

# PROJECT STATUS REPORT (FINAL)

JULY 2012 - DECEMBER 2012

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Strengthening the Bahamas Contractors' Association

Project Number: BH-M1006 - Operation Number: ATN/ME-12494-BH

**Result:** To support the BCA in instituting an effective administrative and self-regulatory system that would build the capacity and enhance the competitiveness of the Bahamian construction industry.

**Country Administrator**  
BAHAMAS

**Beneficiary Country**  
BAHAMAS

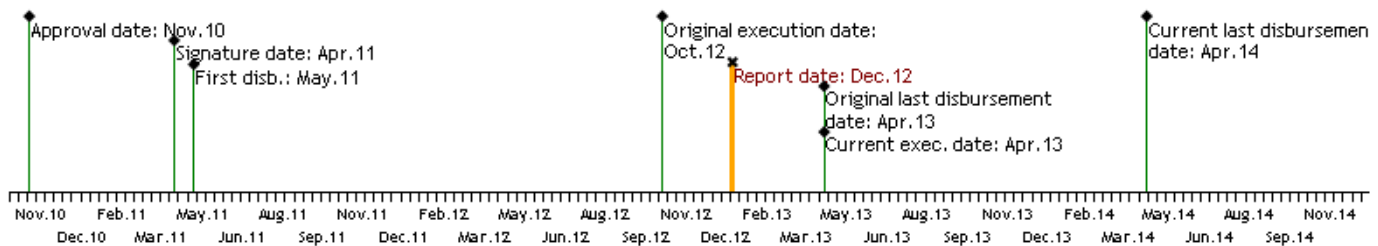
**Group**  
SME - Small and Medium Enterprise  
Development

**Subgroup**  
BDEV - Business Development

**Executing Agency:** BAHAMIAN CONTRACTORS' ASSOCIATION

**Design Team Leader:**  
**Supervision Team Leader:** Beecher, Wayne

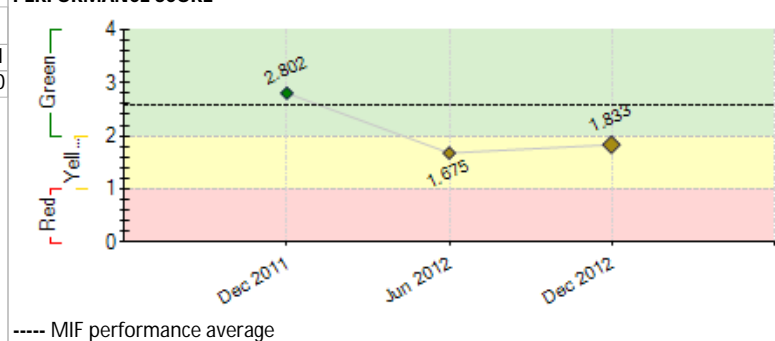
### TIMELINE



### FUNDS

	Approved	Cancelled	Disbursed
<b>FOMIN</b>	\$150,000.00	\$5,000.00	\$104,614.71
<b>Counterpart</b>	\$75,000.00	\$0.00	\$0.00

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

The main results were the final training of the Level 1 contractors and the Level 3 Contractors.

There was a total of one hundred and twenty six (126) Contractors trained in the program. The contractors really enjoyed the course and thought it was very educational and informative.

The BCA's Board training was also a huge success. The BCA board members said it was very informative and they really benefited from the training. They said that they learned a few lessons that was new to them: such as developing a mission statement for the Association. They also came up with short and long terms goals for the new period 2014.

As a result of The Contract Document we were successful in getting authorization from The American Institute of Architect (AIA) to identify and edit, three (3) different forms of construction contracts that we indeed to use.

### Comments from the Supervision Team Leader

The EA had some success in executing the project in the early stages, however, suffered delays following the transitioning out of the project coordinator and the BCA President around the same time. The project has since recovered achieving most of the indicators. Notable delays were experienced in the execution of the training program

### Final evaluation

### Comments from the Supervision Team Leader

[Final evaluation](#)

## SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
<b>Result:</b>  To support the BCA in instituting an effective administrative and self-regulatory system that would build the capacity and enhance the competitiveness of the Bahamian construction industry.  <b>Classification:</b> Satisfactory	<b>P.I1</b> i) BCA will be better equipped with training resources and have a sustainable training plan to suit the future needs of all levels of contractors within the industry	0	1	0	0 %
	<b>P.I2</b> BCA will have increased membership to 500 contractors across the country	0	500	0	0 %
	<b>P.I3</b> BCA has active engagement with regional and international entities that will allow for sharing of experiences and increased market access.	0	1	0	0 %
<b>Component 1:</b> BCA Training Design and Delivery  <b>Weight:</b> 50%  <b>Classification:</b> Unsatisfactory	<b>C1.I1</b> 1. a) Completed diagnostic study within 3 months of project approval	0	1	1	100 %
	<b>C1.I2</b> Training modules developed for level 4 contractors	0	1	1	100 %
	<b>C1.I3</b> Execution of training activities	0	400	190	48 %
<b>Component 2:</b> BCA Strengthening and Construction Management  <b>Weight:</b> 25%  <b>Classification:</b> Satisfactory	<b>C2.I1</b> Construction Manual Adopted by BCA Members	0	1	1	17,600 %
	<b>C2.I2</b> Strategic Plan for the BCA completed	0	1	1	100 %
	<b>C2.I3</b> BCA Website Upgraded	0	1	1	100 %
<b>Component 3:</b> Network Building and Knowledge Transfer  <b>Weight:</b> 25%  <b>Classification:</b> Unsatisfactory	<b>C3.I1</b> BCA Board Members trained in Negotiation and Advocacy	0	1	10	15,000 %
	<b>C3.I2</b> BCA Partnership Agreements established	0	3	1	33 %

Milestones	Planned	Due Date	Achieved	Date achieved	Status
<b>M0</b> Conditions Prior	6	Oct 2011	6	Apr 2011	Achieved
<b>M1</b> Training Program Design for level 1 and level 4 contractors along with course materials	1	Jan 2012	1	Oct 2012	Achieved late
<b>M2</b> At least 50 contractors trained in level 1 and 10 in level 4	2	Apr 2012	0	Dec 2012	Not Achieved
<b>M3</b> [*] At least 150 contractors trained in level 1 and 50 trained in level 4 courses	3	Oct 2012	0	Oct 2012	Not Achieved

[\*] Indicate that the milestone has been reformulated

## CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity

## SECTION 4: RISKS

## CRITICAL RISKS MANAGED DURING IMPLEMENTATION

PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 2 IN EFFECT RISKS: 0 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 2

## SECTION 5: SUSTAINABILITY

**Likelihood of project sustainability after project completion:** P - Probable

With the increase in membership, capacity and partnership, BCA is in a better position to increase its subscription revenue and continue the actions initiated during the project.

## CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

## Actions related to sustainability which have been implemented:

1. The BCA Council must be seen as the industry leader with effective government lobbying efforts, public educational efforts and specific training for members. This grant has propelled the BCA to the forefront of public exposure.
2. Upon passage of the Contractor's Bill the BCA will have a seat on the Board, which will regulate the industry for government. This will insure that the BCA represents Contractors at all levels of decision making.
3. The BCA continues to represent the Bahamian Construction Industry at the international level with specific emphasis in Foreign Direct Investment (FDI) project

consultation. This insures the membership and more importantly the financial commitment, of our level 3 contractors.

4. Creative revenue sources are going to be imperative and the Council is continually seeking new avenues of income. The new, interactive BCA website will offer training, workshops, documents and advertising as part of the strategic plan for continued revenue streams.

5. The caliber of contractors has improved with the commencement of the training component. Continued offerings of both general and specific workshop topics will help to maximize Bahamian Contractors.

[Sustainability Plan](#)

## SECTION 6: KNOWLEDGE

Lessons learned	Relative to	Author
1. 3. The logistics of living and working in an Archipelago country which spans over 700 islands is a major factor in executing any program. We learned that the difficulty in commuting to Nassau or even a central Family Island location is substantial and the best solution is to offer courses on line with selected workshops in Nassau. We are also moving to establish additional Family Island BCA chapters to help influence local participation and representation.	Implementation	Martin, Dominique
2. 2. We also experienced some reluctance from the smaller contractors to improve their knowledge and skillsets. In some cases it was obvious that they lacked basic reading and math skills but other reasons were the risk of taking and failing an exam (which was required for the BCA Contractor Certification). Other contractors simply felt that they had been successfully building this way for 20, 30 or 40 years and did not need any further training. This stigma is locally called "hard head bird don't make good soup! The lesson learned here is that you cannot force someone to improve themselves but in offering the program to all contractors the ones that want to advance will take advantage of the opportunities presented. The Grant funding enabled us to offer the Contractor Certification Training at a substantially reduced cost.	Implementation	Martin, Dominique
3. 1. One of the main problems we initially encountered was the lack of specific, qualified persons to fulfill the consultant positions and the selection process was very slow. With a limited local pool to choose from it was sometimes challenging to select a candidate. We did receive proposals from abroad but due to the costs involved in travel as well as the lack of local knowledge we worked closely with the IDB and our Technical Committee to select the best local candidate. This proved to be the optimal solution because we had unlimited access to the consultant for meetings and along with their local knowledge were able to tailor the material to the Bahamian Contractor's specific needs.	Design	Martin, Dominique

**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.**

The contractors needs assessment and the training manual for the contractors are the main knowledge products generated from this project

### Main products of the project

[Jul 2012] Building Contractor (Methodologies/training materials)

**Author:** BCA

[Jul 2012] Contractors Needs Assessment (Methodologies/training materials)

**Author:** BCA

[Jul 2013] Training Manual (Technical publications)

**Author:** BCA

[Jul 2013] Training Manual Tendering (Technical publications)

**Author:** BCA

[Jul 2013] Training Manual Negotiation (Technical publications)

**Author:** BCA

[Jul 2013] Training Manual Finance (Technical publications)

**Author:**

[Jul 2013] Training Administration (Technical publications)

**Author:**