

PROJECT STATUS REPORT

JULY 2016 - DECEMBER 2016

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Youth Entrepreneurship Program - Caribbean

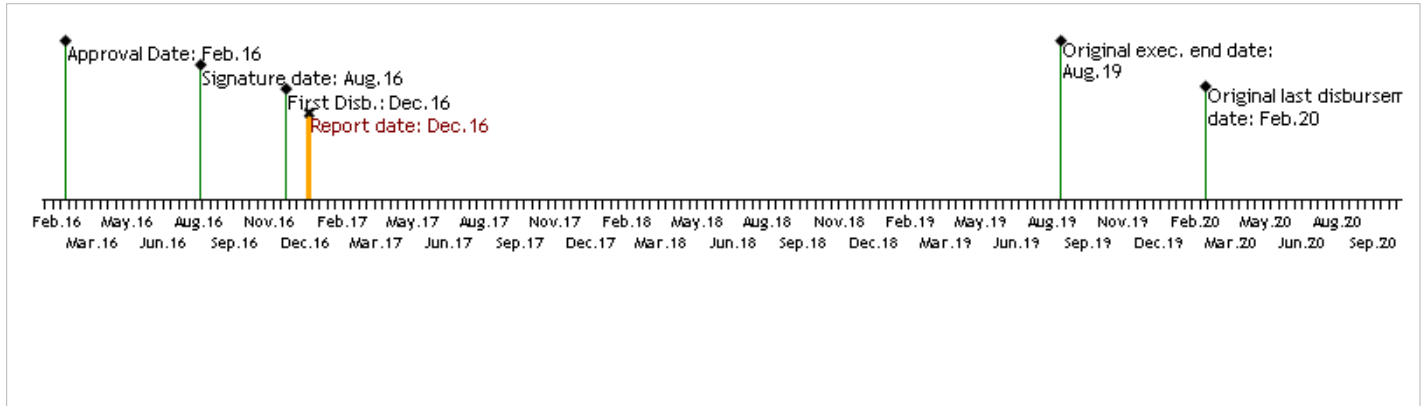
Project Number: RG-M1284 - Project Num.: ATN/ME-15503-RG

Purpose: Create and strengthen youth businesses through a harmonized entrepreneurship training and aftercare model.

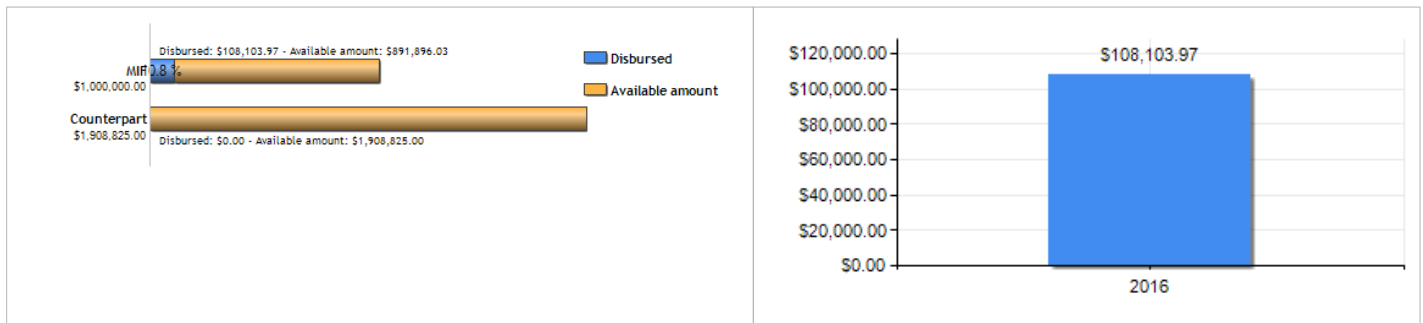
| | |
|----------------------|--|
| Country Admin | Country Beneficiary |
| BARBADOS | BARBADOS, JAMAICA, TRINIDAD AND TOBAGO |

| | | | |
|--------------------------|-------------------------------|---------------------------------|----------------|
| Executing Agency: | BARBADOS YOUTH BUSINESS TRUST | Design Team Leader: | RUTH HOULISTON |
| | | Supervision Team Leader: | MARITZA VELA |

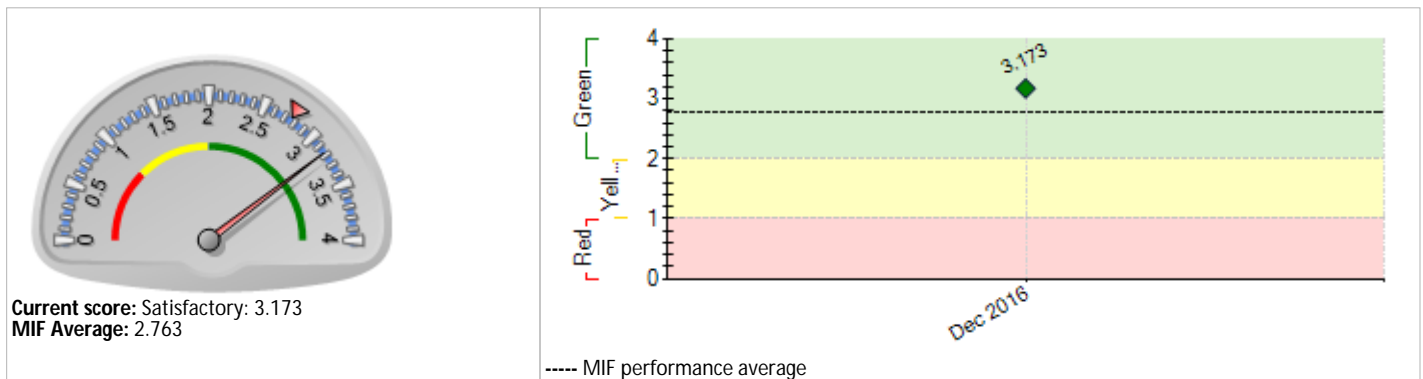
PROJECT CYCLE



FUNDS

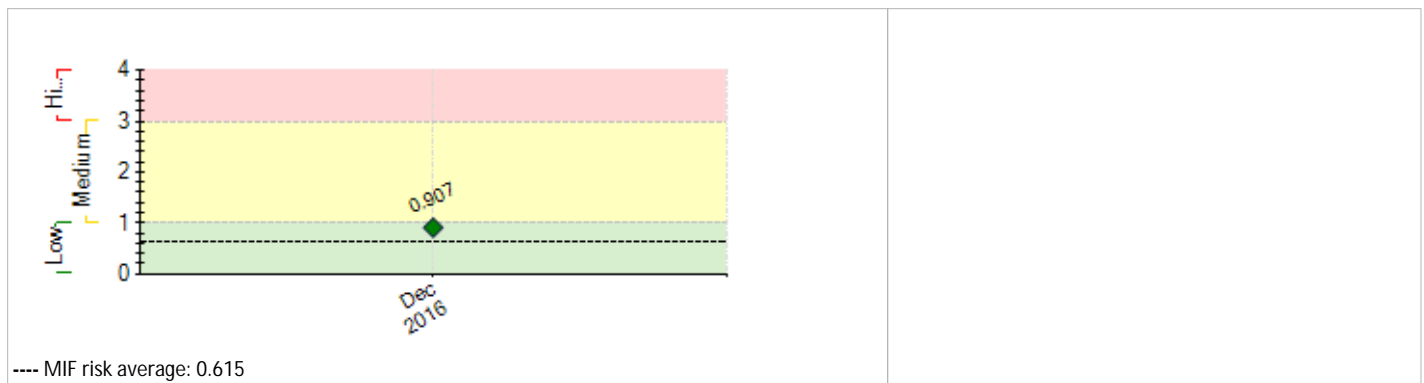


PERFORMANCE SCORE



EXTERNAL RISKS

| | |
|--|-------------------------------------|
| | INSTITUTIONAL CAPACITY |
| | Risk |
| | Financial Management: Medium |
| | Procurement: Medium |
| | Technical Capacity: Medium |



SECTION 2: PERFORMANCE

Summary of project performance in the last six months

1. The Technical Cooperation Agreement for the project was signed on August 15th 2016, effectively initiating the 36-month window for project execution. By October 2016 all eligibility conditions for disbursement were met, namely:

- Appointment of Project Coordinator
- Designation of bank account specifically for the project
- Evidence of counterpart financing for all three Trusts under the project
- Authorized signatories for both technical and financial matters appointed
- Financial plan for the first six months of the project
- Approval of the project's Operating Regulations
- Sub-agreement between the Trusts signed
- Approval of contract with CUSO International for organizational development of the Trusts
- Request for disbursement submitted

Subsequently, the first payment was approved and disbursed on December 2, 2016.

2. Volunteers conducting the Institutional Needs assessment in Jamaica and Barbados were deployed on October 17 and 24, 2016 respectively. Both volunteers are currently working towards completing the assessment by **February 28, 2017** and implementing the required strategies by **October 2017**. A third volunteer is expected to arrive in Trinidad on **March 1, 2017**.

During the next semester, the emphasis will be on

- Procuring a consultant to perform the Market Analysis in each country and creation of country specific resource guides
- Procuring a consultant/firm to harmonize the curriculum of the Trusts
- Delivering entrepreneurs' training utilizing the harmonized curriculum

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

| | Indicators | Baseline | Intermediate 1 | Intermediate 2 | Intermediate 3 | Planned | Achieved | Status |
|--|---|---------------|-----------------|------------------|----------------|------------------|----------|--------|
| | | | | | | | | |
| Goal: Number of business created or strengthened by underserved young people that are still operating after 12 months | I.1 Number of business created or strengthened by underserved young people that are still operating after 12 months | 0 Aug 2016 | 138 Aug 2018 | 466 Aug 2019 | | 693 Aug 2020 | 0 | |
| | I.2 Number of new jobs created by businesses lead by underserved young people | 0 Aug 2016 | 166 Aug 2018 | 559 Aug 2019 | | 832 Aug 2020 | 0 | |
| | I.3 Number of existing businesses that increase their sales by 8% annually | 0 Aug 2016 | 124 Aug 2018 | 420 Aug 2019 | | 624 Aug 2020 | 0 | |
| Purpose: Create and strengthen youth businesses through a harmonized entrepreneurship training and aftercare model. | R.1 Number of new businesses created | 0 Aug 2016 | 227 Aug 2018 | | | 378 Aug 2019 | 0 | |
| | R.2 Number of businesses strengthened | 0 Aug 2016 | 177 Aug 2017 | 618 Aug 2018 | | 882 Aug 2019 | 0 | |
| | R.3 Number of young people who increase their business capabilities | 0 Aug 2016 | 378 Aug 2017 | 1272 Aug 2018 | | 1890 Aug 2019 | 0 | |
| | R.4 Number of young people who increase their soft skills | 0 Aug 2016 | 294 Aug 2017 | 988 Aug 2018 | | 1470 Aug 2019 | 0 | |
| Component 1: Institutional Collaboration, Harmonization and Learning Weight: 30% Classification: Unsatisfactory | C1.11 Number of formal partnerships created | 0 Aug 2016 | 12 Aug 2017 | 19 Aug 2018 | | 27 Aug 2019 | | |
| | C1.12 Number of Entrepreneurial Service Guides Created | 0 Aug 2016 | 3 Aug 2018 | | | 3 Aug 2019 | | |
| | C1.13 Number of staff members receiving training | 0 Aug 2016 | 3 Aug 2017 | 6 Aug 2018 | | 9 Aug 2019 | | |
| | C1.14 Harmonized training curriculum developed | 0 | | | | 1 | | |

| | | | | | | | | |
|-------|------------------------------------|----------|--|--|--|----------|--|--|
| | | Aug 2016 | | | | Aug 2017 | | |
| C1.15 | Number of Market Studies Completed | 0 | | | | 3 | | |
| | | Aug 2016 | | | | Aug 2017 | | |
| C1.16 | E-Learning platform adapted | 0 | | | | 1 | | |
| | | Aug 2016 | | | | Aug 2018 | | |

Component 2: Business Services for Young Entrepreneurs
Weight: 30%
Classification: Satisfactory

| | | | | | | | | |
|-------|--|----------|----------|----------|--|----------|----------|-----------|
| C2.11 | Number of young people made aware of Youth Business Trusts | 0 | 2000 | 4000 | | 5000 | 2090 | On Course |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | Dec 2016 | |
| C2.12 | Number of young people trained | 0 | 420 | 1411 | | 2100 | 410 | On Course |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | Dec 2016 | |
| C2.13 | Number of young people receiving financial support | 0 | 25 | 70 | | 100 | 25 | On Course |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | Dec 2016 | |
| C2.14 | Number of trainers trained | 0 | 13 | 30 | | 32 | | |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | | |

Component 3: Mentoring and Aftercare for Young Entrepreneurs
Weight: 30%
Classification: Unsatisfactory

| | | | | | | | | |
|-------|--|----------|----------|----------|--|----------|----------|-----------|
| C3.11 | Number of young people receiving aftercare | 0 | 187 | 628 | | 935 | 157 | On Course |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | Dec 2016 | |
| C3.12 | Number of business mentors trained | 0 | 70 | 180 | | 230 | 5 | On Course |
| | | Aug 2016 | Aug 2017 | Aug 2018 | | Aug 2019 | Dec 2016 | |

Component 4: Knowledge management and strategic communication
Weight: 10%
Classification: Unsatisfactory

| | | | | | | | | |
|-------|---|---|----------|----------|--|----------|--|--|
| C4.11 | Number of case studies developed | 0 | 4 | 4 | | 6 | | |
| | | | Aug 2018 | Aug 2018 | | Jul 2019 | | |
| C4.12 | Number of NGOs that have access to knowledge products or knowledge transfer activities | 0 | 30 | 30 | | 45 | | |
| | | | Aug 2018 | Aug 2018 | | Jul 2019 | | |
| C4.13 | Number of businesses and educational institutions that have access to knowledge products or knowledge transfer activities | 0 | 60 | 60 | | 90 | | |
| | | | Aug 2018 | Aug 2018 | | Jul 2019 | | |
| C4.14 | Number of government authorities that have access to knowledge products or knowledge transfer activities | 0 | 18 | 18 | | 27 | | |
| | | | Aug 2018 | Aug 2018 | | Jul 2019 | | |
| C4.15 | YBI Monitoring, Evaluation and Learning system developed (MEL) | 0 | | | | 1 | | |
| | | | | | | Aug 2017 | | |

| Milestones | Planned | Due Date | Achieved | Date of achievement | Status |
|-----------------------|---------|----------|----------|---------------------|----------|
| M1 Conditions Prior | 11 | Feb 2017 | 11 | Oct 2016 | Achieved |

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE
[None reported in this period]

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

| | Level | Mitigation action | Responsible |
|---|--------|--|---------------------|
| 1. The macro-economic situation in beneficiary countries is not conducive to youth entrepreneurship | Medium | Entrepreneurship has been placed high on the agenda of Caribbean governments and, especially, Barbados, Jamaica and Trinidad and Tobago. Youth Business Trusts will secure continued support for youth entrepreneurship (in the form of financing and policy support) through alliances with public and private sector entities. | Project Coordinator |
| 2. Lack of commitment by each Trust to collaborate as a network | Medium | The project has placed heavy emphasis on building partnerships tailored to the needs of each particular trust and country context. Each of the Trusts have signed a Partnership Agreement defining the parameters of this collaboration. The Regional Project Coordination Unit serves the interest of each individual trust. Each service provider will be mandated in their TORs to work on both country-specific matters as well as regional matters. These measures ensure that partnership, collaboration and networking are an integral part of both the Governance and execution frameworks of this project | Project Coordinator |
| 3. Service providers/trainers lack the capacity to deliver new curricula/approaches to youth training | Medium | The activities under this component relating to curriculum development and training support will emphasize (i) training of Youth Business Trust Staff; and (ii) training of trainers - in all new curriculum/youth training programs developed under the project. | Project Coordinator |
| 4. Inadequate, insufficient and poorly targeted aftercare services | Low | The component will support enhancement of mentorship/aftercare program. Activities such as training of mentees and development of new/improved tools and products for use by mentees during aftercare programs. This component will also support mentees to access a wider and improved network - this will allow youth entrepreneurs to access additional/external aftercare support that might not be available under the Trusts | Project Coordinator |
| 5. Inadequate coordination of experience across the YEP resulting in low level of learning | Low | The YEP program under which this project falls has a strong coordination team that includes and M&E consultant tasked with ensuring that lessons learned across the YEP family can be shared with each executing partner. This will allow for the creation and sharing of best practice methods. The Caribbean YEP project will utilize the resources under this component to develop key learnings from within the sub-region that can be shared across the membership. | Project Coordinator |

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 6 **IN EFFECT RISKS:** 6 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 0

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which have been taken in the reporting period:

During the reporting period, the Youth Business Programs have been working together to ensure that all trusts will have the institutional support to continue to collaborate and provide relevant business services to the youth. Each Youth Business program has applied for capacity development and support from the Youth Business International (YBI) network, to target the areas which may require some strengthening in each organisation. A key area which has been identified for all three programs is Communications and as a result, all three programs will be developing a communications strategy with the support of YBI to strengthen the internal and external communication within the organisations, ensuring that each organisation is able to provide relevant support to young entrepreneurs.

SECTION 6: PRACTICAL LESSONS

[No lessons learned found]