

PROJECT STATUS REPORT

JULY 2013 - DECEMBER 2013

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Developing the North Department as a Tourism Destination

Project Number: HA-M1037 - Operation Number: ATN/ME-12283-HA

Result: The purpose is to organize and facilitate private-public management of the tourism destination with the participation of local economic initiatives (community based businesses and individuals, rural and urban MSMs), promoting a competitive tourism supply based on historical, cultural and natural attractions that are unique in the Caribbean.

Country Administrator
HAITI

Beneficiary Country
HAITI

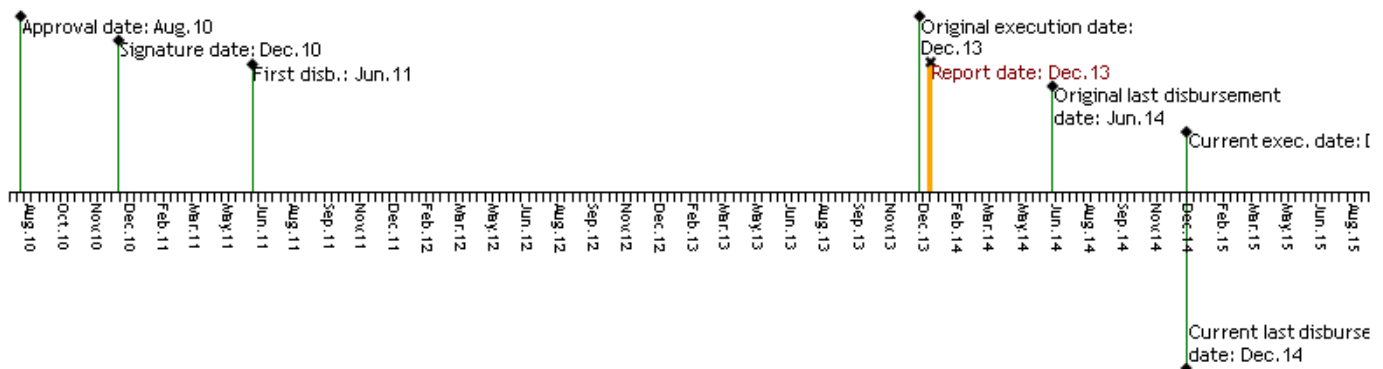
Group
ENV - Environment

Subgroup
TOUR - Sustainable Tourism

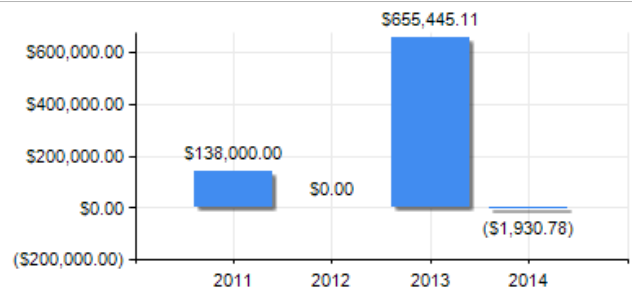
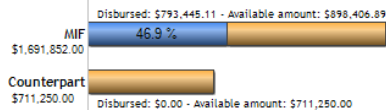
Executing Agency: Centre for International Studies and Cooperation

Design Team Leader: Soler, Santiago
Supervision Team Leader: Gilles, Aurelie

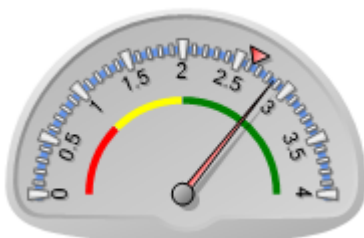
TIMELINE



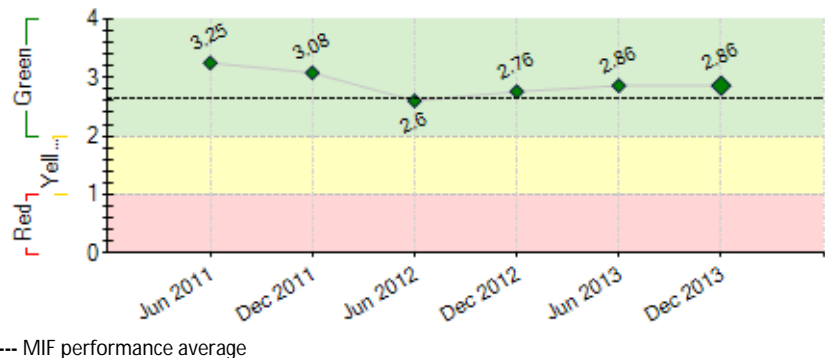
FUNDS



PERFORMANCE SCORE



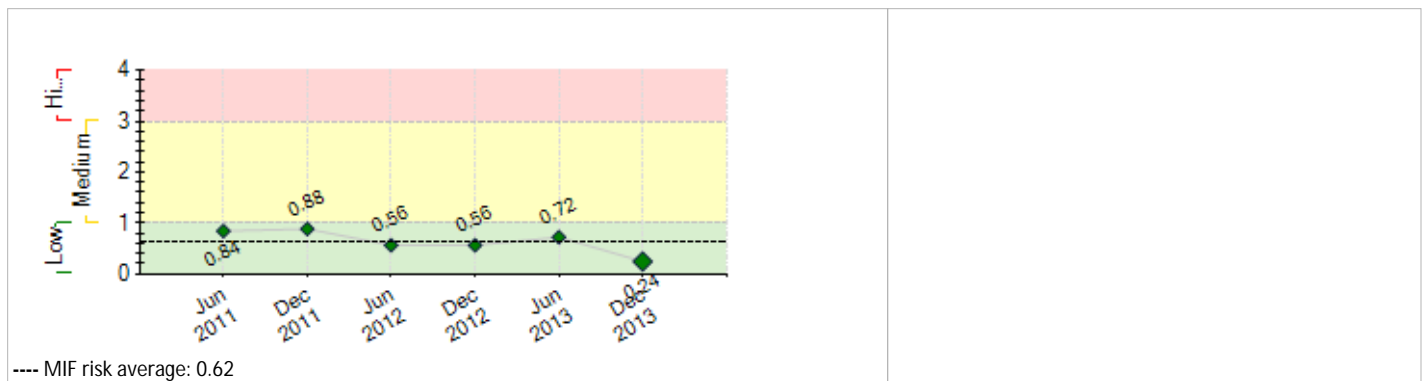
Current score: Satisfactory: 2.86
MIF Average: 2.633



EXTERNAL RISKS

INSTITUTIONAL CAPACITY

Risk
Financial Management: Low
Procurement: Low
Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

Performance cumulative

Les résultats atteints au 31 décembre 2013

- Réalisation complète : activités 1.1, 1.2, 1.3, 1.6, 1.8, 2.1, 2.2, 3.2, 3.3, 4.6
- En voie d'achèvement : activités 1.4, 2.3, 2.5
- En cours : activités 2.6, 3.4, 3.5, 4.4
- Activité 1.5 : l'OGD a déjà des rapports avec le Ministère du Tourisme et les principaux acteurs impliqués dans le développement du tourisme
- Reconnaissance légale **provisoire et bureau indépendant** : l'OGD détient ces deux éléments
- Formation: la SOFIHDES a formé 8 formateurs et a dispensé 19 séances de formation au profit de 15 entreprises, de 31 propriétaires et administrateurs et de 200 employés dans sept corps de métier
- Élaboration de plans d'affaires : à travers le programme de Coopérant Volontaire (PCV) du CECI, projet financé par l'ACDI, 7 jeunes sont formés en élaboration de plans d'affaires, 6 plans d'affaires sont terminés et prêts à être soumis à des sources, 6 sont en voie d'achèvement et 4 sont en voie d'élaboration
- Design de produit, promotion et commercialisation: Atout France a déjà réalisé 4 missions, une ébauche de segmentation de marché, et la liste de proposition de produits disponibles

Retards : les retards dans l'admission de nouveaux membres au sein du CA de l'OGD et dans la mise en œuvre du plan d'affaires sont compensés par le leadership du président et la disponibilité des autres membres. Le Conseiller Volontaire Marie Tellier a contribué au renforcement du directeur de l'OGD et à l'élaboration et la rédaction de son plan d'affaires.

Risque : le risque le plus important identifié est la fragilité de la structure de l'OGD qui persiste; le peu de membres qui composent le CA craignent de perdre le contrôle de l'OGD; ils sont en désaccord sur le principe associatif de l'OGD pour une large représentativité et inclusion en termes de participation; il faut susciter la prise de conscience des membres formant le noyau de la nécessité d'ouvrir l'OGD à d'autres membres pour assurer sa durabilité et sa notoriété

Perspectives futures : on demeure très optimiste quant à l'atteinte des objectifs finaux, puisque les acteurs continuent d'appuyer les autres activités à réaliser dans le Projet; un Accord-cadre doit être signé très prochainement entre l'OGD et le Ministère du Tourisme en vue d'assurer le partenariat public-privé souhaité dans le cadre du Projet.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

En plus des rapports avec le Ministère du Tourisme, il est crucial d'établir des relations avec le Ministère de la Culture.

Il est nécessaire de redoubler d'efforts dans ce sens.

Il serait intéressant de mettre en place un plan d'action dans ce sens et ceci, avec célérité. Il en va aussi de la durabilité du projet et augmente les risques de non accomplissement des milestones.

Ceci au final mettra en peril la capacite de l'OGD de perdurer car sa reconnaissance au niveau des instances publiques sera limitée.

Summary of project performance in the last six months

No answer received

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

This semester has been way more productive than the previous ones.

Still, more human resources dedicated to project execution and supervision is necessary.

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Result: The purpose is to organize and facilitate private-public management of the tourism destination with the participation of local economic initiatives (community based businesses and individuals, rural and urban MSMEs), promoting a competitive tourism supply based on historical, cultural and natural attractions that are unique in the Caribbean.	R.1 A PPP management model at the North Destination level (based on DMO model) is actively operating.	0				1 Jun 2014	0	
	R.2 A PPP management model at the site level is generating sustainable income and conservation based on a pilot executed at La Citadelle, Palais Sans Souci et Ramiers Historic National Park.	0				1 Jun 2014	0	
	R.3 A catalog of high quality products and services is commercialized at national and international level.	0				1 Jun 2014	0	
Component 1: Creation of a destination management model Weight: 20% Classification: Satisfactory	C1.11 • A DMO is actively operating including at least 5 PP members and 5 partners.	0				1 Dec 2013		Delayed
	C1.12 DMO model is documented and disseminated for replication in other tourism destinations in Haiti.	0				1 Mar 2014		
	C1.13 The DMO business plan is applied providing at least 50% of self-financing for the institution.	0				50 Jun 2014		
	C1.14 A National Park authority is fully operational and representatives of UNESCO's World Heritage Centre visit the park and are satisfied that the park's resources are adequately protected and managed.	0				1 Jun 2014		
	C1.15 3 new partners join FOMIN in supporting the DMO activities.	0				3 Dec 2013		
	C1.16 At least US\$2 million additional funds are mobilized at the end of the second year of the project.	0				2000000 Dec 2013		
	C1.17 DMO conceptualized, organized and formally registered with at least 5 funding members and 3 active partners.	0				1 Sep 2013	0 Jan 2012	
Component 2: Development of tourism products Weight: 20% Classification: Unsatisfactory	C2.11 A catalog of at least 10 market ready products is available for cruise lines clients (day tours), DR outbound wholesalers and European niche market (multi-days packages).	0				1 Jun 2014		
	C2.12 • Needs assessment report for product development is validated by the DMO.	0				1 Jun 2013	0 Jan 2012	
	C2.13 A market profile and segmentation is made and allow the identification of at least 5 segmented groups of products to be developed with local MSMEs.	0				1 Jun 2014	0 Jan 2012	
	C2.14 • At least one product developed and tested .	0				1 Dec 2013	0 Jan 2012	
Component 3: Improvement of and increase in the supply of services. Weight: 40% Classification: Unsatisfactory	C3.11 At least 50 improved and/or new businesses (MSMEs) supported by the project, offer quality tourism services (lodging, food and beverages, transportation, communications, guide services, marketing, and entertainment).	0				50 Jun 2014		
	C3.12 At least 15 tourism services are included in at least 10 tourism market ready products within the North destination catalog (offer).	0				15 Jun 2014		
	C3.13 At least 300 individuals and MSMEs educated in providing quality tourism services.	0				300 Jun 2014		
	C3.14 2 programs to support youth (100 youths) inclusion in the tourism sector	0				2 Jun 2014	0 Dec 2012	
	C3.15 At least 15 improved and/or new businesses (MSMEs) supported by the project, offer quality tourism services	0				15 Jun 2014		
	C3.16 At least 5 MSMEs have accessed financing sources to improve or develop their services capacities.	0				5 Jun 2014		
	C3.17 About 10% of the population in the North Department (85,175 persons) included in the destination have been exposed to educational campaign through the local communications media.	0				10 Dec 2013	0 Jan 2012	
	C3.18 At least 15 improved and/or new businesses (MSMEs) supported by the project, offer quality tourism services.	0				15 Dec 2013	0 Jan 2012	
	C3.19 At least 5 MSMEs have accessed financing sources to improve or develop their services capacities.	0				5 Dec 2013	0 Jan 2012	
Component 4: Marketing and commercial promotion. Weight: 20% Classification: Unsatisfactory	C4.11 The destination offers a consolidated and well diversified product catalog including at least 10 products (day tours and multi day special interest itineraries).	0				10 Jun 2014		
	C4.12 RCCL full day tours and at least 2 international wholesalers are including the North Destination products in their catalogues.	0				2 Jun 2014		
	C4.13 3 National inbound travel agents offering in their catalogues at least 6 products available at the destination.	0				3 Jun 2014		
	C4.14 Percentage of increase recorded in the number of visitors to	0				15		

	the historical sites under UNESCO's World heritage rules managed by ISPAN.					Jun 2014		
C4.15	3 Appearances in the national specialized media and at least two appearances in the international television media, referencing the new North Destination offer.	0				5		
						Jun 2014		
C4.16	RCCL promotes the new supply of products developed in the destination.	0				1		
						Jun 2014		
C4.17	2 National inbound travel agents offering in their catalogues at least 6 products available at the destination.	0				2		Delayed
						Dec 2013		
C4.18	An increase of 7% recorded in the number of visitors to the historical sites under UNESCO's World heritage rules managed by ISPAN.	0				7		Delayed
						Dec 2013		
C4.19	An increase of 10% in sales invoiced by the new and improved businesses (MSMEs) participating in the project by the time it ends.	0				10		
						Jun 2014		
C4.11	2 Appearances in the national specialized media and at least 1 appearance in the international television media, referencing the new North Destination offering.	0				3		
0						Dec 2013		

Milestones		Planned	Due Date	Achieved	Date achieved	Status
M0	[*] Conditions Prior	6	Jun 2011	6	Jun 2011	Achieved
M1	[*] DMO and Destination concept presented to stakeholders	1	Jul 2011	1	Jul 2011	Achieved
M2	[*] Park management model	1	Mar 2012	1	Mar 2012	Achieved
M3	[*] Destination main attractions inventory available	1	Apr 2013	1	Apr 2013	Achieved
M4	[*] DMO business plan	1	Jul 2013	1	Jul 2013	Achieved
M5	[*] Market segmentation report	1	Nov 2013	1	Nov 2013	Achieved
M6	[*] Presentation of 15 potential products identified	15	Nov 2013	15	Nov 2013	Achieved
M7	[*] Catalogue of market ready products available	1	Dec 2013			
M10	[*] Technical assistance provided to MSMEs	1	Mar 2014			
M8	[*] Action Plan for MSME access to finance available	10	Jun 2014			
M9	[*] 2 publications in international media	2	Jul 2014			
M11	[*] 5 MSMEs have accessed appropriate financing sources	5	Sep 2014			

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Legislative approvals
- [X] Executing agency institutional capacity
- [X] Community/political opposition
- [X] Design of project/Components
- [X] National political changes
- [X] Lack of a tracking and evaluation System
- [X] Lack of resources for the counterpart
- [X] Inappropriate Consultants performance

SECTION 4: RISKS**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. Le Ministère du Tourisme et la Directrice régionale ne rencontrent pas immédiatement leurs priorités dans les actions que l'on aura à entreprendre au cours des prochains six mois, ce qui peut réduire ou annuler leur intérêt dans le Projet.	Low	Soumettre des pistes de réponses, en les orientant pour assurer la réalisation de leurs priorités. Devancer certaines activités qui touchent leurs priorités afin de permettre la réalisation de certaines d'entre elles, au cours des six prochains mois	Project Coordinator
2. Deux des trois institutions qui composent le CA de l'OGD ont très peu de membres actifs aujourd'hui. Ce qui diminue leur représentativité par ricochet l'OGD s'affaiblit aussi puisque les membres de chaque association sont aussi membres de l'OGD.	Low	Renforcer les capacités organisationnelles de ces deux institutions qui ont un très faible effectif.	Project Coordinator
PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 5 IN EFFECT RISKS: 2 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 3			

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Relevant actor's opposition or lack of interest to continue with the project's activities or services	The relevant public sector partners need to understand the value added the DMO brings in the region and how they can be part of it. The Ministry of Culture--> Key instance as a counterpart still has no idea of what the impact of the project could be. The CECI needs to put an action plan in that sense.
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The DMO needs to have a realistic business plan allowing it to be at a minimum self-sustainable. This is not obvious at this point of execution.
[X] Lack of a sustainability plan or its inadequate implementation	linked to the previous point; Lack of financial sustainability of the DMO puts at risk the sustainability of the entity. For

that a sustainability plan needs to be defined, which is not the case at the moment.

Actions related to sustainability which will be or have been implemented:

SECTION 6: PRACTICAL LESSONS

	Relative to Sustainability	Author
1. La communication claire avec soutien en documentaion ne laisse place à aucune équivoque. Il est essentiel dans un projet impliquant des parties du secteur privé et du secteur publique, n'ayant pas en apparence d'interets convergents, de prendre le temps nécessaire, preuve à l'appui de leur démontrer le contraire. Communiquer, les tenir informer de maniere constante et leur montrer leur valeur ajoutée dans l'ensemble. Ceci en va aussi de la durabilité de l'initiative.		Gilles, Aurelie
2. Les parties prenantes, qui se sentent menacées par le changement ainsi que l'inclusion d'acteurs externes à leur cercle, ont tendance à utiliser leurs relations avec les autorités compétentes ou encore à manipuler l'information, pour déséquilibrer le projet au point de le mettre en péril	Implementation	Pharicien, Jean Phariste
3. Dans la mise en place d'une structure fédérative telle que l'OGD du Nord, il faut veiller au renforcement des capacités organisationnelles de chaque composante, car leurs faiblesses non corrigées, peuvent avoir des incidences négatives sur les atteintes des objectifs et la réalisation des activités.	Implementation	Pharicien, Jean Phariste
4. Dans la mise en œuvre d'un projet qui vise à mettre en place des structures organisationnelles durables, les activités de planification à moyen et long terme sont prioritaires. Par contre, des demandes d'activités à résultats rapides, même si elles aident à accroître l'implication des différentes parties prenantes, mais risquent de compromettre les résultats et les livrables attendus sur le long terme.	Implementation	Pharicien, Jean Phariste