.0	2010	P		5.00
					P(a)		5.00
					A		0.00

#### Details

**Means of verification:** Evaluation of CC minutes to determine extent to which TU reports were influential in decisions reached by the Commission

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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**Outcome Nbr. 5:** Action Plan of National Competitiveness Strategy (NCS) partially implemented

**Observation:** Implementation of action plan will require several years beyond the end of the program, and some of the actions will naturally be phased in toward the end of the period. Note: The outcome stated in the RF mentions only that the NCS and Action Plan is agree

Indicator		Unit of Measure	Baseline	Baseline Year		2016	EOP 2016
5.1	Implementation of discrete components of NCS Action Plan.	Certificate	0.0	2011	P		1.00
					P(a)		1.00
					A		0.00

#### Details

**Means of verification:** Assessment of value weighted sum of components as porportion of total value of Action Plan components

<b>Pro-Gender</b>	No	<b>Pro-Ethnicity</b>	No
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## RESULTS MATRIX

## OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

## Component Nbr. 1 Component 1. Ensuring a coherent framework for business development: incentives and regulations.

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2016	EOP 2016	2016	EOP 2016
1.1	1.1.1. Fully operational tax policy model elaborated	Model	P		1		325,000
			P(a)	0.2	1	85,476.5	213,610.25
			A	0.2	1	85,422.5	213,556.25
1.2	1.1.2. Tax expenditure report approved	Report	P		1		200,000
			P(a)	0	0	0	0
			A	0	0	0	0
1.3	1.2.1. Town and Country Development Planning Office systems /procedures upgrade implemented and certified	Certificate	P		1		450,000
			P(a)	1	1	24,411.3	260,493
			A	0.75	0.75	9,800	245,881.7
1.4	1.2.2. Action plan for rationalization of Development Funds agreed and initially implemented	Action plan	P		1		175,000
			P(a)	0	0	0	0
			A	0	0	0	0

## Component Nbr. 2 Component 2. Ensuring a coherent BDS architecture for business development

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2016	EOP 2016	2016	EOP 2016
2.1	2.1 Lead agency responsible for Business Development Services (BDS) certified as fully functional in new role	Certificate	P		1		600,000
			P(a)	0	0	0	0
			A	0	0	0	0
2.2	2.2.1 Cluster Competitiveness Improvement Plan agreed	Plan	P		1		280,000
			P(a)	0	0	0	0
			A	0	0	0	0
2.3	2.2.2 Cluster Competitiveness Improvement Plan implemented according to agreed schedule	Report	P		1		150,000
			P(a)	0	0	0	0
			A	0	0	0	0
2.4	2.2.2 Firms supported by cluster program	Micro / small / medium enterprises (#)	P		30		150,000
			P(a)	0	0	0	0
			A	0	0	0	0

## Component Nbr. 3 Component 3. Improving trade logistics and trade facilitation and enhancing access to infrastructure.

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2016	EOP 2016	2016	EOP 2016
3.1	3.1.1. Comprehensive plan for Cargo Examination Facility (CEF) and logistical support systems fully elaborated.	Plan	P		1		225,000
			P(a)	0	1	34,934.81	234,561.7
			A	0	1	34,934.81	234,561.7
3.2	3.1.2. Electronic Single Window (ESW) fully implemented and functioning	Functioning ESW	P		1		4,500,000
			P(a)	0.25	1	5,509,905.21	7,598,938.21
			A	0.25	1	3,915,884.09	6,004,917.09
3.3	3.2. Updated transportation sector strategy developed.	Strategy document	P		1		400,000
			P(a)	0	0	0	0
			A	0	0	0	0
3.4	3.3. Public Private Partnership methodology developed	Progress report	P		1		745,000
			P(a)	0.2	1	27,412.5	50,525
			A	0.2	1	27,412.5	50,525

## RESULTS MATRIX

### OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 4 Component 4. Strengthening Public-Private Dialogue on competitiveness.

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2016	EOP 2016	2016	EOP 2016
4.1	4.1. Institutional structure of Commission on Competitiveness (including the Technical Unit) redesigned and in operation	Certificate	P		1		500,000
			P(a)	0.25	1	0	37,727.84
			A	0.25	1	0	37,727.84
4.2	4.2.1. A National Competitiveness Strategy (NCS) and action plan approved	Plan	P		1		300,000
			P(a)	0.4	1	159,326.2	257,876.2
			A	0.2	0.8	158,775	257,325
4.3	4.2.2. NCS Action Plan implemented according to schedule	Certificate	P		6		30,000
			P(a)	0.5	1	0	0
			A	0.25	0.75	0	0

### Other Cost

	Audits	P				75,000
		P(a)			0	105,799
		A			0	105,799
	Contingency costs	P				660,000
		P(a)			0	0
		A			0	0
	Monitoring and Evaluation	P				355,000
		P(a)			0	35,381.25
		A			0	35,381.25
	Program Coordinating Unit	P				1,679,950
		P(a)			304,619.5	1,136,132.81
		A			304,619.5	1,136,132.81

### Total Cost

	Total Cost	P				11,799,950
		P(a)			6,146,086.02	9,931,045.26
		A			4,536,848.4	8,321,807.64

### CHANGES TO THE MATRIX

No information available for this section