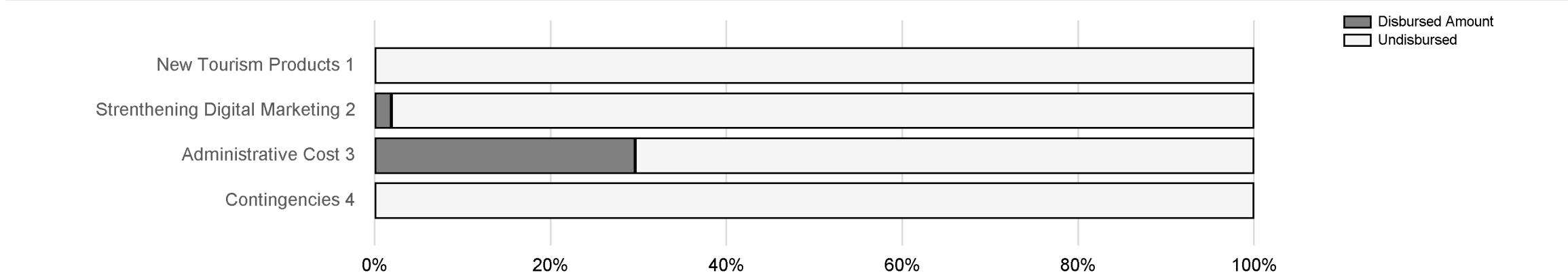


PMR Public Report

Operation Number	BA-L1033	Chief of Operations Validation Date	04/06/23
Year- PMR Cycle	Second period Jan-Dec 2022	Division Chief Validation Date	04/14/23
Last Update	03/24/23	Country Representative Validation Date	04/27/23
PMR Validation Stage	Validated by Representative		
Basic Data			
Operation Profile			
Operation Name	National Tourism Program	Loan Number	4342/OC-BA
Executing Agency	BARBADOS TOURISM INVESTMENT INC., MINISTRY OF TOURISM AND INTERNATIONAL TRANSPORT	Sector/Subsector	SUSTAINABLE TOURISM-DEVELOPMENT TOURISM DESTINATION & PRODUCT MANAGEMENT
Team Leader	INURRITEGUI MAURTUA, MARISOL	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Barbados
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	BARBADOS		
Environmental and Social Safeguards			
Impacts Category	B	Was/Were the objective(s) of this operation reformulated?	NO
Safeguard Performance Rating	Satisfactory	Date of approval	
Safeguard Performance Rating - Rationale	The operation was approved in 2017 and achieved eligibility in March 2020. An Environmental and Social Management System, ESMS was prepared and received non-objection from the IDB in July 2021.The Project Execution Unit (PEU) hasn’t yet hired an Environmental and Social Specialist to oversee the ESA and ESIA processes (ToRs have been approved). It is expected that the E&S specialist will be hired in time to oversee the preparation of E&S studies (expected in mid-2023). No specific project has yet started.		

Financial Data									
	Total Cost and Source					Available Funds (US\$)			
Operations	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Amount
BA-L1033	20,000,000	20,000,000	0	0	20,000,000	20,000,000	945,115.34	4.73%	19,054,884.66
Aggregated	20,000,000	20,000,000	0	0	20,000,000	20,000,000	945,115.34	4.73%	19,054,884.66
Expense Categories by Loan Contract (cumulative values)									



Please note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

RESULTS MATRIX

General Development Objectives

General Development Objectives Nbr. 0: Tourism expenditures

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
0.0	Total Expenditure in Barbados by Stayover Tourists by Trip	US\$/trip/visitor	1880	2019	2025	P	1,086
						A	-

Details

Means of Verification: Data collected from Exit Surveys conductd by the Caribbean Tourism Organisation (CTO).

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			
Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
0.1	Total Expenditure in Barbados by Cruisers	US\$/trip/visitor	46	2019	2025	P	65
						A	-

Details

Means of Verification: Data collected from Exit Surveys conductd by the Caribbean Tourism Organisation (CTO).

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			
Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
0.3	Total Number of Stayover Tourists	# visitors/year	692659	2019	2025	P	487,259
						A	-

Details

Means of Verification: Data collected from Exit Surveys conductd by the Caribbean Tourism Organisation (CTO).

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			
Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
0.4	Total Number of Cruisers	#visitors/year	858774	2019	2025	P	434,204
						A	-

Details

Means of Verification: Data collected from Exit Surveys conductd by the Caribbean Tourism Organisation (CTO).

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
Indicator				Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2025	
0.5	Incremental expenditure in Barbados by Tourists as a result of the project			US\$million/year	0	2019	2025	P	.08
								A	-
Details									

Means of Verification: Surveys contracted by the Project Execution Unit (PEU).

Observations:

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

RESULTS MATRIX											
Specific Development Objectives											
Specific Development Objectives Nbr. 0: Total expenditure on new tourism products by stayover visitors and cruisers increased											
Observation: --											
		Indicator			Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
0.0		Mean Expenditure of Visitors in new cultural products in Historic Bridgetown and Its Garrison (longstay visitors and cruise ship passengers)			US\$/tourist	0	2019	P	10	-	10
								A	-	-	-
Details											
Means of Verification: Surveys contracted by the Project Execution Unit											
Observations:											
Evaluation Methodology: -											
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator							
		Indicator			Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
0.1		Visitors taking tours to visit new cultural areas of Historic Bridgetown and Its Garrison (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	800	-	800
								A	-	-	-
Details											
Means of Verification: Surveys contracted by the Project Execution Unit											
Observations:											
Evaluation Methodology: -											
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator							
		Indicator			Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
0.2		Mean Expenditure of visitors to visit the upgraded National Museum (longstay visitors and cruise ship passengers)			US\$/tourist	0	2019	P	40	-	40
								A	-	-	-
Details											
Means of Verification: Surveys contracted by the Project Execution Unit											
Observations:											
Evaluation Methodology: -											
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator							
		Indicator			Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
0.3		Number of visitors visiting the upgraded National Museum (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	500	-	500
								A	-	-	-
Details											
Means of Verification: Surveys contracted by the Project Execution Unit											
Observations:											
Evaluation Methodology: -											
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator							

	Indicator		Unit of Measure		Baseline	Baseline Year	2023	2025	EOP 2025							
0.4	Mean Expenditure of visitors to visit renewed waterfront at Oistins (longstay visitors and cruise ship passengers)			US\$/tourist	0	2019	P	30	-	30						
							A	-	-	-						
Details																
Means of Verification: Surveys contracted by the Project Execution Unit																
Observations:																
Evaluation Methodology: -																
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator												
	Indicator		Unit of Measure		Baseline	Baseline Year	2023	2025	EOP 2025							
0.5	Number of visitors visiting the renewed waterfront at Oistins (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	800	-	800						
							A	-	-	-						
Details																
Means of Verification: Surveys contracted by the Project Execution Unit																
Observations:																
Evaluation Methodology: -																
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator												
	Indicator		Unit of Measure		Baseline	Baseline Year	2023	2025	EOP 2025							
0.6	Number of visitors visiting the upgraded Trevor's Way (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	430	-	430						
							A	-	-	-						
Details																
Means of Verification: Surveys contracted by the Project Execution Unit																
Observations:																
Evaluation Methodology: -																
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator												
	Indicator		Unit of Measure		Baseline	Baseline Year	2023	2025	EOP 2025							
0.7	Number of visitors visiting the upgraded St. Lawrence Gap (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	480	-	480						
							A	-	-	-						
Details																
Means of Verification: Surveys contracted by the Project Execution Unit																
Observations:																
Evaluation Methodology: -																
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator												
	Indicator		Unit of Measure		Baseline	Baseline Year	2023	2025	EOP 2025							
0.8	Mean Expenditure of visitors to visit the upgraded Legends Cricket Museum (longstay visitors and cruise ship passengers)			US\$/tourist	0	2019	P	40	-	40						
							A	-	-	-						
Details																
Means of Verification: Surveys contracted by the Project Execution Unit																
Observations:																
Evaluation Methodology: -																

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator						
Indicator		Unit of Measure			Baseline	Baseline Year	2023	2025	EOP 2025	
0.9	Number of visitors visiting the upgraded Legends Cricket Museum (longstay visitors and cruise ship passengers)			# of tourists	0	2019	P	400	-	400
							A	-	-	-
Details										

Means of Verification: Surveys contracted by the Project Execution Unit

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator				

Specific Development Objectives Nbr. 1: Traffic to Barbados official tourism website increased

Observation: Estimated monthly visits/Geographic Traffic Sources/Time on Site

	Indicator	Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
1.0	Traffic to Barbados' official tourism website	Estimated monthly visits	84000	2019	P	168,000	-	168,000
					A	-	-	-
Details								

Means of Verification: Website analytics report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator				

	Indicator	Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
1.1	Geographic Traffic Scores (UK, USA & Canada)	%from traditional markets	58.6	2019	P	50	-	50
					A	-	-	-
Details								

Means of Verification: Website analytics report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator				

	Indicator	Unit of Measure	Baseline	Baseline Year		2023	2025	EOP 2025
1.2	Time on official website	seconds	110	2019	P	140	-	140
					A	-	-	-
Details								

Means of Verification: Website analytics report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator				

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 New Tourism Products

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2025	2022	EOP 2025
1.01	Visitor Center & Art Gallery Completed	facility	P	-	1	-	2,575,000
			P (a)	-	1	39,058.1	2,234,513.46
			A	-	-	-	-
1.02	Bridgetown Tourism Urban Route Completed	Project	P	-	1	-	2,500,000
			P (a)	-	1	-	2,514,710.18
			A	-	-	-	-
1.03	Barbados National Museum Upgrades Completed	Project	P	-	1	-	2,310,000
			P (a)	-	1	69,259.25	2,276,688.04
			A	-	-	-	-
1.04	Oistins Waterfront Improvements Completed	Project	P	-	1	-	2,430,000
			P (a)	-	1	-	2,421,000
			A	-	-	-	-
1.05	Trevors Way Upgrade Completed	Project	P	1	1	332,819	350,000
			P (a)	-	1	-	1,452,711.84
			A	-	-	-	-
1.06	Historic Bridgetown & Garrison Tram Tour Completed	Project	P	-	1	9,545	2,045,000
			P (a)	-	1	-	920,002.87
			A	-	-	-	-
1.07	St. Lawrence Gap Upgrades Completed	Project	P	-	1	15,000	1,045,000
			P (a)	-	1	15,000	1,089,999.98
			A	-	-	-	-
1.08	Legends Cricket Museum Upgrade Completed	Project	P	-	1	15,000	2,045,000
			P (a)	-	1	15,000	2,050,000
			A	-	-	-	-

Component Nbr. 2 Strengthening Digital Marketing

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2025	2022	EOP 2025
2.01	Tourism Digital Marketing Platform Implemented	Information Platforms	P	-	1	289,840	810,000
			P (a)	-	1	263,836.35	846,980
			A	-	-	37,550	40,930
2.02	Destination Marketing Campaigns Conducted (10)	Campaigns	P	1	10	115,818	715,000
			P (a)	2	10	217,400	692,400
			A	-	-	-	-
2.03	Cultural Digital Audiovisual Material Content for Digital Campaigns Produced (8)	materials	P	1	8	-	475,000
			P (a)	-	8	-	390,620
			A	-	-	-	-
2.04	Digital Payments Capabilities Evaluated	Report	P	-	-	-	-
			P (a)	-	1	-	70,000
			A	-	-	-	-

Other Cost					
	Program Administration		P	533,640	2,175,000
			P (a)	461,555.56	2,422,263.57
			A	340,917.65	766,128.56
	Monitoring and Evaluation Studies		P	25,000	150,000
			P (a)	20,000	130,000

	Monitoring and Evaluation Studies	A	0	0
	Financial Audits	P	45,000	90,000
		P (a)		0
		A	0	0
	Contingencies	P	114,000	285,000
		P (a)	0	488,110.06
		A	0	0
Total Cost				
	Total Cost	P	1,495,662	20,000,000
		P (a)	1,101,109.26	20,000,000
		A	378,467.65	807,058.56

CHANGES TO THE MATRIX					
Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	Barbados National Museum Upgrades Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023
	Bridgetown Tourism Urban Route Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ADELAM	3/23/2023
	Destination Marketing Campaigns Conducted (10)	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023
	Digital Payments Capabilities Evaluated	Create Output	N/A	ROCHELLEF	3/21/2023
	Historic Bridgetown & Garrison Tram Tour Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ADELAM	3/23/2023
	Legends Cricket Museum Upgrade Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023
	Oistins Waterfront Improvements Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023
	St. Lawrence Gap Upgrades Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023
	Trevors Way Upgrade Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ADELAM	3/23/2023
	Visitor Center & Art Gallery Completed	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ROCHELLEF	3/21/2023

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Active		Goods, and Services
	Response Actions		
	1.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
2	Inactive		Internal Processes
	Response Actions		
	2.01	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
3	Active		Internal Processes
	Response Actions		
	3.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
4	Inactive		Human Resources
	Response Actions		
	4.01	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
5	Active		Planning
	Response Actions		
	5.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
6	Active		Planning
	Response Actions		
	6.01	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
7	Materialized		Goods, and Services
	Response Actions		
	7.01	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
8	Active		Goods, and Services
	Response Actions		
	8.01	Management Strategy	Status
		MITIGATE	ACTIVE

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Acquisitions and Procurement - Bidding Stage