



## MULTILATERAL INVESTMENT FUND (MIF)



### PROJECT PERFORMANCE MONITORING REPORT (MPPMR)

<b>I. BASIC DATA (Amounts in US\$ millions)</b>					
<b>Country:</b> REGIONAL  <b>Executing Agency (EA):</b> <b>Window:</b>  <b>Has the project been reformulated:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (If yes see Section V)		<b>Project Title:</b> Support for the development of a regional credentialling system for the hospitality and tourism industry program <b>AT Number:</b> <b>ATN/ATC Number (s)</b> ATN/MH-5945-RG		<b>Date of Donor Approval:</b>  <b>Date of Contract Signature:</b> <b>Date of Contract Validity:</b>  <b>Date of Eligibility for Disbursement:</b> <b>Original Date of Final Disbursement:</b> <b>Current Date of Final Disbursement:</b>	
<b>CO Specialist:</b> ERNEST MASSIAH <b>Headquarters Staff Member Assigned:</b>  <b>Date of Latest Report Update:</b> 07/14/2000 <b>Date of Latest Report Review by Representative:</b> 7/20/00	<b>Months in Execution from approval:</b>  <b>from signature:</b> <b>Cumulative Extension of Original Disbursement Date (months):</b> <b>% Deviation from original Disbursement period:</b>	<b>Original TC Amount:</b> <b>Current Amount:</b>  <b>Disbursements:</b> <b>% Disbursed:</b>  <b>Counterpart:</b>	<b>TC Modality:</b> <input checked="" type="checkbox"/> NR  <input type="checkbox"/> R <input type="checkbox"/> CR		
<b>II. PROJECT IMPLEMENTATION PROGRESS (IP)</b>					
Components/Outputs:	Key Delivery Performance Indicators:	Classification of Component			
		HS	S	U	VU
1. Certification System	1. Completion and acceptance of standards for 40 occupations and 50% of CHA member hotels and training of 10,000 tourism workers and students.			X	
2. Credentialling System	2. Enrollment of 5,000 workers and students in new credentialling system and 75 hotels and tourism school/programs in the industry validation process.		X		
3. Train the Trainer	3. Certification of 750 'trained trainers'		X		
4. Career Awareness	4. Increase by 25 % in number of seeking employment in tourism sector.		X		
5. Culinary Demonstration	5. Establishment of Caribbean culinary standards; creation of systems, policies and procedures for food and beverage apprenticeship and certification programs.		X		
6. OECS Demonstration Project	6. No quantifiable indicators.				X
<b><u>Assumptions Related to the Implementation of each Component</u></b>		<b>Probability</b>			
		<b>High</b>		<b>Low</b>	
1. Hotel and tourism stakeholders accept standards and voluntarily participate in implementation of system.				X	
2. There is a market demand for credentialling framework on the part of employers, workers, educators and trainers.		X			
3. Educators and trainers accept new training approaches.		X			
4. Ability of project to change perception of job and career opportunities in the hotel and tourism industry.				X	
Summary Component Assumptions Classification (check one)		X			
<b><u>Implementation Progress Summary Classification (IP):</u></b> (A satisfactory or higher classification indicates, among other things, that the project will be completed during the currently approved disbursement period)					
<input type="checkbox"/> Highly Satisfactory (HS) <input type="checkbox"/> Satisfactory (S) <input checked="" type="checkbox"/> Unsatisfactory (U) <input type="checkbox"/> Very Unsatisfactory (VU)					
<b>III. ACHIEVEMENT OF DEVELOPMENT OBJECTIVES (DO)</b>					
<b><u>Project Development Objective(s):</u></b>			<b><u>Key Performance Indicators:</u></b>		
1. Increased international competitiveness of the hospitality and tourism workforce in the Caribbean			1. Increased organizational profitability and enhanced total visitor revenue		
			2. Increased earning power for industry workers		
			3. Increased guest satisfaction		
			4. Increased number of return visitors		



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<u>Assumptions Related to each Development Objective</u>	Probability	
	High	Low
1. Continued growth in global tourism industry	X	
2. Favourable economic conditions for tourism industry in Caribbean	X	
3. Development of standards and credentialing key structural impediments to regional tourism competitiveness		X
Summary Development Objectives Assumptions Classification (check one)	X	

☐ Highly Probable (HP)
 ☒ Probable (P)
 ☐ Low Probability (LP)
 ☐ Improbable (I)

Briefly explain major factors taken into account to justify the DO Classification:

1. Statistics indicate continued growth in the global tourism market

2. Despite small fluctuations Caribbean tourism continues to grow, particularly in the non-English speaking islands.

Annex 2

IV. OVERVIEW OF PROJECT PERFORMANCE ISSUES		
Check key reasons for Unsatisfactory/Very Unsatisfactory IP Classification or Low Probability/Improbable DO Classification		
<input type="checkbox"/> Legislative approvals <input type="checkbox"/> Borrower / executing agency commitment <input type="checkbox"/> Counterpart funding shortfall <input type="checkbox"/> Executing agency institutional capacity <input type="checkbox"/> Organizational changes in executing agency <input checked="" type="checkbox"/> Community/political opposition <input type="checkbox"/> Executing agency staff deficiency	<input type="checkbox"/> Consultant performance <input type="checkbox"/> Inter-agency coordination <input type="checkbox"/> Supplier/contractor performance <input type="checkbox"/> Project/component design <input type="checkbox"/> Contract condition compliance delays <input type="checkbox"/> Bank efficiency (response delays) <input checked="" type="checkbox"/> Procurement difficulties	<input type="checkbox"/> Environmental issues <input type="checkbox"/> Cost overrun <input type="checkbox"/> Qualified external audit <input type="checkbox"/> Policy changes <input type="checkbox"/> Organizational changes <input type="checkbox"/> Executing agency personnel changes <input checked="" type="checkbox"/> Other (see Issues, Section VI)

V. PROJECT STATUS
<p><u>Progress to date in implementing each component</u> (Include reference to IP assumptions, if applicable)</p> <p>1. Certification System. Consultation with stakeholders re-initiated to increase ownership, expression of interest for first bid to re-advertised.</p> <p>2. Credentialing system. Consensus on credentialing achieved with stakeholders. Consultants hired to develop system</p> <p>3. Train the Trainer. Not started as depends on development of certification standards</p> <p>4. Career Awareness. Consultant hired to develop awareness video. No activity outreach activities initiated.</p> <p>5. Culinary Demonstration. Standards developed, recipes collected. Impact of outreach activities (culinary competitions) to be monitored.</p> <p>6. OECS Demonstration project. Not started.</p> <p><u>Current Status of each Assumption related to DO</u></p> <p><u>Timeliness of Compliance with contractual conditions (If applicable)</u></p> <p><u>“Qualified opinions” of external auditors</u></p> <p><u>Reformulation (If applicable):</u> Date of last reformulation _____. Briefly describe:</p> <p><u>Lessons learned (If applicable):</u></p>



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- The design of regional projects needs to be more sensitive to national conditions; project analysis must feature more in-depth national consultation and field analysis than dialogue with regional entities.
- Coordination with the COF must be more focused on identifying and agreeing upon core conceptual, procurement and design issues.
- Regional projects require a more structured approach to coordination between COF.
- Tourism projects that involve tourism education need to more actively involve as key stakeholders tourism educators rather than hoteliers.

#### Potential Problems (If applicable):

The national entities that will implement the regional standards have not been adequately involved in the design stages of the project. This has led to misunderstanding over the key concepts - 'credentialing' and 'certification'. At the same time, the 4 largest stakeholders – Jamaica, Bahamas, and Trinidad and Tobago, and Barbados have developed or are in the process of developing nationally approved standards. Regional standards will now 'compete', at some level, with national standards for market share and national recognition.

The tourism sector employs primarily women and persons with low levels of education attainment; improving competitiveness of the industry requires in addition to the development of occupational standards, remedial educational programmes to ensure that students can fully understand new syllabus and approaches.

#### VI. ISSUES AND ACTIONS

<u>Issue</u>	<u>Action</u>	<u>Responsible Unit</u>	<u>Date Action to be taken</u>	<u>Completed</u>
1. CDB/IDB contract not signed	Finalisation of revised drafts and sign	LEG/COF/CBA	July 2000	[ ]
2. No MIF feedback on Evaluation report on regional tourism projects to executing agencies	Request notes/observations on report to be sent to COF to facilitate feedback to borrowers	MIF/COF	Nov 1999	[ ]
	Discussion of report with Executing Agencies	CBA/CTT/CHH/CJA	Oct. 2000	

