



Operation Number: **BA-L1007**  
Year- PMR Cycle: **Second period Jan-Dec 2015**  
Last Update: **4/4/2016**  
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **04/15/2016**  
Division Chief validation date: **04/18/2016**  
Country Representative validation date: **04/25/2016**

Inter-American Development Bank - IDB  
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

Operation name:	Barbados Competitiveness Program	Loan Number:	2278/OC-BA
Executing Agency (EA):	MINISTRY OF ECONOMIC AFFAIRS AND DEVELOP MENT		
Team Leader:	Guaipatin,Carlos	Sector/Subsector:	BUSINESS CLIMATE AND COMPETITIVENESS
Operation Type:	Loan Operation	Overall Stage:	Disbursing (From eligibility until all the loans are closed).
Lending Instrument:	Investment Loan	Country:	BARBADOS
Borrower:	BARBADOS	Convergence related Operation(s):	

Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
BA-L1007	\$10,000,000.00	\$8,794,364.00	\$1,800,000.00	\$0.00	\$11,800,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
BA-L1007	\$8,794,364.00	\$4,828,263.58	54.90%	\$3,966,100.42

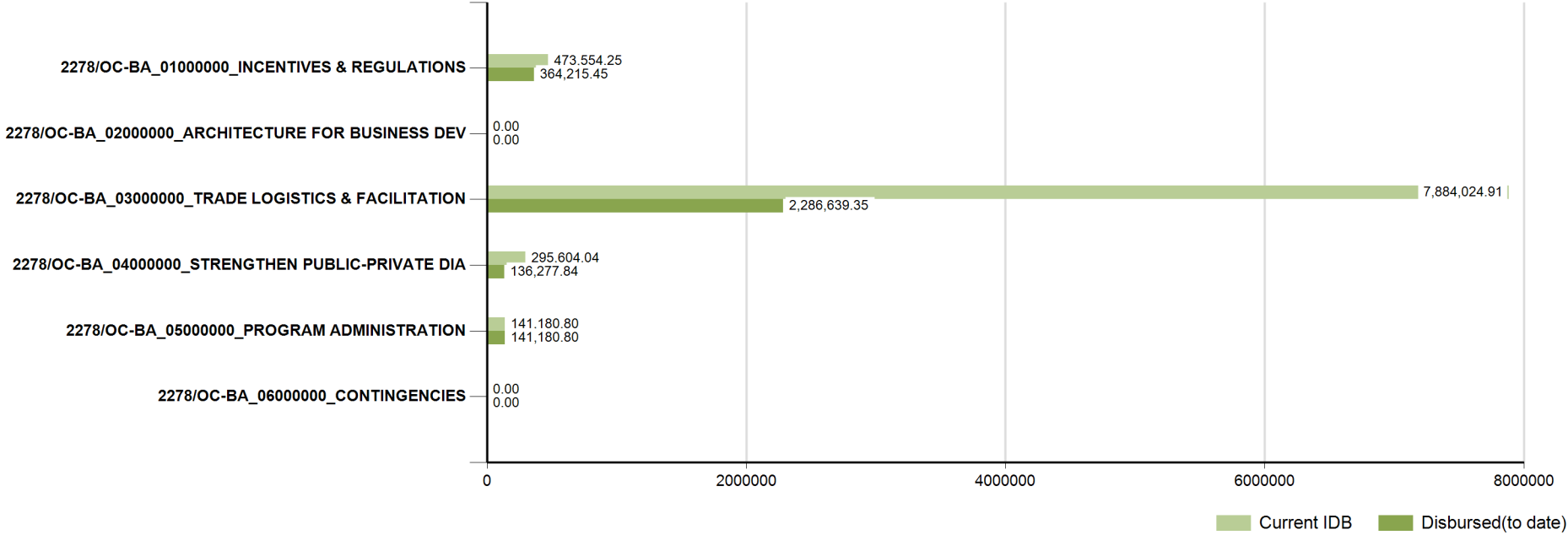
Environmental and Social Safeguards

Main Operation	
Impacts Category:	C
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Expense Categories by Loan Contract (cumulative values)



## Results Matrix

## Impacts

<b>Impact:</b>	1 Contribute to increasing the competitiveness of businesses in Barbados.							
<b>Observation:</b>	The impact of the global downturn on the competitiveness of Barbados is yet to be determined							
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
1.1 Goods Market Efficiency Index (Global Competitiveness Report)		Percentile	54.00	2010	Rank of Barbados as compared to all countries evaluated in the WEF/GCR as of the program end year.	(Note: The Goods Market Efficiency Index is published in the World Economic Forum / Global Competitiveness Report (WEF/GCR))	P	45.00
							P(a)	45.00
							A	

 RF - RF Indicator
  SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

## Outcomes

[illegible]

[illegible]

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
3.1 PPP methodology developed.		Project	0.00	2010	Review of bidding documents assuring that the selected project complies with PPP procurement methodology best practice standards.		P	1.00
							P(a)	1.00
	A						0.00	
Outcome:	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							
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
4.1 Substantive meetings of Commission on Competitiveness held at which important policy issues are discussed and resolved.		Meetings	0.00	2010	Evaluation of CC minutes of meetings to verify substance of discussions and consensus on conclusions reached at meetings.		P	4.00
							P(a)	4.00
	A						0.00	
4.2 Technical Unit (TU) established and producing reports used in Commission on Competitiveness deliberations.		Reports	0.00	2010	Evaluation of CC minutes to determine extent to which TU reports were influential in decisions reached by the Commission		P	5.00
							P(a)	5.00
	A						0.00	
Outcome:	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							

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	EOP	
5.1 Implementation of discrete components of NCS Action Plan.		Certificate	0.00	2011	Assessment of value weighted sum of components as proportion of total value of Action Plan components		P	1.00
							P(a)	1.00
							A	0.00

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## Outputs: Annual Physical and Financial Progress

Component 1. Ensuring a coherent framework for business development: incentives and regulations.		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2015	EOP	2015	EOP
1.1.1. Fully operational tax policy model elaborated	Model	P	1.00	P	325,000.00
		P(a)	1.00	P(a)	170,899.00
		A	0.80	A	85,422.50
1.1.2. Tax expenditure report approved	Report	P	1.00	P	200,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
1.2.1. Town and Country Development Planning Office systems /procedures upgrade implemented and certified	Certificate	P	1.00	P	450,000.00
		P(a)	0.00	P(a)	329,233.00
		A	0.00	A	115,314.70
1.2.2. Action plan for rationalization of Development Funds agreed and initially implemented	Action plan	P	1.00	P	175,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
Component 2. Ensuring a coherent BDS architecture for business development		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2015	EOP	2015	EOP
2.1 Lead agency responsible for Business Development Services (BDS) certified as fully functional in new role	Certificate	P	1.00	P	600,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
2.2.1 Cluster Competitiveness Improvement Plan agreed	Plan	P	1.00	P	280,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
2.2.2 Cluster Competitiveness Improvement Plan implemented according to agreed schedule	Report	P	1.00	P	150,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
2.2.2 Firms supported by cluster program	Enterprises	P	30.00	P	150,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
Component 3. Improving trade logistics and trade facilitation and enhancing access to infrastructure.		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2015	EOP	2015	EOP
3.1.1. Comprehensive plan for Cargo Examination Facility (CEF) and logistical support systems fully elaborated.	Plan	P	1.00	P	225,000.00
		P(a)	1.00	P(a)	234,562.00
		A	1.00	A	199,626.89
3.1.2. Electronic Single Window (ESW) fully implemented and functioning	Functioning ESW	P	1.00	P	4,500,000.00
		P(a)	1.00	P(a)	6,641,019.00
		A	0.75	A	1,125,862.00
3.2. Updated transportation sector strategy developed.	Strategy document	P	1.00	P	400,000.00
		P(a)	0.00	P(a)	0.00
		A	0.00	A	0.00
3.3. Public Private Partnership methodology developed	Progress report	P	1.00	P	745,000.00
		P(a)	1.00	P(a)	50,525.00
		A	0.80	A	23,112.50
Component 4. Strengthening Public-Private Dialogue on competitiveness.		Physical Progress		Financial Progress	
Outputs	Unit of Measure	2015	EOP	2015	EOP

4.1. Institutional structure of Commission on Competiveness (including the Technical Unit) redesigned and in operation	Certificate	P		1.00	P		500,000.00
		P(a)	1.00	1.00	P(a)	380,337.00	37,727.84
		A	0.75	0.75	A	37,727.84	37,727.84
4.2.1. A National Competitiveness Strategy (NCS) and action plan approved	Plan	P		1.00	P		300,000.00
		P(a)	1.00	1.00	P(a)	300,000.00	257,876.20
		A	0.60	0.60	A	98,550.00	98,550.00
4.2.2. NCS Action Plan implemented according to schedule	Certificate	P		6.00	P		30,000.00
		P(a)	1.00	1.00	P(a)	30,000.00	0.00
		A	0.50	0.50	A	0.00	0.00
Program adminstration and related expenses							
Contingencies							

Other Cost		2015	Cost
Program Coordinating Unit	P		\$1,679,950.00
	P(a)	\$462,000.00	\$1,136,132.81
	A	\$332,043.31	\$831,513.31
Monitoring and Evaluation	P		\$355,000.00
	P(a)	\$85,000.00	\$35,381.25
	A	\$35,381.25	\$35,381.25
Audits	P		\$75,000.00
	P(a)	\$75,000.00	\$105,799.00
	A	\$105,799.00	\$105,799.00
Contingency costs	P		\$660,000.00
	P(a)	\$275,473.00	\$0.00
	A	\$0.00	\$0.00
Total Cost		2015	Total Cost
	P		\$11,799,950.00
	P(a)	\$9,034,048.00	\$9,931,045.26
	A	\$2,158,839.99	\$3,784,959.24

## Changes to the Matrix

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	1.2.1. Town and Country Development Planning Office systems /procedures upgrade implemented and certified	Modify Physical P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
Output	4.2.2. NCS Action Plan implemented according to schedule	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
Output	4.2.1. A National Competitiveness Strategy (NCS) and action plan approved	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
Output	4.1. Institutional structure of Commission on Competiveness (including the Technical Unit) redesigned and in operation	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
Output	3.1.2. Electronic Single Window (ESW) fully implemented and functioning	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
Output	3.1.1. Comprehensive plan for Cargo Examination Facility (CEF) and logistical support systems fully elaborated.	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015



Output	1.2.1. Town and Country Development Planning Office systems /procedures upgrade implemented and certified	Modify Financial P(a) value	Cancellation of US\$1,205,636 processed in December 2015 as a result of a special extension resulting in changes to physical and financial output values.	3/16/2016	11/5/2015
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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.