



EC Multiple FRAMEWORK CONTRACT BENEFICIARIES Programme

**EC Multiple Framework Contract Beneficiaries
Lot N 10: Support to Industry / Commerce / Services:**

Contract n° 2006/124657

Beneficiary Country: Jamaica

**JAMAICA PRIVATE SECTOR DEVELOPMENT PROGRAMME
MID-TERM EVALUATION**

Final Report (Draft version)

19th October 2006

**Consultants - Des Ferguson, Team Leader
Joachim Eissler**

**This project is funded by the
European Union**



A project implemented by



ACE ASESORES DE COMERCIO EXTERIOR S.L.

TABLE OF CONTENTS

1. LIST OF ABBREVIATIONS	3
2. EXECUTIVE SUMMARY	5
SUMMARY OF RECOMMENDATIONS	6
3. INTRODUCTION.....	9
4. TERMS OF REFERENCE	10
5. EVALUATION CRITERIA	11
6. PROGRAMME DESIGN.....	14
7. PROGRAMME MANAGEMENT	15
8. COMMENTS ON PROGRAMME COMPONENTS AND ACTIVITIES	18
9. DONOR ACTIVITIES AND LINKAGES.....	22

ANNEXES

ANNEX I: TERMS OF REFERENCE.....	27
ANNEX II: METHODOLOGY	39
ANNEX III: SUMMARY OF ACHIEVEMENTS AS AT 31 ST AUGUST 2006.....	45
ANNEX IV: MEETINGS SCHEDULE.....	47
ANNEX V: MEETING SCHEDULE BY CATEGORY OF INSTITUTIONS.....	53
ANNEX VI : DOCUMENTATION & WEBSITES.....	56

1. LIST OF ABBREVIATIONS

ADA	Association of Development Agencies
BDS	Business Development Services
CC	Competitiveness Committee
CDB	Caribbean Development Bank
CDE	Center for Development of Enterprise
CEDA	Caribbean Export Development Agency
CFA	Corporate Finance Broker
CIDA	Canadian International Development Agency
COC	Chamber of Commerce
CSI	Cluster Sector Initiatives
CSP	Country Strategy Paper
DFID	U.K. Department for International Development (UK)
EC	European Commission
EDF	European Development Fund
EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoJ	Government of Jamaica
GTZ	German Agency for Technical Cooperation
HTA	Hotels and Tourism Association
IDB	Inter-American Development Bank
IFC	International Finance Corporation
ITC	International Trade Center UNCTAD/WTO
JAMPRO	Jamaica Promotions Corporation
JBDC	Jamaica Business Development Centre
JCC	Jamaica Competitiveness Company
JEA	Jamaica Exporters Association
JEF	Jamaica Employer's Federation
JMA	Jamaica Manufacturers Association
MGC	Mutual Guarantee Company
MoT	Ministry of Tourism

MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NAO	National Authorizing Officer
NGO	Non-Governmental Organisation
NIP	National Indicative Programme
OSP-ERU	Outsourced Service Provider – Enterprise Rating Unit
PMU	Project Management Unit
PSD	Private Sector Development
PSDP	Private Sector Development Programme
PSOs	Private Sector Organisations and Support Institutions
PSOJ	Private Sector Organisation of Jamaica
R&D	Research and Development
SBA	Small Business Association
SAJ	Small Business Association of Jamaica
SMEs	Small and Medium Sized Enterprises
SRC	Scientific Research Council
TA	Technical Assistance
TDP	Trade Development Project
TIC	Technology Innovation Centre
ToRs	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organisation
USAID	United States Agency for International Development
UoT	University of Technology
WB	World Bank
WTO	World Trade Organisation

2. EXECUTIVE SUMMARY

It is the nature of mid-term evaluations such as this to focus on those negative aspects of programme implementation which have been identified during what is often a short mission to the programme. This focus tends to give an impression of minimising the positive impacts and achievements to date. With particular regard to the Jamaica PSDP, these achievements fall under the activities for market penetration, competitiveness committee research, number of PSOs participating, stakeholder engagement and individual successes for participating companies. They have been gained despite some considerable delays in starting operations (due to the need for a financial guarantee for the implementing agency), and the constraining provisions of the EC Practical Guide (a distinct oxymoron where the implementation of private sector development programmes is concerned). In addition, PMU reporting of the programme is efficient and informative.

In recognition of delays experienced in gaining a financial guarantee to allow JAMPRO manage the programme, the programme implementation period has been extended by twelve months to 31st December 2009.

We also recognise that JAMPRO, the implementing agency, has been under-resourced for some time and currently finds itself stretched as far as experienced staff is concerned. Also, the capacity of PSOs themselves to implement measures is limited (although this is recognised in the programme and considerable assistance is provided for capacity building in this area).

Nevertheless, much more needs to be done before any of the overall objectives of the programme can be realised and we can reflect on some programme successes. In an overall context, the programme has been operating from the start without any strategic focus and planning for the programme as a whole, preferring to see the indicators outlined in the logical framework as ends in themselves – essentially, ticking boxes. There has also been an inordinate emphasis on following rules and procedures to the detriment of programme objectives, notably reflected in an inability to recruit essential PMU staff and in allowing smaller clients access to much-needed development funding.

The consultants were disappointed to note that very little contact has been had with other key ministries, particularly the Ministry of Tourism. As tourism is one of the key drivers of the economy, this situation must be corrected as soon as possible.

Further, the consultants report that with the limited time available to the programme to complete its calls for proposals and implement contracts, it is unlikely that targets can be achieved under several activities. Particular concerns are expressed about the absorptive capacities for PSOs and MSMEs for the cost-sharing elements of the programme. We refer to:

- Component 1
 - PSO Capacity Building Scheme
- Component 2

- Cost Sharing BDS,
- Export Centres,
- Cluster & Sector Initiatives, and
- Consortia BDS

In November 2006, the new team to manage Components 1 & 2 of the programme (with the exceptions of the activities for Competitiveness Committee and Market Penetration) will commence work, and this will greatly enhance the management capacities of the PMU. Their first task should be to prepare a strategic plan for those activities up to the cessation of the programme. The team should outline in detail their expenditure plans and clearly distinguish those funds which will likely remain uncommitted over the remainder of the programme. This analysis should cover allocations for PMU & Administration, and Contingencies.

Even with the introduction of the OSP & ERU team, it is very difficult to see how the programme can now fully achieve its overall objectives and spending targets, and much of the funds decommitted should be used to fund a new financing agreement for MSME development, PSO development or support to the enabling environment. For those funds remaining for PSOs and MSMEs, emphasis should be placed on the development of the capacity of support institutions, and on assisting MSMEs prepare their own business plans outlining areas for assistance under this and future programmes.

SUMMARY OF RECOMMENDATIONS

Programme Management

- New ERU team should prepare a strategic plan for the relevant elements of the programme to completion.
- PMU staff should be able to concentrate on managing the programme, rather than implementing it.
- Complete the staffing requirements for the PMU using either local rules or the urgency provisions under EDF rules for negotiated procedures.
- The PMU should be located outside of JAMPRO's main building in order to give it greater perceived independence from JAMPRO's corporate structures and culture. The impending arrival of the OSP-ERU team should provide a good opportunity for this relocation.
- Part of the remaining funds should be utilised in assisting qualifying MSMEs in preparing business plans. Grants of 100% should be given to MSMEs to fund this activity.¹ These amounts should be less than €5,000 in order to avoid the complicated and protracted tender process. The new management team should analyse possible absorption capacities and make provision for this activity within the existing Financing Agreement allocations.

¹ Under section 3.2 of the FA, rates of grants can be altered with the agreement of the EC.

- Exercise more care and diligence in choosing clients and beneficiaries, ensuring that the principle of additionally is respected, along with ensuring that the project impacts our target market more specifically.
- Expand and develop linkages between implementation partners, including relevant ministries
- Prepare Strategic Plan for PSDP programme
 - Identify and address real needs of MSMEs
 - Identify and target high impact sectors for employment creation and income generation (economic growth)
 - Adopt a sectoral approach - expand sectoral and business linkages projects
 - Develop BDS nationwide
 - Expand PSDP message into rest of country with communications and outreach programme, specifically targeting micro and small enterprises. Efforts must also be made to provide encouragement to informal enterprises to join the economic mainstream.
 - Strengthen PSOs & implementing agencies
 - Greater responsiveness to EC's development objectives
- Emphasise inclusion of informal and micro enterprises
- Simplify grant application requirements to ensure that more micro and small enterprises apply.
- Reduce total levels of direct company grants elements.

Component 1

- Upgrade website to include service directory
- Carry out audit of all economic studies in Jamaica and prepare summary of main findings
- Provide links to BSO Network Initiative of Caribbean Export in order to share best practices.
- Link to ITC TPO Best Practices Programme.
- Additional staff member for secretariat of the Competitiveness Committee

Component 2

- Introduce export readiness diagnostic tool
- Develop a core group of local BDS providers (advisors) to assist potential clients in the application process
- ~~The PSDP~~ could issue a letter to MSMEs whose applications have been approved to assist in applying to banks or other lenders/partners for their share of the cost-sharing grant
- Implement Export Centres activity
- Expand on previous cluster development projects – e.g. DfID Cluster Initiative

- Work with JBDC in expanding/developing their current range of services
- Develop linkages between all activities in this component

Component 3

- CFBU might be better placed in JBDC, but ensure that all PSOs have access to the facility.
- Link CFBU to other initiatives

3. INTRODUCTION

The consultants commenced their mission on Tuesday 26th September 2006 with a kick-off meeting with the Project Officer for the EC Delegation in Jamaica. A full list of meetings held to date is attached in Annexes IV & V, together with a list of relevant documents received, as Annex VI.

It is generally agreed that the programme and its objectives are relevant and timely for Jamaica. However, it has taken an inordinate amount of time to make the facilities available to the intended targets. The Financing Agreement was signed in March 2004 and the project started in October 2004. While there have been some successes since then, it has taken a considerable length of time to commence operations, and some critical components have still not begun rolling out services to clients. At this point, it is difficult to see how the programme can achieve its full set of activities in the remaining time to completion, i.e. December 31st, 2009.

Following the first round of meetings, the initial findings were recorded and submitted to the EC Delegation for consideration in an Inception Report. The consultants made no comments on their response to these findings at that time as no conclusions had been reached, and merely recorded them in summary form as provided to them.

Additional fact-finding meetings and interviews were carried out during the period ending 12th October, including meetings with groups of clients/applicants. Given the limited number of assistance grants/contracts entered into, the consultants did not consider that a survey was necessary and they met directly with groups of MSMEs in previously arranged form, and with selected companies on an individual basis. Meetings were also held in the same period with bi- and multilateral donor agencies engaged in private sector development.

A presentation of the findings was made to the Steering Committee and stakeholders on Friday 13th October 2006. This was followed by a debriefing with the EC Delegation at their offices in Olivier Road, Kingston, completing the in-country section of the assignment.

The draft final report should be submitted on 18th October, and comments thereon sent by stakeholders to the consultants by 25th October. The Final Report will be submitted on 30th October, 2006, incorporating those responses where necessary.

The methodology adopted by the consultants is given in more detail in Annex II.

4. TERMS OF REFERENCE

A copy of the Terms of Reference for the Mid-term Evaluation is attached in Annex I. In summary, the areas of focus of the mid-term evaluation are the following:

(a) Assessment of the programme and the various projects to date:

Assess the results of the programme as a whole against selected indicators;

- Assess the impact of the programme and its supported actions at country-specific level.
- Review the overall programme organisation and management in terms of its efficiency, effectiveness and sustainability (including the projects selection mechanism).
- Evaluate the efficiency, effectiveness and sustainability of supported actions as well as their relevance in respect to the programme's main objectives.
- Measure the level of programme appreciation by the beneficiaries.

(b) Suggest improvements to the current structure and propose new options for the future:

- Identify gaps, build upon lessons learned and suggest possible improvements.
- Propose, in alternative, other/new facilities for the future.

The requested evaluation should take into account the expenditures made under the project but not in terms of financial audit of account.

Other general objectives of this mid-term evaluation are:

- The evaluation has to be carried out with reference to the indicators set down in the logical framework for the project.
- To review other donor programmes with objectives similar to the PSDP and identify areas of duplication and synergies. Recommend any adjustments if necessary as it relates to PSDP activities and application process.

5. EVALUATION CRITERIA

Relevance of programme

Discussions and interviews with stakeholders and beneficiaries indicated that there is undoubted relevance for a programme of this type in Jamaica. However, concerns were expressed about the complexity of the programme and about its efforts to cover too many areas at one time, and not planning for a phased approach in how and when activities are carried out.

The consultants believe that the programme would have been best carried out in two or more parts, allowing for greater focus on specific areas as part of a critical path analysis. In addition, synergies should have been sought with other private sector programmes funded/managed by other donors (e.g. DfID's Cluster Initiative, CIDA's support for the Technology Innovation Centre). Nonetheless, our conclusion is that the programme has a high degree of relevance.

Efficiency in resource utilisation

The management of grant fund resources is mixed. In some cases, assistance has been granted in very worthwhile cases, in others the beneficiary has admitted to the consultants that they would have carried out the project with their own resources anyway. This indicates that they have sufficient resources from their own earnings, so PSDP grants are merely adding to their own profit margins. This is clearly not what the programme is intended for. While there are circumstances where working with larger companies is beneficial to our target market², greater care must be exercised in choosing beneficiaries, and consideration should be had to the principle of additionality. This is where resources are provided for a worthwhile project over and above what the beneficiary is able to supply himself, or where it would not have taken place without assistance from the programme.

The current list of clients generally falls into small and medium categories; belong to the formal sector with no PSDP strategy to attract the informal sector; are likely to be well capacitated to complete documentation and manage the process; and often do not need the grant. One of the main features of any PSDP is to facilitate and encourage the progression of businesses from the informal sector to the formal sector. Given the structure of the Jamaican MSME sector, the PSDP should try to give greater emphasis to this issue.

There is growing concern about the capacity to utilize programme resources. The PSDP needs to explore possibilities to move funds from non-performing activities to more successful activities (e.g. Market Penetration). Also, the re-direction of funds into business linkages programmes and activities (e.g. between the light-manufacturing, agro-processing and tourism industries) should be considered. At the time of the evaluation, only four activities out of twelve had begun in earnest, along with a study for the Competitiveness Committee, which remains to be finalised satisfactorily.

We conclude that resources have not been efficiently managed in the main.

² Such as development of supply chains with small and micro enterprises. Also, providing support for staff already engaged before the assistance begins is not considered additional, but merely transferring existing costs.

Effectiveness of management (targets and results)

Significant progress has been made in several activities, notably in Market Penetration and PSO Capacity Building, while limited success has been achieved in Cost Sharing BDS and Consortia BDS. Very limited progress has been made in the Competitiveness Committee and Corporate Finance Brokerage, while there is no real progress in starting the remaining activities.

Additional staff resources will be on stream with the commencement of the ERU OSP team in November, but to date the PMU has been considerably under-staffed. The PMU has failed to engage its full complement of staff necessary for effective management and roll-out of the programme, despite there being more than sufficient resources available to the programme. At present, several positions are vacant, including those of project accountant and communications manager. The Deputy Manager will leave his post at the end of October 2006 and there is no indication that he will be replaced anytime soon.

In the main, therefore, PMU management has not been fully effective in pursuit of targets and results.

Impact on final beneficiaries

There are no discernible procedures in place to measure the effect of the programme on either overall competitiveness or on the growth in the SME sector. The selected indicators at the level of the beneficiaries can be measured quite easily, but with no way of attributing any gains to the programme directly. This is a fault with many programmes in that there are many factors which can impact on these indicators, most of which are outside the scope of the programmes. In particular, qualitative indicators are essentially ignored in the interest of quantifiable results.

However, discussions with selected clients and beneficiaries indicate the following:

- Cost-sharing grant rate is too high for MSMEs
- Need for 100% financing prior to reimbursement puts a severe strain on cash flow.
- Assistance with the preparation of a business plan would greatly assist in ensuring sustainability of business and improve impact of assistance

To date the PSDP has made little impact and has fallen far short in actively promoting stronger linkages between different sectors of the economy.

A management team for Components 1 & 2 will shortly commence work, and part of their assignment will include the conduct of future impact assessment surveys.

Sustainability of interventions and achievements

Given the relevance of the programme to the economy of Jamaica, some of the activities will undoubtedly be sustainable in the future, e.g. Market Penetration and some PSO Capacity Building. There is some doubt that the support to micro and small enterprises will be sufficiently sustainable, given the levels of investment, due to the relatively hostile business environment in play.

As most projects have yet to be implemented, it is really too early to draw any conclusions on this aspect.

6. PROGRAMME DESIGN

There is general agreement that the programme is relevant to business circumstances in Jamaica. While it caters to formal enterprises with growth potential, it also supports the NIP aims of reducing poverty, a fundamental aspect of EC assistance programmes. It also emphasises the aim of enhancing the competitiveness of micro, small and medium size enterprises, as well as strengthening their support and representative organisations. To achieve these objectives, the programme evolves around 3 main components:

1. Empowerment of PSOs in the local economic environment;
2. Development of a system for the provision and delivery of relevant BDS, through demand and supply driven initiatives; and
3. Enhancement of access to corporate finance for SMEs.

There are concerns about the ambitious nature of the programme given the current enabling environment, and the programme's scale in terms of proposed interventions. In particular, there are questions about the sustainability of interventions aimed directly at MSMEs in the absence of a strategic framework for the development of their individual businesses in Jamaica's current relatively hostile business environment.³

³ This environment is characterised by high interest rates, high taxation levels, loss of expertise to other economies and other barriers to enterprise development. However, it should be noted that much progress has been made in the recent past, and efforts continue to further improve the business environment.

7. PROGRAMME MANAGEMENT

Steering Committee

Oversight of the programme is assigned to a Steering Committee, which has in the main performed its duties diligently and in accordance with established practice. The regular quarterly meetings are well attended by the stakeholders and a study of the minutes has shown active participation by the group. In the future, it would be of considerable assistance to the programme if the steering committee engaged further in terms of overall strategy and guidance, and particularly in focussing on programme goals in terms of the overall economy.

Implementing Agency

JAMPRO has been assigned as day-to-day manager of the programme whilst also being a major beneficiary. The Financing Agreement states that JAMPRO's role is to co-ordinate the overall implementation, while actual implementation will be carried out by the PSOs themselves.⁴ It is clear that, in general, the programme is being implemented by the PMU, which operates under JAMPRO's direction, providing a clear conflict of interest.⁵ The impression is that JAMPRO is projecting the PSDP as one of its facilities, when it is in fact open to a much wider range of clients and beneficiaries. JAMPRO must endeavour to correct this misperception.

Programme Management Unit

The PMU has demonstrated some particular strengths in reporting and administrative tasks. However, programme management is lacking in its critical understanding of conditions surrounding private sector development and adopts a very bureaucratic approach to its grant application and employment procedures. This is effectively strangling the rollout of some of the main planks of the PSDP, i.e. assistance to MSMEs and communications to target beneficiaries. It is agreed that the new Practical Guide is also part of the problem, nevertheless an over-enthusiastic application of its provisions⁶ is causing disillusionment and unnecessary constraints to potential beneficiaries.

PMU management and structures need to be strengthened. Too much staff time is utilized for 'putting out fires' on a daily basis (being administrators and implementers at the same time) rather than focusing on administrative and management issues of the programme. This also results in a lack of focus in the PMU, with too much hand-holding required for each project, rather than being able to focus on strategy and planning issues. Besides producing monthly and quarterly reports, the PMU also has to produce weekly reports in order to adjust to JAMPRO's internal reporting structure.

⁴ Financing Agreement, Annex II, section 2.4

⁵ As an example, PMU staff is obliged to submit weekly timesheets and progress reports to the Board of JAMPRO. In addition, all PMU staff use JAMPRO email addresses.

⁶ As an example, an application received only one minute after the deadline for the first Call for Proposals was rejected on the grounds that it was too late. This was an unnecessary stipulation in a non-competitive tender process, and greater flexibility should have been shown in this instance.

The hiring of PMU staff has been particularly problematic, causing severe delays in filling essential posts, and sometimes even resulting in having to relaunch procedures. The process of hiring staff is too complex, bureaucratic and takes far too much time. Tedious tender procedures for hiring staff are hampering the programme. The MIS system tender failed in the first instance due to procedural difficulties and time delays. At an absolute minimum, these procedures require three months to follow, and in practice can take 5 -6 months to fill a PMU post. In other EDF- assisted countries, local hiring procedures have been followed by local organisations, particularly under service agreements. Local procedures should now be adopted. Alternatively, the EDF provisions for negotiated procedures should be followed.⁷

The PMU is also suffering from staff turnover and, as a result, from a loss of skills and institutional memory (e.g. people have to be retrained in EDF procedures and get familiar with the current complexities of the PSDP). Staff members are still not sufficiently familiar with EDF procedures, though a training programme is planned. The aspect of teambuilding is very important for the PMU which should not be overlooked. It is important to actively encourage a team spirit and a culture of information sharing and a closer cooperation among the various components and activities of the PSDP.

There is a need for more effective promotion of the PSDP. For instance, the PMU is in urgent need of a communications strategy in order to address issues regarding the promotion and awareness-raising of the PSDP in Jamaica (urban and rural areas) and to design and implement other relevant PR activities. The PSDP should utilize different forms of media to reach its target beneficiaries (e.g. further interviews on TV and radio programmes, billboards, newspaper articles). Outreach of the PSDP to the whole country is another important issue as most of the current activities are concentrated in and around Kingston. (The planned engagement of a dedicated PSDP Communications Officer with responsibility for planning and implementing this task is key).

JBDC Service Agreement

The core business of JAMPRO lies in export and trade promotion. The core business of the Jamaica Business Development Corporation is in the development of MSMEs. In interviews and discussions with micro and small business clients (potential and actual), many could not see the reasons for approaching JAMPRO as they had no immediate interest in exporting. Others indicated that JAMPRO's closer connections to bigger business and to government were intimidating factors which made them reluctant to pursue PSDP grants or assistance.

Components and activities relevant to export and trade promotion areas should be retained by JAMPRO and those components and activities of the programme which are directly relevant to MSME development should be contracted out to JBDC. The Service Agreement currently under preparation between JAMPRO and the JBDC should be reviewed to ensure that these core strengths are adequately reflected. In addition, stronger links and partnerships should be made with other PSOs such as the JEA and JMA.

⁷ Practical Guide, Section 3.2.3.1 (box – EDF, part a))

In general, all PSOs need additional capacity to provide key services (e.g. packaging, labelling, quality standards and certifications) to MSMEs (e.g. Standards Board)

Programme Implementation Strategy

The PMU adopted the basic indicators and stipulations as its goals and objectives from the outset of the programme. It would have been preferable had it prepared, at an early stage, its own business and strategic plan, outlining its vision with a mission statement, of what it wanted the programme to achieve in addition to the performance indicators, what sectors it would focus on, linkages to be developed, etc. It should have provided a snapshot of its intended beneficiaries and, critically, prepared a communications and outreach strategy to ensure that its real intended beneficiaries – i.e. MSMEs and PSOs – were targeted.

The application process is too complicated and time consuming for MSMEs (especially for micro enterprises). MSMEs do not have the capacity to complete forms, hence the proposed establishment of Help Desks. There is a requirement for an outreach programme to assist MSMEs in the preparation of business plans and in setting up proper accounting procedures. The current proposals for help desks do not go far enough, and further consideration should be given to the development of a comprehensive outreach strategy, in partnership with other PSOs, to fill the gaps.

A ‘Dummy Application Form’ might help in order to give practical examples and provide guidance in filling out the forms.

Given that the final call for proposals is planned for mid-2007, it is now probably too late for any effective action in this regard by the PMU, and might best be carried out by JBDC under their service contract.

A service directory outlining who is doing what within the PSDP is required, along with the relevant contact information of the person in charge. This should be provided in all PSDP publications and websites.

In summary, the programme management is characterised by the following limitations, with the result that **real intended beneficiaries cannot access development funds**:

- Process Driven
- Lacking Market Responsiveness
- Limited Understanding of EC Development Objectives
- Strict Interpretations & Implementation of EDF Rules
- Absence of Strategic Focus
- Demand driven

8. COMMENTS ON PROGRAMME COMPONENTS AND ACTIVITIES

COMPONENT 1:

Competitiveness Committee

- The first study commissioned by the Competitiveness Committee with the title 'Competitiveness Issues in Jamaica' featured some major weaknesses and provided limited added value. As a result it was not possible to present the findings of the study during the 'Competitiveness Forum'. Comments and constructive feedback have been provided by the Competitiveness Committee to the authors of the study.
- The Secretariat of the Competitiveness Committee is currently understaffed (1 person)
- There is an urgent need to develop a repository of competitiveness issues and reports that have been commissioned in this area ('stock taking').
- The National Industrial Policy was developed in 1996 and not updated since.
- One of the major weaknesses of the PSDP is that the individual components are not very well linked (e.g. Competitiveness Committee and Cluster Initiative)

PSO Capacity Building Scheme

- There is an urgent need for capacity building and expansion for local BDS providers in order to strengthen sustainability aspects of the programme.
- There is a need for a database of BDS providers listing local and regional BDS providers by area of expertise. It is important also to include critical client feedback (client satisfaction) indicating whether the client was happy with the service that he/she has received from a particular BDS provider (monitoring BDS providers).
- The component should provide links to the BSO Network Initiative of Caribbean Export in order to share best practices, and to the ITC TPO Best Practices Programme.

COMPONENT 2:

Cost Sharing Business Development Services (BDS) Scheme

Market Penetration

- This activity is regarded as one of the success stories of the PSDP. It has implemented 17 projects, assisting a total of 111 companies, thereby exceeding Programme Estimate targets. However, it is not clear if all were deserving beneficiaries under the principle of additionality.
- In terms of re-direction of funds, consideration should be given to re-allocating funds from other non-performing activities to support further Market Penetration activities.

- This activity has a M&E system in place and also has hired a consultant to conduct an ex-post evaluation (follow-up) with companies that have previously benefited from the Market Penetration Activity in order to measure its impact.
- The main sectors currently benefiting under this activity include agribusiness, fashion, crafts and giftware.
- It is very important that this activity establishes a link to the cluster component of the PSDP.
- The introduction of an export readiness diagnostic would be extremely useful in determining the current capacities of client companies to export.
- The outreach facility/Help Desk will be useful in assisting companies in the application process and in accessing financial grants.
- The creation of a core group of local BDS providers (advisors) which would assist potential beneficiaries in the application process as well as with the development of business plans is seen as a valuable activity. In addition, this would help to strengthen the capacity of local BDS providers and therefore have a positive impact on sustainability.
- Procurement procedures are seen as a major bottleneck. Application procedures are too tedious and complicated, and must be streamlined.
- The current cost sharing ratio for companies of 50/50 should be changed to 75/25 in order to ease the financial burden, especially for micro-enterprises.
- The PSDP should issue a letter to MSMEs whose applications have been approved stating that they will be receiving funds under this programme. Such a letter could provide more comfort to financial institutions which are approached by MSMEs for funding.
- Prepare a short video on some of the success stories of the market penetration activity in order to increase public awareness of PSDP.

Export Centres

- The JEA is already operating Export Centres and would like to cooperate with the PSDP on this activity;
- There are possible linkages in this area with the JBDC (with regard to Business Information Points) and JAMPRO (in the area of Export Centres). The key objectives should be to focus on utilizing existing channels provided by PSOs.
- This activity is currently in the process of planning and implementing a supply (which PSOs are offering which services) and demand (what type of information is needed by companies) survey in order to ensure that the services offered are relevant to its clients.
- There has been a problem with developing the ToRs for the Export Centres System (in terms of contract value, use simplified procedures or framework contract system?). We understand that a Framework Contract is to be launched for this activity and this is welcomed. The general plan is to start with pilot projects in Kingston and Montego Bay using the existing offices provided by JAMPRO in these two cities.

Cluster and Sector Initiatives

- There is a need to link the cluster initiative of JCC with the PSDP in order to build on existing information and research and to avoid duplication of effort.
- The JCC, based in the JEA with funding from DfID and USAID, has already conducted some significant ground work in the area of cluster development. Clusters have been identified for the following areas:
 - agriprocessing,
 - tourism and
 - culture/entertainment.

Consortia Business Development Services

It is regarded as being very difficult to access funds on this component as it currently stands.

Back Office Services

Business Information Points

- There are possible linkages in this area with the JBDC
- The JBDC presently operates a total of 38 Business Service Points (which includes representation in all 14 Parishes) and also could assist with the Business Information Points. The PSDP chose the Chamber of Commerce for its cooperation, however JBDC could also work with these institutions in the area of institutional strengthening
- The demand and supply survey that is planned for the Export Centre activity should also include issues as they relate to the Business Information Points.

Enterprise Rating and Upgrading

- A service contract for this activity has recently been awarded to INTEGRATION, a European consulting company, which will implement this activity for the agriprocessing and fashion industry. The activity is set to start at the beginning of November 2006.
- It will be very important to link this component to the cluster initiative under the PSDP.

COMPONENT 3:

Corporate Finance Broker Unit

- MSMEs in Jamaica need a lot of help in the area of proper record keeping, the writing of business plans and training in accounting and bookkeeping procedures. Training for local BDS providers in the area of business planning, business assessment and in completing application forms is therefore a requirement.

- An enterprise diagnostic would be extremely helpful in determining the strengths and weaknesses of potential clients, and help to give them a clearer picture of their business.
- Procurement issues put a strain on the internal capacity of the Unit (e.g. a tender for the Project Manager has failed). Procedures take far too long and usually results in qualified candidates taking up other job opportunities as they are unwilling to go through this lengthy process.
- Local commercial banks such as the Bank of Nova Scotia and the National Commercial Bank have increased their lending to SMEs. The Corporate Finance Broker Unit needs to increase its human resource capacity in order to deal with the increased work that is expected.
- The public is of the perception that the JBDC and the Corporate Finance Broker Unit are offering the same service.

Mutual Guarantee Company

- A feasibility study for the Mutual Guarantee Company has recently been presented and the pilot phase is underway for the development of a business plan for the company.
- The Unit is also considering an approach the European Investment Bank (EIB) for a loan to facilitate the provision of a small loans scheme.
- Regarding land title in Jamaica, there is an urgent need to change the existing system to formalize the passing on of titles (e.g. farmland is still handed on by 'word of mouth' and family usage, which makes it difficult to produce any title deed to be used for loan collateral). Government is aware of this and planning to tackle the issue.

9. DONOR ACTIVITIES AND LINKAGES

The PSDP has so far fallen short in establishing relevant linkages to national, regional and international programmes in the area of private sector and export development. Much more should be done in order to establish a closer working relationship with programmes funded by bi- and multilateral donor organization in Jamaica, the Caribbean Region as well as at an international level. Besides supporting a more efficient and effective use of scarce financial resources, this approach will also promote a better form of communication and information sharing among all key stakeholders (e.g. public and private sector, donor organizations and trade support institutions) in Jamaica. The tables provided below present a summary overview of some of the main ongoing and planned donor funded activities in the area of private sector development and trade promotion and outline how and where possible linkages with the PSDP should be established. The tables are presented in form of a matrix which distinguishes between bi- and multilateral donor agencies and also look at assistance provided on an international level.

Donor Matrix – Bilateral Donors

Donor	Facility	Description	Potential Linkages PSDP
CIDA	<i>Technology Innovation Center (TIC)</i>	CN\$ 2.6m over 5 years. Funding of operating expenses and salary for project officers. Technical cooperation with Caribbean Development Bank and University of Technology Support will end in October 2007.	PSO Capacity Building Scheme to support the TIC in its objective to become self-sustainable. BDS Scheme to assist clients of the TIC.
	<i>Canadian Corporation Fund (CCF)</i>	Funding of short-term study tours and corporate exchange programmes (incl. PSOs).	PSO Capacity Building Scheme to provide training and exposure to staff of PSOs in Jamaica.
	<i>Micro Enterprise Financing Ltd.</i>	CN\$ 2.8m Micro Enterprise loan programme (with Bank of Nova Scotia) providing three types of loans: individual loans (J\$ 10,000 – J\$ 200,000), group loans (J\$ 50,000 – J\$ 300,000) and educational loans related to upgrading of business skills (max. of J\$ 200,000). Programme started in 2002 and will end in March 2007.	Cooperation with the CFB Unit (PSDP) and the JBDC (which signed a memorandum of understanding with the PSDP) in the area of business plan development, training in bookkeeping/accounting and training of officers working for Micro Enterprise Financing Ltd. in the area of assessing and advising micro enterprises.

	<i>Regional Initiatives</i>	Technical support to OECS Secretariat and to the Regional Negotiating Machinery (RNM) in the area of training and institutional capacity building.	Dissemination of relevant studies provided by the RNM via the Competitiveness Committee of the PSDP. Cooperation with the RNM in organizing Competitiveness Forum in Jamaica.
DFID	<i>Cluster Development Project</i>	Support to cluster development (in cooperation with USAID) in the amount of £ 850,000 over a two year time period ending in March 2007. Support in the area of institutional capacity building to The Competitiveness Company (objective: self-sustainability).	Cooperation with Cluster and Sector Initiative and linkage with Enterprise Rating and Upgrading of PSDP for agribusiness sub-sectors. Provision of information via Export Centers and Business Information Points. Support of market development activities via Market Penetration activity and BDS Scheme.
	<i>DFID Caribbean Assistance Plan (CAP)</i>	The CAP will most likely focus on providing support to private sector development on a regional rather than on a national level. The CAP is currently being developed.	Due to the fact that the CAP has not been finalized yet it is not possible to identify potential linkages with the PSDP at this point in time.
USAID	<i>Commit Programme</i>	Technical and financial support to the development of three clusters: tourism, entertainment/culture and agro-processing (incl. sub-cluster of ornamental fish). Funding will come to an end in March 2007.	See suggestions provided under DFID 'Cluster Development Project' above.

Donor Matrix – Multilateral Donors

Donor	Facility	Description	Potential Linkages PSDP
EU	Caribbean Export Development Agency	9 th EDF CTPSDP Competitiveness Fund Programme supporting activities to increase the competitiveness of groups of firms in any CARIFORUM country or at a regional level. Development of a regional Network of Business Support Organizations, Provision of Trade Information and organization of Trade Fair Participation.	Linkages with Market Penetration Activity (e.g. trade fairs, trade information), Export Centers and Business Information Points (trade information), PSO Capacity Building Scheme (BSO Network) and Cluster and Sector Initiatives (e.g. trade information, training).
	Pesticide Initiative Project (PIP)	Technical support to agro-sector in the area of pesticide control.	Support to Cluster and Sector Initiatives in the agro and agro-processing sectors.
	Banana Diversification Programme	Programme providing technical and financial support to the banana sector in Jamaica.	Cooperation with Sector and Cluster Initiatives, Market Penetration and BDS Scheme of PSDP.
IDB	Private Sector Strategy	The IDB is currently in the process of developing its private sector programme for Jamaica with focus on the enabling business environment (macro environment).	Possible cooperation in the area of Cluster and Sector Initiatives and with the Competitiveness Committee of the PSDP concerning enabling business environment.
	Caribbean Agro Business Association (CABA)	Regional programme providing technical assistance in the area of institutional capacity building (e.g. training and market penetration) to associations in the agro and agro-processing industry.	Establishment of link to Market Penetration Activity, Cluster and Sector Initiatives in the agro and agro-processing sector and PSO Capacity Building Scheme.

UNDP	Good Governance	UNDP is champion for donor coordination.	Set-up of thematic working group on Private Sector Development at PIOJ. Linkage with Competitiveness Committee.
WORLD BANK/IFC	Financial Sector Assessment Project.	Development of a credit bureau and support of best practice initiatives in the financial sector.	Link to Mutual Guarantee Company and Corporate Finance Broker Unit in the area of sharing of best practices in the financial sector. PSO Capacity Building Scheme for financial institutions.

Donor Matrix – Other Donors

Donor	Facility	Description	Potential Linkages PSDP
CDE/PROINVEST	Sector Partnership Meetings	Organization of Sector Partnership Meetings in ACP countries with the objective to foster technology transfer and exchange among companies from the ACP Region and the European Union.	Link to Market Penetration Activity (participation of companies in the sector partnership meeting) as well as to the planned Cluster and Sector Initiatives of the PSDP. Organization of Sector Partnership Meeting for a sector for which a cluster has been developed in Jamaica (e.g. tourism, agro-processing, entertainment).
International Trade Center UNCTAD/WTO	Business Advisory Service (BAS)	Support in the area of trade information, enterprise competitiveness, trade promotion, trade finance and quality management (among others). Best Practices of Trade Support Institutions (TPO Best Practices) and institutional strengthening and capacity building to Foreign Trade Representations.	Linkages should be proactively established with the Competitiveness Committee (e.g. information on the Multilateral Trading System and Trade in Services), PSO Capacity Building Scheme ('TPO Best Practices'), Trade Finance ('Corporate Finance Broker Unit in the area of training

		Development of a National Trade Strategy (NTS), trade in services and provision of information on the Multilateral Trading System.	to MSMEs and financial institutions on how to assess MSMEs), Market Penetration (trade information and market research publications), Export Centers and Business information Points (supply and demand surveys for trade information, publications).
CBI	Provision of market research reports and market studies	Jamaica is not CDI country however could still benefit from some reports and market research studies provided via the CBI website at www.cbi.nl A wealthy of relevant market information is provided for various European markets sorted by industry (e.g. furniture sector, agro and agro-processing, tourism).	Cooperation with Export Centers and Business Information Points as well as with the Market Penetration Activity and Cluster and Sector Initiatives under the PSDP.

ANNEX 1

TERMS OF REFERENCE

EUROPEAID/119860/C/SV/multi

**FWC Beneficiaries - LOT N° 10: Support to Industry /
commerce / services**

REQUEST N° 2006/124657

SPECIFIC TERMS OF REFERENCE

Terms of reference

Background information

<u>Beneficiary country:</u>	Jamaica
<u>Project:</u>	Private Sector Development Programme – “Competitive Jamaica” 9 ACP JM 001
<u>Mission:</u>	Mid-term Evaluation

1.1 Relevant background

Since the early 1990s, Jamaica has followed a program of economic liberalisation and macroeconomic stabilization by removing exchange controls, floating the exchange rate and stabilizing the currency, reducing inflation, cutting tariffs, and eliminating restrictions on foreign investment. Over the last decade, divestment programmes have resulted in a large proportion of economic activities that were owned by the government to be owned today by the private sector. The private sector is therefore considered the most effective engine for growth and development of business activities.

It is expected that growth in Jamaica in the coming years will have to be largely export-led. To realise such export-led growth requires improving the competitiveness of the private sector, involving cost reductions and investments in restructuring in favour of more competitive activities.

The Private Sector Development Programme under the 9th EDF gives an integrated, comprehensive and coherent response to the challenges faced by the private sector, as well as the opportunities offered by the globalisation movement.

The programme aims specifically at enhancing the competitiveness of micro, small and medium size Jamaican enterprises and strengthens their support and representative organisations.

1.2 Mission specification

With reference to the Financing Agreement n° 9110/JM for the Private Sector Development Programme, a mid term evaluation covering the whole programme is scheduled for September 18 to October 30, 2006. The mid term evaluation mission will pursue the overall objective:

- to review the PSDP to date and evaluate the results achieved so far.

The Legal basis for the commitment is the Financing Agreement n°9110/JM, dated 04/02/2004 and expires on 31/12/2011. The total cost of the programme is EUR 28,700,000, of which the EU's contribution is EUR 20,000,000. The implementation of activities started on 04/02/2004 and will end on 31/12/2009.

1.3 Project description

On February 4, 2004 the Financing Agreement for the **Private Sector Development Programme (PSDP)** was signed between the Government of Jamaica and the European Union (EU). The broad objective of the PSDP is to promote and impact, on a sustainable basis, Jamaica's overall socio-economic development, by strengthening

the country's private sector. The programme is designed to increase the sector's contribution to GDP – especially the portion that comes from Micro, Small and Medium Enterprises (MSMEs). The PSDP is, therefore, focused on addressing the competitiveness challenges that the MSMEs face and will seek to:

- Improve the macro economic environment by identifying and addressing policy and regulatory-level opportunities and constraints to MSME development;
- Provide firm and sector level assistance to companies in the MSME sector – improving their productivity and competitiveness via grants that are promoted and/or administered by private sector organisations and support institutions (PSOs);
- Strengthen private sector (intermediary) organisations and support institutions (PSOs) via capacity-building support to PSOs on a cost-sharing basis – thereby strengthening the ability of those organizations to increase the assistance they provide to MSMEs.

A Steering Committee has been established and is responsible for providing overall guidance, regular reviews of the implementation performance and acting as a decision-making body for issues requiring resolution.

1.3.1 Main activities

Activities under the Programme correspond to three (3) major components with 12 support programmes in total. The components and their support programmes are as follows:

Component no. 1 - Empowering private sector organizations & support institutions (PSOs) and enhancing national competitiveness:

- **Competitiveness Committee:**
is designed to mobilise private sector efforts to promote discussions at the government level about the sector's competitiveness issues and to encourage swift decisions to address those issues at a policy level. It will encourage the development of national policies and strategies that will enhance national competitiveness and support improved efficiency and productivity, especially among businesses within the country's micro, small and medium-sized enterprises.
- **PSO Capacity Building Scheme:**
aims to enhance the capacity of private sector organizations and support institutions (PSOs) within the private and public sectors to make the most effective use of their human and financial resources, thereby allowing them to adapt and respond appropriately to the needs of their members and clients who operate in the MSME sector.

Component no. 2 – Enhancing enterprise competitiveness via the provision of grants and the delivery of relevant Business Development Services (BDS) to individual and groups of firms;

- **Cost Sharing Business Development Services (BDS) scheme:**

is tailored to improve the competitiveness of MSMEs in the productive and service sector, enabling them to acquire business development services from local and/or international providers of such services.

- **Market Penetration:**
aims at improving export market performance in supporting the participation of Jamaican MSMEs in trade fairs and other similar export promotion and market development events.
- **Export Centres:**
will be a network of facilities that provide a range of standardised export development services.
- **Cluster and Sector Initiatives:**
Will develop PSO cluster management skills and implement initiatives in 10 sectors and/or clusters in high-growth areas.
- **Consortia Business Development Services:**
are facilities that will enhance the capacity of private sector organizations & support institutions (PSOs) to help MSMEs build competitiveness and through demand driven training programmes.
- **Back Office services:**
Will allow PSOs to expand the range of services they offer their members, in an effort to improve their competitiveness.
- **Business Information Points:**
Provide enterprise with a broad range of basic and standardised business information that entrepreneurs require at various stage of development of their business.
- **Enterprise rating and upgrading:**
Bringing participating companies from the fashion and agribusiness sub-sectors up to world class standards.

Component no. 3 - Enhancing the access of Micro & SMEs to corporate financing

- **Corporate Finance Broker Unit:**
To provide financial advice and "hand-holding" to MSMEs, so that they are empowered to access a broader range of more affordable financial services from the formal banking sector.
- **Mutual Guarantee Company:**
Establishment of a Mutual Guarantee Company which would improve access to finance by providing loan guarantees for micro, small and medium-sized Enterprises.

The breakdown of costs under broad headings is given in the following table:

Category	Amount	Share (%)
1. Empowerment of PSO in the local economic environment	1,850,000.00	9.3
2. Enhancing enterprise	12,500,000.00	62.5

competitiveness through the strengthening of the BDS system		
3. SMEs' access to corporate finance	720,000.00	3.6
4. PMU, TA, audit, monitoring & evaluation, promotion	2,950,000.00	14.7
5. Contingencies	1,980,000	9.9
TOTAL	20,000,000.00	100%

1.3.2 Targeted beneficiaries

The programme is focused on assisting:

- Micro, Small and Medium-sided Enterprises (MSMEs), which produce goods or provide services for the local and/or export markets;
- Private Sector Organizations and Support Institutions (PSOs) including not-for-profit entities, which offer critical business support services for private sector development.

1.3.3 Expected results

Component 1: Empowering private sector organizations & support institutions (PSOs) and enhancing national competitiveness

- Increase awareness of competitiveness bottlenecks and advocacy for removal
- Institutional capacity of PSOs strengthened and services enhanced

Component 2: Enhancing enterprise competitiveness

- Increased access to BDS by urban and rural beneficiaries
- Increased market opportunities for SMEs
- Increased access to value added business information
- Enhanced PSO awareness of Cluster Development

Component 3: Enhancing the access of Micro & SMEs to corporate financing

- Improve Micro & SME access to corporate finance
- Viable alternative SME financing options identified
- Increased SME exposure & access to sources of finance and Technical Assistance
- Increased understanding by SMEs of financial management best practices
- Improved understanding by SMEs of requirements for accessing financing
- Improved financial and business performance of clients receiving assistance from the Corporate Finance Brokerage

- Improved financial management capability of SMEs
- Improved ability of SMEs to raise capital and access financing
- SME appreciation of "best practices" for record keeping, business planning and financial reporting
- Mutual Guarantee Company feasibility recommendations initiated

1.3.4 Implementation Partners

The Jamaica Promotions Corporation (JAMPRO) is the core Implementing Agency and has set up a Project Management Unit (PMU) to coordinate the activities of the Programme. The PMU receives support from select JAMPRO departments which are directly responsible for executing five of the 12 PSDP support programmes. These departments along with the PMU work closely with two other Co-Implementing agencies – the Private Sector Organization of Jamaica (PSOJ) and the Jamaica Business Development Centre (JBDC) as it relates to a number of programme activities.

2. Description of the assignment

2.1 Beneficiaries

The beneficiaries of the mid-term evaluation will be the Delegation of European Commission in Kingston; included will be the NAO (PIOJ), JAMPRO, JBDC, PSOJ, JMA (Jamaican Manufacturer Association), JEA (Jamaican Export Association), the Ministry of Industry, Commerce, Science and Technology & Energy.

2.2 Global Objectives

The general objectives of this mid-term evaluation are:

- To review the progress of the Programme and assess the extent to which the programme has achieved its objectives to date. The evaluation will also try to identify the limits and bottlenecks of the current Programme structure and suggests ways to improve the overall programme functioning and performance.
- The evaluation has to be carried out with reference to the indicators set down in the logical framework for the project.
- To review other donor programmes with objectives similar to the PSDP and identify areas of duplication and synergies. Recommend any adjustments if necessary as it relates to PSDP activities and application process.

2.3 Specific objectives

The areas of focus of the mid-term evaluation are the following:

(a) Assessment of the programme and the various projects to date:

- Assess the results of the programme as a whole against selected indicators;
- Assess the impact of the programme and its supported actions at country-specific level.

- Review the overall programme organisation and management in terms of its efficiency, effectiveness and sustainability (including the projects selection mechanism).
- Evaluate the efficiency, effectiveness and sustainability of supported actions as well as their relevance in respect to the programme's main objectives.
- Measure the level of programme appreciation by the beneficiaries.

(b) Suggest improvements to the current structure and propose new options for the future:

- Identify gaps, build upon lessons learned and suggest possible improvements.
- Propose, in alternative, other/new facilities for the future.

The requested evaluation should take into account the expenditures made under the project but not in terms of financial audit of account.

2.4 Requested services and methodology

The consultants will propose, in their technical proposal, a methodology to carry out the mid-term evaluation.

The consultants will be expected to meet with:

- the Delegation of the European Commission in Kingston. The EC Delegation will provide the consultants with the collection of all relevant documentation (e.g. Financing Agreement, activity reports, and other technical documents, projects reports of activities, logical frameworks, work plans, etc.)
- the National Authorising Officer, i.e. PIOJ
- the Ministry of Industry, Commerce, Science and Technology & Energy
- The office of the Minister of Development
- the Jamaica Promotions Corporation (JAMPRO) and the Project Management Unit (PMU) which coordinates the activities of the Programme.
- the two other Co-Implementing agencies: the Private Sector Organization of Jamaica (PSOJ) and the Jamaica Business Development Centre (JBDC)
- the programme's beneficiaries. During the mission, the evaluation team may use individual sessions with direct Programme's beneficiaries at all organisational levels.

The consultants will be expected to conduct field work for 10 days to allow proper consultation with the beneficiaries of the project.

The consultants will be expected to make a presentation to the Steering Committee members of the findings and recommendations before the end of the mission.

The consultant may also draw from the studies conducted and reports prepared during the implementation of the project.

The consultants will be required to have prior knowledge of all documents relating to EDF procedures as well as contracts and tender dossiers etc...

The consultants will have to consider the following five main evaluation criteria (EC's Guideline for Evaluation):

- The *relevance* of the Programme, including its results and specific activities;
- The *efficiency* with which financial, manpower and other resources have been allocated and utilised;
- The *effectiveness* of the Programme in carrying out planned activities and achieving targeted results;
- The *impact* of the programme on the final beneficiaries;
- The *sustainability* of the Programme's interventions and achievements.

2.5 Expected results

a) Evaluation of the programme to date

- an assessment of the programme implementation to date with an in-depth analysis of the overall performance
- An assessment of each of the individual components implemented and related activities with an analysis of their relevance, effectiveness and efficiency
- A comprehensive summary of the main output achieved by the programme and individual components.

b) Recommendations for actions

- identification of possible improvements that can be brought to the programme to improve overall efficiency on the basis of lessons learnt

3 - Expert profile

In order to fulfil this assignment, the evaluation team will comprise 2 experts (one Cat I and one Cat II). The Cat I expert will also act as a team leader.

The experts must have a proven knowledge and expertise in the field of economic development, more specifically of private sector projects aimed at the small, micro and medium enterprise sector, and economic related factors with an emphasis on private sector development issues within small island states economies. The experts must possess a demonstrated sound knowledge of project evaluation. Knowledge of EU economic cooperation policy, especially in the field experience of these TORs would be a distinct asset. They should be able to understand the interrelated intercultural and political, challenges underlying the Project.

The experts must have a proven experience in working in multicultural environments. They must be fluent in speaking, reading and writing in English, and must be able to

rapidly produce high-quality reports. They must have sound communication skills in dealing with local authorities/agencies/actors, and be capable of working as a team.

The experts must ensure their own autonomy in computers and concerning secretarial support including organising the visits in Jamaica.

They will be responsible for the overall planning and implementation of the mission, for the production and presentation of the final report.

Important Remarks

During all contacts with the Authorities, local stakeholders, or any other project or Organisation, the consultants will clearly identify themselves as independent consultants and not as official representatives of the European Commission. All reports shall clearly indicate the number of the letter of contract and carry the following disclaimer: "This report has been prepared with the financial assistance of the European Commission. The views expressed herein are those of the consultants and therefore in no way reflect the official opinion of the Commission".

Expert 1 –Team Leader (Category I) – 27 man-days

The Team Leader must be a senior expert with the following qualifications:

- Post graduate degree (preferably PhD or Master) in Economics, Business Management, Finance or related discipline, with emphasis on assessment, project planning and evaluation.
- Have fifteen years of experience in the evaluation of development projects including projects which have been implemented by small island states. Specific experience on economic development projects and related issues will be an advantage.
- Prior experience in the Caribbean will be an asset, as well as previous experience with EDF-financing projects.

The Team Leader will be responsible for the overall planning and implementation of the mission, for the production and presentation of the reports.

Expert 2 (Category II) – 27 man-days

The second expert (Category II) must have:

- Graduate degree in Economics, Business Management, Finance or related discipline.
- Have ten years experience in the evaluation of economic co-operation / development projects.
- Previous experience in the field of international cooperation and project evaluation and management will be an asset.
- Have professional experience in Jamaica and extensive knowledge on private sector development activities in the field in Jamaica

4 - Location and Duration

- **Starting date:** The assignment is scheduled to start on September 18, 2006.
- **Indicative timetable:** 27 working days.

Travel days	2 Working Days
Meetings	5 Working Days
Field visit including travelling	10 Working Days
Report writing, including finalise draft report and incorporate comments from all stakeholders	10 Working Days
Total (2 days can be adjusted to the travel wherever needed)	27 Working Days

Location of the assignment: The mission will be undertaken in Jamaica, and report writing in Europe or wherever the consultants are based.

Total duration of assignment (including travelling): 27 working days.

5 - Reporting

The Evaluator will have to produce the following reports:

- **An Inception Report** (by e-mail), for approval by the Delegation, confirming the proposed work plan and methodological approach for the field and synthesis phases;
- **Draft Final Report** at the end of the field visits to be sent to the Delegation
- **A Final Report** to be sent to the Delegation.

All reports will have to be drafted in English. They will have to be submitted electronically to the Delegation and the final report will also have to be submitted by mail to the Delegation. The draft final report must be released by October 18, 2006. The comments on the draft final report will be sent to the consultants within one week after receipt of the draft final report. The final report, taking into account the comments received from the EC Delegation, will have to be submitted by October 30, 2006. It will contain a self-standing executive summary.

6 - Administrative information

- a) As/when necessary, visas should be obtained prior to commencement of the Mission.
- b) A local budget available to the consultants covering, *inter alia*, personnel and transport costs outside of Kingston (vehicle hire, eventual hotel business centre facilities, etc.) must be foreseen.
- c) The firm must provide adequate operational support to the team, including ensuring that the team has adequate administrative/secretarial support for the work to be undertaken.
- d) The firm shall ensure that experts are adequately supported and equipped,

including the provision of computers to be used on the assignment.

- e) No equipment is to be purchased on behalf of the Contracting Authority/beneficiary country as part of this service contract.

ANNEX II

METHODOLOGY

METHODOLOGY

PART I: BACKGROUND

Mission Purpose:

Mid-term evaluations are generally designed to feed into future financing and assistance programmes or where a new legal basis is planned. Though they also have a function to provide accountability in terms of the original programme objectives, they are primarily designed to provide an analysis of “lessons learned” from the ongoing programme (and other similar programmes) which will be used to feed into new programmes and financing agreements. The mid-term evaluation also aims to “review the PSDP to date and evaluate the results achieved so far”, and to provide corrective measures during the remaining programme duration of the PSDP.

PSDP Objectives:

- Promote and impact Jamaica’s socio-economic development by strengthening the country’s private sector;
- Increase the sector’s contribution to GDP (particularly from MSMEs).

Specific Focus:

- Policy and regulatory environment
- Direct assistance to MSME firms and sector through grants
- Strengthen support capacity of business associations and chambers to MSMEs through cost-sharing

There are three components to the programme:

1. Empowering PSOs and enhancing national competitiveness
2. Enhancing enterprise competitiveness through grants and BDS delivery to MSMEs
3. Improve MSME access to finance

Target beneficiaries:

- MSMEs in production, service provision for local and export markets
- PSOs offering critical business support to MSMEs

The expected results of the programme are listed in the Terms of Reference and are noted by the consultants.

Evaluation Criteria:

The assignment will be carried out with reference to the “Guide to the Evaluation Procedures and Structures currently operational in the Commission’s External Co-operation Programmes”, reference to which is made in the ToRs. Specific cognisance will be had to the key criteria, and their respective sub-criteria:

1. Relevance
2. Efficiency
3. Effectiveness
4. Impact; and
5. Sustainability

During our evaluation we will also take into account cross-cutting issues such as gender (e.g. women in development, women entrepreneurs, etc.) and environment.

Ongoing/Planned Donor Activities:

Reference is made in the ToR to the conduct of a review of other donor-funded programmes with similar objectives to the PSDP. The Consultants propose to assess current and planned donor activities (e.g. USAID, CIDA, DfID and IDB) while distinguishing between country specific activities and regional donor programmes from which the PSDP in Jamaica could benefit from (e.g. activities conducted by the Caribbean Export Development Agency, a regional trade promotion organisation of the CARIFORUM Region, in such areas as MSME training, the development of a BSO Network in the Caribbean and the participation of MSME in the annual Caribbean Gift and Craft Show. The result of the assessment of donor activities will be a donor matrix clearly highlighting existing overlaps and identified gaps including recommendations on how to leverage benefits from existing and planned donor activities for the PSDP.

PART II: METHODOLOGY**Methodology**

The assignment will be conducted using a mix of fact-finding techniques:

- Document search and desk review/analysis
- Interviews with key stakeholders and selected beneficiaries
- Surveys of beneficiaries

1. Document Search and Desk Review/Analysis

Documents to be sought include:

- Programme Inception Report, with logframe or other programme objectives and success indicators

- Progress reports
- Progress reports on specific supported actions
- Institutional maps and structures, with allocated responsibilities
- Programme reports from other donors
- General economic background data relevant to the programme (to establish its context and operating environment)

The ToRs do not make any reference to possible regional activities in which Jamaica may participate in the sector. Details of these RIPs will be sought and included in the recommendations for future developments.

2. Selection of Beneficiaries for Interview:

In addition to those bodies listed in the ToRs, interviews will be carried out with selected beneficiaries. The PSPD has targeted a broad range of beneficiaries in receipt of assistance from the programme. It may be possible to remotely survey all of the beneficiaries, but nonetheless our selection of beneficiaries for interview must take account of the need to include a representative sample from each group. These groups will include:

- ⇒ Business service providers (including Chambers of Commerce/Industry and other umbrella organisations)
- ⇒ Sectoral representative associations
- ⇒ Private sector firms (manufacturing and services). In making the sample selection, we will take into account
 - Types of assistance received (grant, advisory, trade fair, etc.)
 - Geographical location
 - Types of industry
 - Export or local focus
- ⇒ Relevant Government ministries and agencies
- ⇒ Economic commentators
- ⇒ Financial institutions relevant to the programme.

Interviews will be held with donors carrying out similar programmes/projects to identify overlaps and potential synergies, with a view to the identification of possibilities for joint-programming in the future (in line with current international efforts at donor co-ordination and harmonisation). The assistance of the delegation in arranging these interviews in advance of the arrival of the consultants will be sought. If feasible during the time of our visit to Jamaica, the consultants would be grateful if they could attend a meeting of the relevant PSD donor co-ordination group to gain an overall feel for combined activities.

3. Survey of Beneficiaries:

Each of the consultants has in previous assignment carried out surveys relating to private sector development under EDF (and other) programmes. This experience will be brought to bear in any decision to carry out such a survey of those beneficiaries not directly interviewed. A decision as to whether or not to carry out such a survey and the methodology used will be made within the first few days following our arrival and our initial assessments of the need for such a survey.

Where a survey is deemed desirable, in order to make use of local expertise and knowledge it is important to note that the Consultants will present a draft survey during the inception meeting with the EU Delegation and other key stakeholders in Jamaica for comments and feedback, prior to implementation. Given that the consultants will have time limitations in carrying out the assignment, the assistance of local organisations will be sought in the conduct of a survey (e.g. JAMPRO for a survey of business service and intermediary organisations, intermediary organisations for a survey of MSMEs). This will also assist in achieving local 'buy-in' to the exercise.

Sequence of Activities:

The sequence of major proposed activities is outlined in the table below⁸.

	Activity	No. of Days
1	Prior to the arrival of the consultants in Jamaica, contact EC Delegation to finalise timings, and to assist in setting up meetings with selected key stakeholders (as listed in ToR), in order to ensure efficient use of time during their first days in the country.	-
2	Consultants travel to Jamaica ⁹	1
3	Hold kick-off meeting with EC Delegation to receive background information and programme documents (logframe, progress reports, general economic background, etc.)	1
4	Hold meetings with key stakeholders and evaluation beneficiaries (as listed in the ToR)	4
5	Prepare and submit Inception Report to EC Delegation for feedback and final approval, including proposed work plan, amended methodological approach, travel plan, draft surveys, selection of beneficiaries for interview, etc.	-
6	Carry out field visits and distribute/receive surveys	10
7	Prepare draft final report of field visits and survey results and discuss with EC Delegation. Carry out secondary or explanatory calls/visits	5
8	Make presentation of main findings and recommendations to Steering Committee, including 'Lessons Learned' and 'Way Forward'	1
9	Return to home base	1
10	Prepare and submit Final Report	4
	Total number of days	27

⁸ This sequence is indicative at present and will allow for changes should circumstances dictate.

⁹ Travel days can be adjusted as appropriate

ANNEX III

***SUMMARY OF ACHIEVEMENTS AS
AT 31ST AUGUST 2006***

AS AT August 31, 2006

Activity	Indicator	Target			Contribution to Overall	Cumulative Target Attainment
		Overall	Y-T-D	%		
Back Office Services	No. of activities established	5		0%	0.5	0.00
	No. of firms accessing services	250		0%	0.5	0.00
Business Info Points	No. of BIPs established	--			0.5	
	No. of firms receiving assistance	5000		0%	0.5	0.00
Cluster & Sector Initiatives	No. of clusters/sector initiatives undertaken	10		0%	0.33	0.00
	No. of firms participating in initiatives	100		0%	0.33	0.00
	No. of prod. developments & upgrades	15		0%	0.33	0.00
Competitiveness Committee	No. of research studies commissioned	12	3	25%	0.5	0.13
	No. of policy proposals submitted to GoJ	6		0%	0.5	0.00
Consortia BDS	No. of workshops delivered	240	25	10%	1	0.10
Corporate Finance Brokerage	No. of firms assisted	450	69	15%	0.5	0.08
	No. of workshops delivered	48	6	13%	0.5	0.06
Cost-sharing BDS	No. of firms participating	350	40	11%	0.5	0.06
	No. of firms having repeated use of services	--			0.5	0.00
Enterprise Rating & Upgrading	No. of firms benefiting	400		0%	0.5	0.00
	No. of workshops organized	50		0%	0.5	0.00
Export Centres	No. of Centres established	14		0%	0.5	0.00
	No. of firms accessing services	2000		0%	0.5	0.00
Market Penetration	No. of events executed	25	17	68%	0.5	0.34
	No. of firms participating in events	250	124	50%	0.5	0.25
Mutual Guarantee Company	No. of guarantees issued	300		0%		0.00
PSO Capacity-Building	No. of PSOs benefiting	25	18	72%	1	0.72
	No. of addtl services provided to members					0.00
TOTAL					11	1.73

Targets Achieved to Date

16%

ANNEX IV

MEETINGS SCHEDULE

MEETING SCHEDULE: MID-TERM EVALUATION PSDP

The Table below provides a listing of key PSDP stakeholders the Consultants met during the PSDP Mid-Term Evaluation Mission to Jamaica:

Date	Time	Meeting	Organisation
MON – Sept. 25th	10:00 am	Corinne Deleu, Project Manager	EU Delegation
TUE – Sept. 26th	7:30 am	Corinne Deleu, Project Manager	EU Delegation
	9:00 am	Briefing Session JAMPRO	PMU/JAMPRO
	1:30 pm	Mr. Reginald Budham Snr. Director, Policy & Planning	Ministry of Industry, Commerce, Science & Technology and Energy
WED – Sept. 27th	9:00 am	Mr. Kirk Brown/Kenneth Reid (Activity Managers – PSO/CBS, PSO BDS, CSBDS)	PMU
	10:30 am	Dr. Andre Gordon, President Mr. Jean Smith, General Manager Steering Committee Member/Beneficiary	JEA
	2:00 pm	Mr. Oswald Smith, President Mr. Edward Chin Mook, Vice President Steering Committee Member/Beneficiary	SBAJ
	3:00 pm	Mr. Francis Kennedy, Chairman Steering Committee	Kingston City Centre Improvement Co.
THU – Sept. 28th	9:00 am	Marjorie McCalla/Natalie Grandison/Mary Gooden/Rohan Dawkins/Harold Davis (Activity Managers – MP/ERU/CSI)	PMU/JAMPRO

	11:00 am	Ashton Lemonius/Deanna McFarlane/Marie Myers-Hamilton/Kenneth Reid (Activity Managers – CFB)	PMU
	2:00 pm	Mrs. Dianne Davis, NAO	PIOJ
	4:00 pm	Berletta Forrester/Janet Crick/Ida Williams/Rohan Dawkins (Activity Managers – EC/BIPs)	PMU/JAMPRO
FRI – Sept. 29th	10:00 am	Mrs. Beverly Rose-Forbes, Steering Committee Member	Ministry of Industry, Commerce, Science & Technology and Energy
	11:00 am	Mrs. Nicola Gordon-Rowe, Executive Director Steering Committee Member/Beneficiary	JMA
	12:00 pm	Mr. Harold Davis, Executive Director Steering Committee Member/Beneficiary/ Partner	JBDC
MON– Oct. 2nd	2:00 pm	Mrs. Lola Fong Wright Steering Committee Member/Partner	PSOJ
	5:00 pm	Mr. Dennis Morrison Co-chair Competitiveness Committee/Chief Technical Director (Cabinet Office)	Jamaica House
TUE – Oct. 3rd	9:00 am	Mrs. Valerie Tappin Senior Director	Technology Innovation Centre
	11:30 am	Mrs. Beverly Morgan Director	The Competitiveness Company

	2:00 pm	Mrs. Sancia Templer/Kayanne Taylor/Kenneth Reid (Activity Managers – CC)	JAMPRO/PMU
	3:30 pm	Delaine Morgan, Project Manager	PMU
WED – Oct. 4th	9:00 am	Mr. Oscar Spencer, Deputy Representative	IDB
	11:00 am	Ms. Barbara Scott National Authorizing Officer	PIOJ
THU – Oct. 5th	9:00 am	Mr. Frank Whyllie General Manager	Jamaica National Building Society
	10:30 am	Mrs, Terri-Ann Gilbert-Roberts Development Officer	CIDA
	2:00 pm	Mr. Juan Carlos Espinola Resident Representative UNDP	UNDP
	3:30 pm	Mrs. Jean Smith, General Manager JEA Dr. Diane Robertson, Caribbean Herbal Business Association (Jamaica Chapter) Mr. Roy, Independent Artist Mrs. Anneke, Competitiveness Company	JEA
FRI – Oct. 6th	9:30 am	Ms. Shireen Aga Managing Director	Shiba Investments (Telephone Interview)
	11:00 am	Mr. Peter Bunting, Chairman JAMPRO	JAMPRO
	2:00 pm	Mr. Errol L.G. Powell Chairman	P.A. Benjamin Manufacturing Co. Ltd.
	3:30 pm	Mrs. Vicki R. Johnson	USAID

		Director, Office of Economic Growth Mr. John A. Wright Deputy Director, Office of Economic Growth Mrs. Althea Spence Office of Economic Growth	
	5:30 pm	Mrs. Kathryn Hewlett-Jones, Senior Regional Advisor for the Caribbean Mr. Hunt Howell, Principal Economist Mrs. Claudia Stevenson, Project Economist Mr. Paul Holden, Consultant	IDB
MON– Oct. 9th	8:30 am	Mr. Gary Wallace Business Manager	Leder Mode
	10:00 am	Mr. David Allen Chief Executive Officer	Info Exchange
	2:00 pm	Mrs. Sancia Bennett-Templer President (acting)	JAMPRO
	3:30 pm	Ms. Idelle Brown Director	Belle Tropicals
	4:30 pm	Ms. Cheryl-Ann Dunstan Candle Creator/Director	Banyan Creations
TUE– Oct. 10th	9:00 am	Mr. Maurizio Costabile Managing Director	Bellina Collection
	10:00 am	Mr. George Walker General Manager	Hype TV Jamaica Ltd.
	11:00 am	Ms. Antonette Grant Senior Programme Officer Jamaica	DFID

WED– Oct. 11th	10:00 am	Mr. Wayne St. Aubyn Henry Liaison Officer/Economist	The World Bank
	11:00 am	Mrs. Thalia Lyn, CEO/Managing Director Mr. Albert Bailey, General Manager	Island Grill/Island Catering
	2:30 pm	Mr. Gerd Jarchow, EU Ambassador Ms. Corinne Deleu, Project Manager	EU Delegation Jamaica
THU– Oct. 12th	3:00 pm	Mrs. Jennifer Griffith, Permanent Secretary Mr. Wesley Van Riel, Senior Director, Strategic Planning & Evaluation	Ministry of Tourism, Entertainment and Culture
FRI – Oct. 13th	9:30am	Presentation of Findings & Recommendations	JAMPRO
	12:30pm	Debriefing Session Ms. Corinne Deleu Project Manager, Economic & Social Development Section Mr. Christopher Henderson Rural Development Section Manager	EU Delegation

ANNEX V

***MEETING SCHEDULE BY
CATEGORY OF INSTITUTIONS***

MEETING SCHEDULE BY CATEGORY OF INSTITUTIONS

The following table provides a listing of institutions (public and private sector), donor organizations and private sector enterprises which were visited by the Consultants:

CATEGORY	ORGANISATION
<i>Government Ministries:</i>	<ul style="list-style-type: none">▪ Ministry of Industry, Commerce, Science & Technology and Energy▪ Ministry of Tourism, Entertainment and Culture
<i>PSOs:</i>	<ul style="list-style-type: none">▪ JAMPRO▪ JBDC▪ JCC▪ JEA▪ JMA▪ PIOJ▪ PSOJ▪ SBAJ▪ Jamaica National Building Society▪ Bank of Nova Scotia▪ ExIm Bank
<i>Development Partners:</i>	<ul style="list-style-type: none">▪ CIDA▪ DFID▪ EU▪ IDB▪ World Bank/IFC▪ USAID▪ UNDP

<i>MSMEs:</i>	<ul style="list-style-type: none"> ▪ Banyan Creations Ltd. ▪ Belle Tropicals ▪ Bellina Collections ▪ Caribbean Herbal Business Association (Jamaica Chapter) ▪ Hype TV Jamaica Ltd. ▪ Info Exchange Ltd. ▪ Island Catering Ltd./Island Grill ▪ Leder Mode Ltd. ▪ P.A. Benjamin Manufacturing ▪ Pioneer Meat Products ▪ Roy Creations (Independent Artist) ▪ Shiba Investments Ltd.

ANNEX VI

DOCUMENTATION & WEBSITES

DOCUMENTATION & WEBSITES

The following is a listing of relevant documents that have been reviewed up by the Consultants during the Mid-Term Evaluation of the Private Sector Development Programme (PSDP):

ACE Asesores De Comercio Exterior S.L: "Feasibility Study for the Establishment of a Mutual Guarantee Company in Jamaica". January 2006.

ADE S.A.: 'Evaluation of European Community Support to Private Sector Development in Third Countries'. Final Report. December 2005.

Cherif, M'Hamed/van den Berg, Dominique/Karayannopoulos, Fotis: 'Jamaica Private Sector Development Project Assessment Report/ Feasibility Study'. May 2003.

ECO – European Consultants Organization: 'Technical Advisory Services (TAS) to the Private Sector Development Programme (PSDP) – Jamaica'. Framework Contract AMS 451 Lot 10 No. 2004/98200. Final Report I. November 2005.

ECO – European Consultants Organization: 'Technical Advisory Services (TAS) to the Private Sector Development Programme (PSDP) – Jamaica'. Framework Contract AMS 451 Lot 10 No. 2004/98200. Final Report II. November 2005.

EU Delegation Jamaica: 'Country Overview Jamaica'.

Government of Jamaica and European Commission: 'Country Strategy Paper and National Indicative Programme (NIP) for the Period of 2001-2007'.

Government of Jamaica: 'Programme Estimate No. 3 for the Period March 1, 2007 – August 31, 2008'. Note: The Programme Estimate No. 3 will be signed by mid December 2006 and the budget committed before 31/12/2006.

Government of Jamaica: 'Programme Estimate No. 1 for the Period January – June 2006 – Addendum: Extension of Implementation to June 2006'.

Government of Jamaica (Minister of Development): 'Programme Estimate No. 1 for the Period January – December 2005. EDF Project No. 9 ACP JM 001. EDF Identification No. JM/5021/002'. Kingston, December 2004.

Holden, Paul; Holden, Sarah -The Enterprise Research Institute (ERI): 'Jamaica – A Private Sector Assessment'. Report prepared for the Inter-American Development Bank (IDB). August 2005.

Jamaica Promotions Corporation (JAMPRO): 'Private Sector Development Programme (PSDP) Fact Sheet. April 2006;

Jamaica Promotions Corporation (JAMPRO) and Jamaica Business Development Corporation (JBDC): 'Service contract to be signed with JAMPRO/JBDC for the implementation of: Component 1 – Clusters and Sector Initiatives and Component 2 – Enterprise up-grading and rating'.

Jamaica Promotions Corporation (JAMPRO): 'Service contract with JAMPRO signed in May 2006 for the implementation of the following activities: Component 1 – Competitiveness Committee – EUR 308,520; Component 2 – Export Centers, Market

Penetration, Business Information Points – EUR 1,920,293; Component 3 – Corporate Finance Broker – EUR 193,305; Component 4 – Project Coordinator and Administration – EUR 112,400; Total Budget: EUR 2,534,518. End: December 31, 2009

Klesse, Wolfgang B.: 'Final Report JAMPRO/PSDP Project Management Facilitator (OSP)'. Framework Contract Europeaid/119860/C/SV/Multi Lot 10. August/September 2006/

Memorandum of Understanding among the Planning Institute of Jamaica, the Jamaica Promotions Corporation, the Jamaica Business Development Centre and the Private Sector Organization of Jamaica regarding the support for the Private Sector Development Programme in Jamaica funded by the European Union and the Government of Jamaica. December 2004.

Planning Institute of Jamaica and Statistical Institute of Jamaica (joint publication): 'Jamaica Survey of Living Conditions 2005'. July 2006.

Private Sector Development Programme (PSDP): 'Service Contract 9 ACP JM 001/SC/02 between The National Authorizing Officer represented by the Planning Institute of Jamaica and The Jamaica Promotions Corporation (JAMPRO)'. April 2006.

Private Sector Development Programme (PSDP): 'Service Contract 9 ACP JM 001/SC/01 between The National Authorizing Officer represented by the Planning Institute of Jamaica and The Jamaica Promotions Corporation (JAMPRO)'. September 2004.

Private Sector Development Programme (PSDP) Corporate Finance Component: 'Activity Summary – August 2006'.

Private Sector Development Programme (PSDP): 'Quarterly Report No. 7: April – June 2006'.

Private Sector Development Programme (PSDP): 'Quarterly Report No. 6: January – March 2006'.

Private Sector Development Programme (PSDP): 'Export Centers & Business Information Points – Draft Implementation Plan for period June 2005 – December 2007. Version of December 6, 2005.

Private Sector Development Programme (PSDP): 'Quarterly Progress Report April – June 2006'.

Private Sector Development Programme (PSDP): 'Quarterly Progress Report January – March 2006'.

Private Sector Development Programme (PSDP): 'Quarterly Progress Report October – December 2005'.

Private Sector Development Programme (PSDP): 'Quarterly Progress Report July – September 2005'.

Private Sector Development Programme (PSDP): 'Component/Activity Matrix – Implementation Arrangements and Procurement Strategy (Tendered by PMU/JAMPRO – 05/04/05)'.

Private Sector Development Programme (PSDP): 'Organogram'.

Private Sector Development Programme (PSDP): 'Market Penetration Activity – Overview'. September 2006.

Private Sector Development Programme (PSDP): 'Private Sector Organizations and Support Institutions (PSOs) – Capacity Building – Guidelines to Applicants'.

Private Sector Development Programme (PSDP): 'Private Sector Organizations and Support Institutions (PSOs) Capacity Building – Grant Application Form'.

Private Sector Development Programme (PSDP): 'Private Sector Organizations and Support Institutions (PSOs) – Consortia Business Development Services (BDS) – Guidelines to Applicants'.

Private Sector Development Programme (PSDP): 'Cost Sharing Business Development Services (BDS) – Guidelines to Applicants'.

Private Sector Development Programme (PSDP): 'The PSDP at a Glance'. Information Brochure.

Private Sector Development Programme (PSDP): 'FAQ – Help Desk Facilities'.

Private Sector Development Programme (PSDP): 'How the Help Desk Facility Works'. One page Information Leaflet.

Private Sector Development Programme (PSDP): 'Introducing the Private Sector Development Programme – Helping to Fund Your Business Competitiveness'. Information Brochure.

Private Sector Development Programme (PSDP): 'Corporate Finance Broker' – Information Brochure'.

Private Sector Development Programme (PSDP): 'Target Growth – Competitiveness Committee' Information Brochure.

Project Management Unit (PMU): 'Service contract for the PMU signed with JAMPRO on October 6, 2004. End: December 31, 2009.

Target Growth Competitiveness Committee: 'Competitiveness Study – Comments'. August 2006.

The International Bank for Reconstruction and Development: 'Country Assistance Strategy for Jamaica'. April 2005. Caribbean Country Management Unit. Latin America and the Caribbean Region. Report No. 31830-JM.

WEBSITES

The following websites were consulted during the initial research phase:

Caribbean Export Development Agency	www.carib-export.com
EU Delegation Jamaica	www.deljam.cec.eu.int
Jamaica Promotions Organisation (JAMPRO)	www.investjamaica.com
Jamaica Business Development Corporation (JBDC)	www.jbdc.net
Jamaica Competitiveness Company (JCC)	www.exportjamaica.org
Jamaica Exporter's Association (JEA)	www.exportjamaica.org
Jamaica Manufacturer's Association (JMA)	www.jma.com.jm

Private Sector Development Programme
Private Sector Organisation of Jamaica (PSOJ)
Small Business Association of Jamaica

www.psdjamaica.com
www.psoj.com
www.sbaj.org.jm

This project is executed by the Framework Contractor for Lot 10: **ACE, Asesores de Comercio Exterior** in Consortium with **PEM** and **IBF International Consulting**

The views expressed in this report do not necessarily reflect the views of the European Commission.