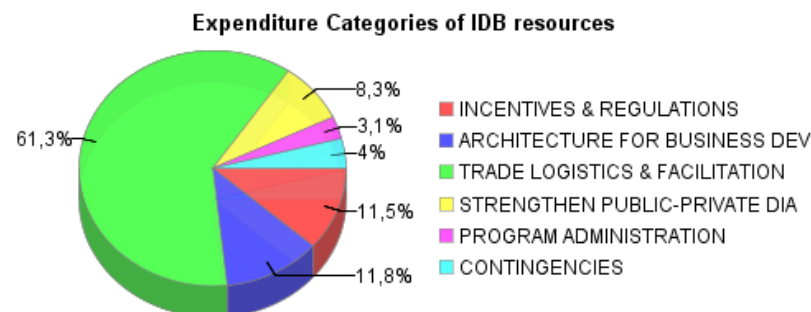
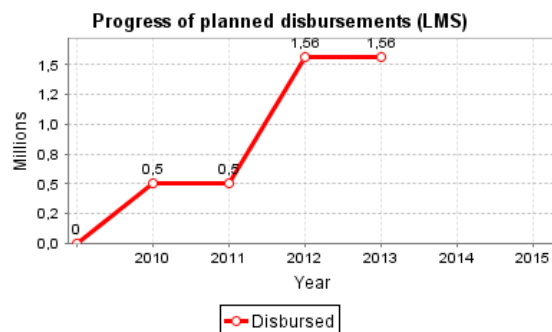
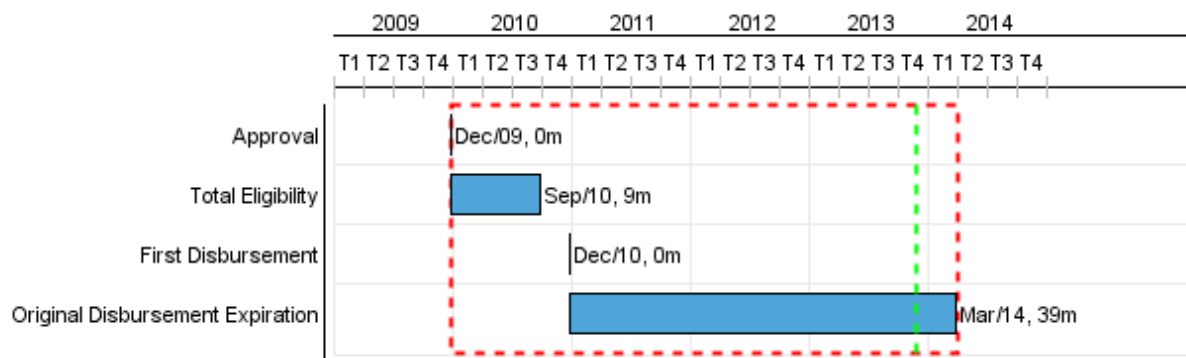


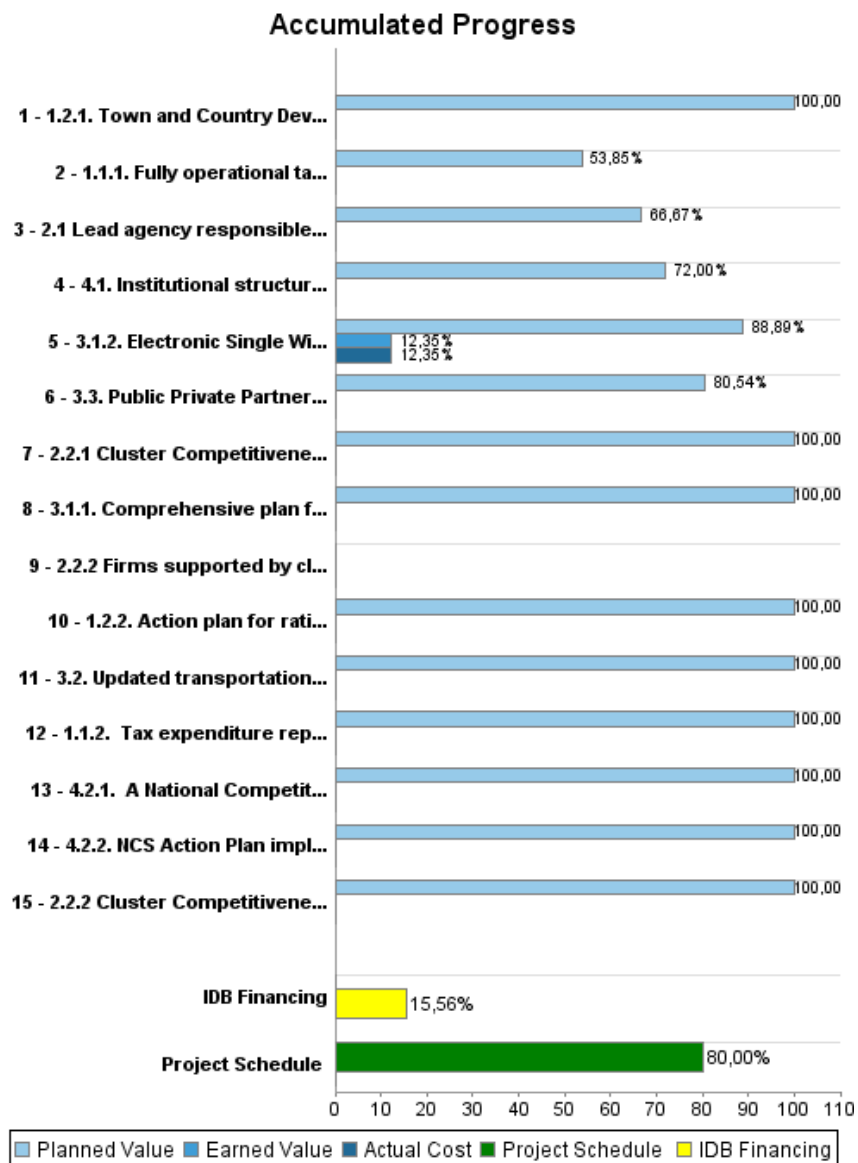
Summary Report

| Basic Data | | Available Funds (US\$) | | Total Cost and Source | |
|------------------------|--|---------------------------|---------------|-------------------------------|---------------|
| Executing Agency (EA): | MINISTRY OF ECONOMIC AFFAIRS AND DEVELOPMENT | | | | |
| Sector: | PRIVATE FIRMS AND SME DEVELOPMENT-BUSINESS CLIMATE AND COMPETITIVENESS | | | | |
| Loan Number(s): | 2278/OC-BA | Current Approved Amount: | 10.000.000,00 | Original IDB: | 10.000.000,00 |
| Stage: | Approved | Disbursed Amount to Date: | 1.555.527,46 | Current IDB: | 10.000.000,00 |
| Operation Type: | INV - Investment | % Disbursed: | 15,56 | Pari-passu: | 85,00 |
| Related Operation(s): | RG-P1374 | Balance: | 8.444.472,54 | Co-Financing/Country: | 1.800.000,00 |
| Operation Subtype: | ESP - Specific Investment Operation | | | Original Estimate: | 11.800.000,00 |
| | | | | Amortization Period (months): | 246 |

| Project Environmental and Social Impact Category | Reformulation | Validation |
|--|--|--|
| Project Environmental and Social Impact Category: None | () Was the objective(s) of this project reformulated? | Validated by Division Chief: 07-oct-2013 Validated by Country Representative: 09-oct-2013 |



Accumulated Progress as of 2013



Outcomes

| | |
|----------------------|---|
| Outcome: | Tax reform proposals based on tax policy analytical models prepared. |
| Suppositions: | - Policy makers understand capabilities of Computable General Equilibrium (CGE) models and Tax Expenditure Reports - All the technical work is completed with the support of Barbados Statistical Service (BSS) and the Central Bank on time. |
| Comments: | - 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 Loan Proposal (LP) |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|---|-----------------|----------|---------------|--------|----------------|
| 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 | | | P A | 2,00 |

| | |
|----------------------|--|
| Outcome: | Business decision making with respect to the key considerations of land use planning and development banking services facilitated |
| Suppositions: | - Business community supports the reforms - Strong ministry backing for reform of Town and Country Development Planning Office (TCDPO) and Development Funds - Complete cooperation of all participating agencies in TCDPO land use permit granting process |
| Comments: | 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 public sector defenders. - Note: The outcome presented in this PMR recasts but does not materially alter the outcomes for the TCDPO and Development Banks as stated in the Results Framework (Annex II) of the Loan Proposal. As these are both key considerations in the overall business decision making process, the PMR presents them in this more aggregated light. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|--|-----------------|----------|---------------|--------|----------------|
| Time required for processing complex applications at Town and Country Planning Development Office (TCPDO). | Months | 36,00 | 2010 | P A | 32,00 |
| Development Funds in existence and operation. | Number | 27,00 | 2010 | P A | 21,00 |
| Remaining Development Funds certified as having been reformed according to agreed action plan. | Certificate | | 2010 | P A | 1,00 |

| | |
|----------------------|--|
| Outcome: | Perceived effectiveness and efficiency of Business Development Services (BDS) improved |
| Suppositions: | - Full agreement of the political directorate on the designation of a lead government agency and strong commitment to carry out reforms of the multiple participating agencies - Commitment of the multiple stakeholders in the selected pilot agency. |
| Comments: | An opinion survey will be carried out at the beginning of implementation to establish the baseline. Periodic survey updates will measure progress. - Note: This outcome is as stated in the RF. The Evaluation and Monitoring Specialist and the individual BDS agencies must agreed on the evaluation criteria to be used regarding the proposed survey and any additional assessment tools. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|--|-----------------|----------|---------------|--------|----------------|
| Improvement over baseline index of BDS users satisfaction. | index | 100,00 | 2011 | P A | 150,00 |

| | |
|----------------------|--|
| Outcome: | Time required by private sector to comply with trade data requirements reduced; volume of total customs declarations increased. |
| Suppositions: | All participating agencies fully adopt Electronic Single Window (ESW) methodology and have agreed to recommendations of the Service Based Plan for implementing the Cargo Examination Facility (CEF) |

| | |
|------------------|---|
| Comments: | 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 such here. The third, "data collection capabilities of all government trade agencies improved" has been slightly rephrased and listed in the PMR as an intermediate outcome. (see below) It should be noted that the overarching outcome is that timeliness and efficiency of processing goods through customs facilities is improved. |
|------------------|---|

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|---|-----------------|----------|---------------|--------|----------------|
| Service Based Plan for the CEF | Certificate | | 2010 | P A | 1,00 |
| Dwell time (time required for goods to clear Customs). | Days | 15,00 | 2010 | P A | 5,00 |
| Total volume of customs declarations processed per year | Index | 100,00 | 2010 | P A | 115,00 |

| | |
|----------------------|--|
| Outcome: | Planning and programming of transport sector interventions improved. |
| Suppositions: | GOBA will adopt the recommendations and have resources to implement the required investments. |
| Comments: | Determined by the Ministry of Transport, based on the semiannual progress report. Note: Except for adjustments to syntax, this outcome is as stated in the RF. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|--|-----------------|----------|---------------|--------|----------------|
| Results of transport sector study and road infrastructure analysis explicitly utilized in transportation project | Project | | 2010 | P A | 1,00 |

| | |
|----------------------|---|
| Outcome: | Investment in economic infrastructure through a selected Public Private Partnership (PPP) project increased. |
| Suppositions: | Government will make the regulatory reforms to implement PPP procurement methodology and the identified projects will attract the interest of qualified investors |
| Comments: | 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 is as stated in the RF. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|----------------------------------|-----------------|----------|---------------|--------|----------------|
| Selected PPP project undertaken. | Project | | 2010 | P A | 1,00 |

| | |
|----------------------|---|
| Outcome: | Effective Public - Private Dialogue (PPD) on competitiveness issues carried out. |
| Suppositions: | Consensus among all public and private stakeholders represented on the Commission on Competitiveness (CC) is achieved and maintained |
| Comments: | Commssion 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 institional architecture necessary for achieving effective PPD.The outcome has been restated in the PMR to better capture the underlying purpose of the initiative while remaining consistent with the RF. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|--|-----------------|----------|---------------|--------|----------------|
| Substantive meetings of Commision on Competitiveness held at which important policy issues are discussed and resolved. | Meetings | | 2010 | P A | 4,00 |
| Technical Unit (TU) established and producing reports used in Commission on Competitiveness deliberations. | Reports | | 2010 | P A | 5,00 |

| | |
|----------------------|---|
| Outcome: | Action Plan of National Competitiveness Strategy (NCS) partially implemented |
| Suppositions: | National Competitiveness Plan must be fully endorsed by stakeholders and disseminated for Action Plan to be successful. |
| Comments: | 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 agreed upon by stakeholders... However the target as stated in the RF for the last year of the program is for partial implementation of the Action Plan. Therefore outcome in the PMR has been augmented to include this aspect. |

| Indicator | Unit of Measure | Baseline | Baseline Year | | End of project |
|---|-----------------|----------|---------------|--------|----------------|
| Implementation of discrete components of NCS Action Plan. | Certificate | | 2011 | P A | 1,00 |

Outputs: Annual Physical and Financial Progress 2013

| Description | Unit of Measure | Physical | | | | Financial | | | |
|--|-------------------|----------|--------|-------------------|-----------|--------------|--------|-------------------|--------------|
| | | Planned | Actual | Accumulated units | EOP units | Planned | Actual | Accumulated costs | EOP costs |
| Component 1. Ensuring a coherent framework for business development: incentives and regulations. | | | | | | | | | |
| 1.1.1. Fully operational tax policy model elaborated | Model | | | | 1,00 | | | | 325.000,00 |
| 1.1.2. Tax expenditure report approved | Report | | | | 1,00 | | | | 200.000,00 |
| 1.2.1. Town and Country Development Planning Office systems /procedures upgrade implemented and certified | Certificate | | | | 1,00 | | | | 450.000,00 |
| 1.2.2. Action plan for rationalization of Development Funds agreed and initially implemented | Action plan | 1,00 | | | 1,00 | 175.000,00 | | | 175.000,00 |
| Component 2. Ensuring a coherent BDS architecture for business development | | | | | | | | | |
| 2.1 Lead agency responsible for Business Development Services (BDS) certified as fully functional in new role | Certificate | | | | 1,00 | 200.000,00 | | | 600.000,00 |
| 2.2.1 Cluster Competitiveness Improvement Plan agreed | Plan | | | | 1,00 | 120.000,00 | | | 280.000,00 |
| 2.2.2 Cluster Competitiveness Improvement Plan implemented according to agreed schedule | Report | | | | 1,00 | 150.000,00 | | | 150.000,00 |
| 2.2.2 Firms supported by cluster program | Enterprises | | | | 30,00 | | | | 150.000,00 |
| Component 3. Improving trade logistics and trade facilitation and enhancing access to infrastructure. | | | | | | | | | |
| 3.1.1. Comprehensive plan for Cargo Examination Facility (CEF) and logistical support systems fully elaborated. | Plan | | | | 1,00 | | | | 225.000,00 |
| 3.1.2. Electronic Single Window (ESW) fully implemented and functioning | Functioning ESW | | | | 1,00 | 2.400.000,00 | | | 4.500.000,00 |
| 3.2. Updated transportation sector strategy developed. | Strategy document | | | | 1,00 | 100.000,00 | | | 400.000,00 |
| 3.3. Public Private Partnership project in execution. | Progress report | | | | 1,00 | 300.000,00 | | | 745.000,00 |
| Component 4. Strengthening Public-Private Dialogue on competitiveness. | | | | | | | | | |
| 4.1. Institutional structure of Commission on Competitiveness (including the Technical Unit) redesigned and in operation | Certificate | | | | 1,00 | 140.000,00 | | | 500.000,00 |

PROGRESS MONITORING REPORT

BA-L1007 - Barbados Competitiveness Program
2013 1º period closed in (31-Oct-2013)

Inter-American Development Bank - IDB

Office of Strategic Planning and Development Effectiveness
Last Update: 04/10/2013

| Description | Unit of Measure | Physical | | | | Financial | | | |
|--|-----------------|----------|--------|-------------------|-----------|---------------------|--------|-------------------|----------------------|
| | | Planned | Actual | Accumulated units | EOP units | Planned | Actual | Accumulated costs | EOP costs |
| 4.2.1. A National Competitiveness Strategy (NCS) and action plan approved | Plan | 1,00 | | | 1,00 | 100.000,00 | | | 300.000,00 |
| 4.2.2. NCS Action Plan implemented according to schedule | Certificate | 3,00 | | | 2,00 | 15.000,00 | | | 30.000,00 |
| Program administration and related expenses | | | | | | | | | |
| Program Coordinating Unit | N/A | | | | | 375.000,00 | | | 1.680.000,00 |
| Monitoring and Evaluation | N/A | | | | | 60.000,00 | | | 355.000,00 |
| Audits | N/A | | | | | 15.000,00 | | | 75.000,00 |
| Contingencies | | | | | | | | | |
| Contingency costs | N/A | | | | | 200.000,00 | | | 660.000,00 |
| TOTAL | | | | | | 4.350.000,00 | | | 11.800.000,00 |