

PROJECT STATUS REPORT (FINAL)

JULY 2011 - DECEMBER 2011

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Competitiveness of Small Hotels

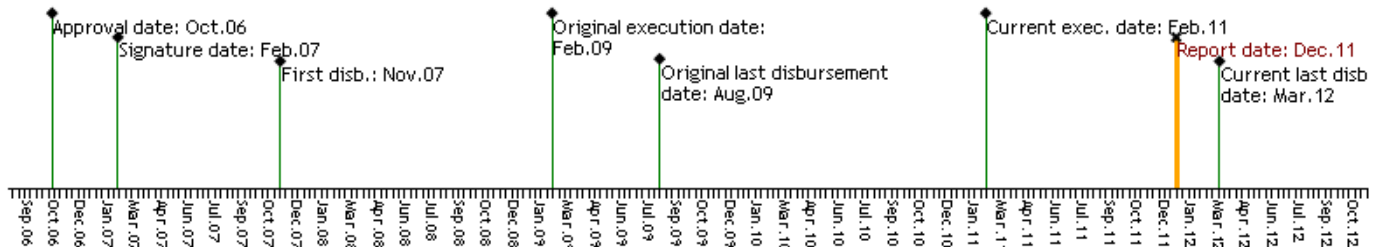
Project Number: JA-M1008 - Operation Number: ATN/ME-10069-JA

Purpose: Develop a network of small hotels (Hotels with 10 to 100 rooms), holding a valid license issued by the Jamaica Tourist Board) that comply with internationally recognized standards to provide services to a specific niche tourism market

Country Administrator JAMAICA	Beneficiary Country JAMAICA	Group ENV - Environment	Subgroup TOUR - Sustainable Tourism
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Executing Agency: JAMAICA HOTEL AND TOURISM ASSOCIATION	Design Team Leader: Vela, Maritza
	Supervision Team Leader: Beecher, Wayne

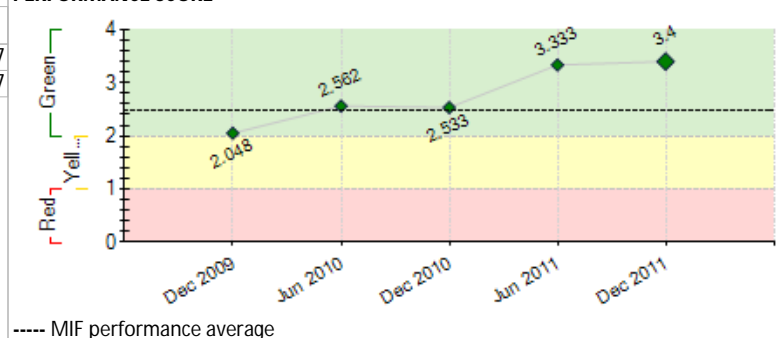
TIMELINE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$724,039.00	\$72,679.03	\$651,359.97
Counterpart	\$0.00	\$291,760.00	\$184,830.87

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

The small hotels in Jamaica participating in the network, have increased occupancy levels, which is not entirely as a result of the network offerings, but some increase can be attributed to the implementation of the project and the resulting network. Wholesalers and travel partners have been using the system to contract small hotels in the network.

The hotels' classification and grading systems have helped the small hotels to raise their standards to a level of competitiveness, enabling some to even increase their rates while attracting a more "up-scale" clientele.

The development of an excellent marketing and positioning strategic plan; a superb grading and assessment system; a product and service audit resulting in the development of a series of nine classification icons identifying the peculiar offerings of the properties, were the main activities achieved during the project implementation process. Each of these systems will encourage the small hotel network to increase their competitiveness in the years ahead, if practiced continuously.

The most relevant risk facing the project during the implementation stage, was the concern that the Jamaica Tourist Board would not be able to fulfill their obligation relative to the marketing of the network. This was mitigated by the PIU having constant discussions with the Director/Chairman of the JTB in an effort to ensure that the network was included in marketing and promotion programs in the market place. The PIU was successful in minimizing this risk, as several presentations in the USA, Canada and Europe included the Jamaican Small Intimate Hotels network.

A new Government was recently elected in Jamaica. This administration had initially endorsed the project and made the recommendation to support the marketing efforts of the network. I have already secured their promise to continue their support of the small hotels network.

Comments from the Supervision Team Leader

The project was well executed in most aspects. However, the EA was challenged by the realization of the full counterpart financing they committed to. Despite

this challenge the project resources were so managed that all the development objects were achieved. Continued commitment by the EA to the outstanding marketing activities planned by the Jamaica Tourism Board is required to ensure sustainability.

Final evaluation

Project well executed despite opportunities to improve the accuracy of the budget and implementation timeframe.

Comments from the Supervision Team Leader

Agree with the Evaluators comments

Inaccuracy in the planning resulted in project being extended

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=36691600>

SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
Purpose: Develop a network of small hotels (Hotels with 10 to 100 rooms), holding a valid license issued by the Jamaica Tourist Board) that comply with internationally recognized standards to provide services to a specific niche tourism market Classification: Satisfactory	P.I1 No less than 40 small hotels are members of network	0	40	43	108 %
	P.I2 Number of International wholesalers which have contracts to commercialize hotels in network.	0	10	19	190 %
	P.I3 Wholesalers catering to the niche market segment will have information about the Network. (yes-1, no-0)	0	1	19	1,900 %
Component 1: Awareness Campaign and Network Creation. Weight: 5% Classification: Satisfactory	C1.I1 Number of Seminars completed	0	27	27	100 %
	C1.I2 Small hotel managers or owners aware of the project	0	150	150	100 %
	C1.I3 Network created	0	1	1	100 %
	C1.I4 Number of hotels adhering to the project's concept	0	40	43	108 %
Component 2: Development of Products and Services Weight: 12% Classification: Satisfactory	C2.I1 6 products and services defined and branded within the Network	0	6	9	150 %
Component 3: Definition of Quality Standards Weight: 33% Classification: Satisfactory	C3.I1 Hotel classification system designed	0	1	1	100 %
	C3.I2 Number of targeted hotels graded	0	40	-2	108 %
	C3.I3 Number of inspectors trained to evaluate hotels' compliance based on grading system	0	3	3	100 %
Component 4: Branding, Positioning and Marketing undertaken. Weight: 50% Classification: Satisfactory	C4.I1 Marketing plan designed and implemented	0	1	0	100 %
	C4.I2 E-commerce platform of website designed and operational	0	1	1	100 %
	C4.I3 Number of signed contracts with international wholesalers	0	10	14	140 %
	C4.I4 Brand system is in full use.	0	1	1	100 %

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Design of project/Components

SECTION 4: RISKS

CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. Jamaica Tourist Board will not honor its obligation to market the network

Level: Low

Responsible: Project Coordinator

Status: In effect

Comments: The JTB has honored its obligation and is marketing the network.

2. Small hotels do not respond to the invitation of joining the Network or do not maintain the level of interest required for the success of the project.

Level: Low

Responsible: Project Coordinator

Status: In effect

Comments: Forty three hotels have joined the network

PROJECT RISK LEVEL: Low **TOTAL NUMBER OF RISKS:** 5 **IN EFFECT RISKS:** 2 **NOT IN EFFECT RISKS:** 1 **MITIGATED RISKS:** 2

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

The project established a subscription base model for the Small Hotels Network which is currently effective. The EA has indicated a commitment to the project.

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which have been implemented:

The project is expected to be sustained into the distant future, as more hotels have opted to join the network and those already in the network are now requesting a second assessment in order to move to the next level (grade). The three Assessors who carried out the initial assessment and grading of hotels in the network, have indicated their willingness to continue the process of assessment and grading. The new President of the JHTA has also indicated her willingness to continue the projects' sustainability by selecting a small hotel committee to continue the process and I have volunteered to assist in this endeavor.

[Sustainability Plan](#)

<http://mif.iadb.org/file.aspx?DOCNUM=36691601>

SECTION 6: KNOWLEDGE

Lessons Learned

1. Commitment of counterpart resources should be budgeted earlier in the project execution stage in order to allow the EA time to pursue contingencies funding if original financing arrangements are not realized.
2. In a Tourism project, where a marketing component is necessary, and what needs to be marketed must first be developed, the marketing component, in order to be successful should not be included in the project's implementation process.
3. Project Memorandum should outlined in a manner commensurate with how the project should be implemented. The project under review, on more than one occasion, identified the outcome of the activity prior to distinguishing the tasks necessary to achieve the objectives of that activity.
4. Projects are much easier to implement when they opt for or are reviewed on the ex post system of review instead of the ex ante system. this system (ex ante) prolongs the project's execution.

Relative to
Implementation

Author
Beecher, Wayne [MIF]

Sustainability

Hall, J. Anthony Ian

Design

Hall, J. Anthony Ian

Design

Hall, J. Anthony Ian

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

The Grading System Report
Success Strategies for Small Hotels Workbooks - Achieving Customer Intimacy

Main products of the project

[Aug 2008] Environmental Management Systems for Small and Medium Sized Hotels in Jamaica- Seminar (Methodologies/training materials)

Author: Richard May-ECHOS Consulting Limited

[Jul 2009] Brochure (Marketing materials/communication)

Author: Richard May-ECHOS Consulting Limited

[Jul 2009] Final Branding System Report (Methodologies/training materials)

Author: Vivaldi Partners

[Sep 2009] The Grading System Report (Methodologies/training materials)

Author: Vivaldi Partners

[Feb 2010] Marketing & Positioning Strategy Report (Methodologies/training materials)

Author: Vivaldi Partners

[May 2010] Success Strategies for Small Hotels Workbooks - Achieving Customer Intimacy (Methodologies/training materials)

Author: Ben Henry

SECTION 7: DOCUMENTS

30/JAN/2012 [Intermediate Evaluation Report](#)

[\[http://mif.iadb.org/file.aspx?DOCNUM=36654993\]](http://mif.iadb.org/file.aspx?DOCNUM=36654993)

20/FEB/2012 [Final Evaluation Report](#)

[\[http://mif.iadb.org/file.aspx?DOCNUM=36691600\]](http://mif.iadb.org/file.aspx?DOCNUM=36691600)

20/FEB/2012 [Sustainability Plan](#)

[\[http://mif.iadb.org/file.aspx?DOCNUM=36691601\]](http://mif.iadb.org/file.aspx?DOCNUM=36691601)

[Project profile](#)

<http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=JA-M1008&lg=EN>