

PROJECT ASSISTANCE COMPLETION REPORT

Title: BIMAP Component of Regional Development Training Project

Project No.: 538-0087.00

Funding Period: FY 83 - FY 87

LOP Funding: \$2,150,000*

Amount Obligated: \$1,448,000

Grantee: Barbados Institute of Management and Productivity (BIMAP)

PACD: September 30, 1987

Project Manager: Stafford A. Griffith, SEPM.

The purpose of the BIMAP Component of the Regional Development Training Project was to improve the output and performance capabilities of private enterprises and public agencies and to expand the institutional capacity of BIMAP to extend assistance to private enterprises. This project required BIMAP to provide assistance in (a) organizational development, (b) management training and (c) intermediate management assistance.

The Project provided small and medium size businesses in ten countries in the region with technical assistance and training services. BIMAP worked directly with over 400 businesses in ten Caribbean countries and has trained over 600 managers. Enterprises which received assistance from BIMAP showed improvement in employee work habits and skills.

This project experienced long delays during its start-up phase. A planned mid-term evaluation which was completed in December, 1985 reviewed the project and assessed its progress. It made a number of recommendations which gave focus to the remaining LOP activities. The most significant recommendation was that project implementation should be reorganized to:

- (I) provide more effective promotion, follow-up, scheduling, training and reporting and
- (II) enable BIMAP to focus more completely on what it does best (i.e., providing training and counselling services to small and medium size businesses in areas of accounting, financing, computerization and costing) in a reduced number of participating countries.

Following this recommendation, over its remaining life, the technical and geographical focus of the project was reduced. It provided training and consultancy services in a reduced number of technical areas primarily to six Eastern Caribbean countries. A Memorandum of Understanding was also signed between BIMAP and the Caribbean Association of Industry and Commerce (CAIC) to secure promotion of the Regional Development Training Project by CAIC, and to encourage collaboration between the BIMAP project and the USAID-funded Small Enterprise

Assistance project implemented by CAIC. The object of the collaboration was (a) to avoid duplication of efforts between the two projects and (b) to encourage the recognition of BIMAP as a deliverer of services in certain defined areas of management training and consultancy.

One of the important lessons learned from this project is that if an institution without a regional mandate is selected as grantee for a regional project, a more intensive promotional effort would be required to encourage region-wide acceptance of that institution as implementing agency for the project. Many of the delays experienced in project implementation were related to the unanticipated length of time and effort which BIMAP had to invest to gain an entree into the business communities of many of the Eastern Caribbean countries.

BIMAP satisfied all preconditions set out in the Grant Agreement and adhered to the special covenants. The low level of counterpart contribution is due to (a) a lower rate of fee collection than anticipated and (b) training for a smaller number of BIMAP staff than planned, thus requiring a lower level of BIMAP contribution to meet salary of staff in training. No follow-on monitoring responsibilities were stipulated in the Agreement. Final project accounting is shown below:-

	<u>Budget</u>	<u>Expenses</u>	<u>Counterpart</u>
Professional Services	\$1,234,000	\$1,194,784	\$21,231
Technology, Product- ivity and Management Contracts	470,000	44,598	44,240
BIMAP Staff Training	211,000	47,119	-
Travel	25,000	10,279	-
Commodities	150,000	62,665	
Evaluation/Audit	60,000	27,952	
Total	<u>\$2,150,000*</u>	<u>1,427,397**</u>	<u>\$65,471</u>

* Only \$1,448,000 obligated
** Final billing awaited

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Clearances

C/HPE:Hwise HW
PDO:JPerry draft
PRGM:DMutchler draft (R.Grohs)
CONF:MMatthews draft
D/DIR:ABisset AS