



MULTILATERAL INVESTMENT FUND (MIF)

PROJECT PERFORMANCE MONITORING REPORT (MPPMR)



I. BASIC DATA (Amounts in US\$ millions)

File Name: H:\Ronald\5945 MPPMR Jun 01 Country: REGIONAL Execution Agency(EA) Caribbean Hotel Association. Window: 2 Has the project been reformulated: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (If yes see Section V)	Project Title: Support for the development of a regional credentialing system for the hospitality and tourism industry program TC Number: TC9702459 ATN/ Number (s) ATN/MH-5945-RG 2001	Date of Donor Approval: 6 May 1998 Date of Contract Signature: 14 Sept 1998 Date of Contract Validity: 14 Sept 1998 Date of Eligibility for Disbursement: 16 Nov 1998 Original Date of Final Disbursement: 14 Mar 2002 Current Date of Final Disbursement: 14 Mar 2004
CO Specialist: Ronald K. Bates Headquarters Staff Member Assigned: Elizabeth Boggs-Davidsen Date of Latest Report Update: 07/04/2001 Date of Latest Report Review by Representative: 07/04/01	Months in Execution: from approval: 38 from signature: 33 Cumulative Extension of Original Disbursement Date (months): 24 % Deviation from original Disbursement Period: 57	Original TC Amount: 2.20 Current Amount: 2.20 Disbursements: % Disbursed: 55.6 (35 without funds held by CDB) Counterpart: 1.70 Current 1.70 %Expended: 32
TC Modality: <input checked="" type="checkbox"/> NR <input type="checkbox"/> R <input type="checkbox"/> CR		

II. PROJECT IMPLEMENTATION PROGRESS (IP)

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 30% of CHA member hotels in affected countries implement standards.		X		
2. Credentialing System	2. 2,000 (front line to supervisory) and diploma students trained in programmes for targeted occupations		X		
3. Train the Trainer	3. Certification of 600 'trained trainers'		X		
4. Career Awareness	4. 5,000 attendees/registrants in Career Awareness programmes/events		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		

Assumptions Related to the Implementation of each Component

- Hotel and tourism stakeholders accept standards and voluntarily participate in implementation of system.
- There is a market demand for credentialing framework on the part of employers, workers, educators and trainers.
- Educators and trainers accept new training approaches.
- Ability of project to change perception of job and career opportunities in the hotel and tourism industry.

Summary Component Assumption Classification (check one)

Implementation Progress Summary Classification (IP): (A satisfactory or higher classification indicates, among other things, that the project will be completed during the currently approved disbursement period)

☐ Highly Satisfactory (HS) ☒ Satisfactory (S) ☐ Unsatisfactory (U) ☐ Very Unsatisfactory (VU)

III. ACHIEVEMENT OF DEVELOPMENT OBJECTIVES (DO)

Purpose (s):	Key Delivery Performance Indicators:	Classification of Purpose (s) Indicator (s)			
		HP	P	LP	I
1. Increased international competitiveness of the hospitality and tourism workforce in the Caribbean	1. Increased organizational profitability and enhanced total visitor revenue	X			



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2.	2. Increased earning power for industry workers		X		
3.	3. Increased guest satisfaction		X		
4.	4. Increased number of return visitors		X		

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

<u>Expected Achievement of Development Objective Classification (DO):</u>			
<input type="checkbox"/> Highly Probable (HP)	<input checked="" type="checkbox"/> Probable (P)	<input type="checkbox"/> Low Probability (LP)	<input type="checkbox"/> Improbable (I)

<u>Briefly explain major factors taken into account to justify the DO Classification:</u>	
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.	

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 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 checked="" 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

<u>Progress to date in implementing each component</u> (Include reference to IP assumptions, if applicable) Estimated Completion 23% - please note disbursement of \$500,000 to CDB has not yet affected completion. 1. Certification System. Consultants hired and work started. 2. Credentialing system. Consensus on credentialing achieved with stakeholders. Consultants hired to develop system and work 75% complete 3. Train the Trainer. Some work has begun but not yet fully in progress as this depends on development of certification standards 4. Career Awareness. Consultant hired to develop awareness video and work completed. Due to misunderstanding of Bank's procedures by Beneficiary, there has been a delay in the hiring of two consultants for the "Hello Tourist" and "Adopt a School" Programmes. CBA has approved procedure and Terms of Reference just presented by CHA. 5. Culinary Demonstration. Standards developed, recipes collected. Impact of outreach activities (culinary competitions) to be monitored. Estimated 80% complete. 6. OECS Demonstration project. One consultant hired and should begin work immediately. The other approved Extension officer now has a terminal illness; it is expected that another candidate will be proposed to the Bank within two weeks.. Please note that it is our opinion that the major cause in the delay was due to the Bank's problems with CDB, in addition to problems with the contracting of the Certification consultant.
<u>Current Status of each Assumption related to DO</u> Please see relevant section
<u>Timeliness of Compliance with contractual conditions (If applicable)</u> Satisfactory
<u>"Qualified opinions" of external auditors</u> Auditors Report records that Financial Statements are compatible with standards of the Inter American Development Bank Loan Agreement



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Reformulation (If applicable): Date of last reformulation _____. Briefly describe:

Not applicable

Lessons learned (If applicable) too early for further comments on those listed in previous report (below)

- 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. There seems no reason why this should not be resolved.

The tourism sector, for 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 syllabuses 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	[X]
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/beneficiaries	MIF/COF	MIF HQ to state	[]
3.	Discussion of report with Executing Agencies	CBA/CTT/CHH/CJA	Within 6 months of above	[]