

PROJECT STATUS REPORT

JULY 2013 - DECEMBER 2013

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Development of Tourism Micro Projects in Barbados (Joint Venture w/MOT & BSBA)

Project Number: BA-M1004 - Operation Number: ATN/ME-12041-BA

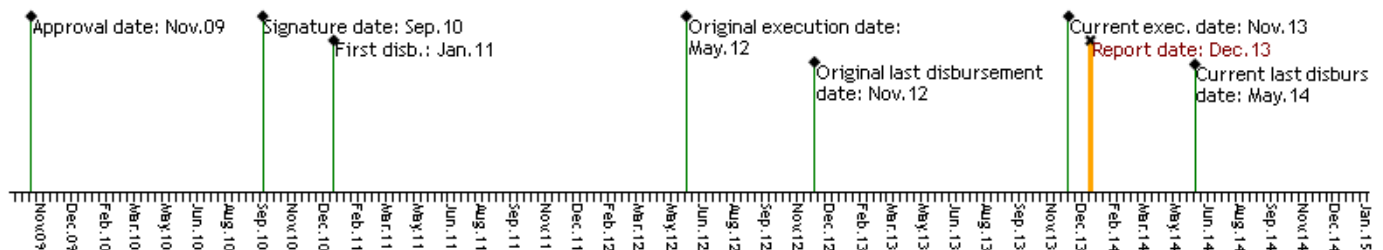
Result: The purpose of the project is to (i) improve the quality of products offered to tourists by MSME's in three clusters (Agro-processing, wood-based Arts and Crafts, Small Accommodation); (ii) improve the packaging, marketing and distribution of indigenous products and services offered to tourists by micro and small businesses in the three selected clusters

Country Administrator BARBADOS	Beneficiary Country BARBADOS	Group ENV - Environment	Subgroup TOUR - Sustainable Tourism
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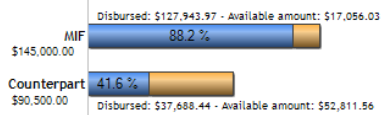
Executing Agency: BARBADOS SMALL BUSINESS ASSOCIATION

Design Team Leader: Saavedra, Jose J.
Supervision Team Leader: Dookiesingh, Vashit

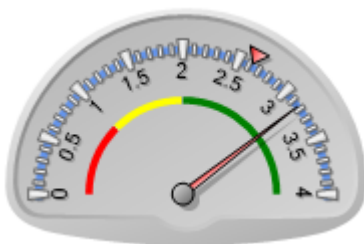
TIMELINE



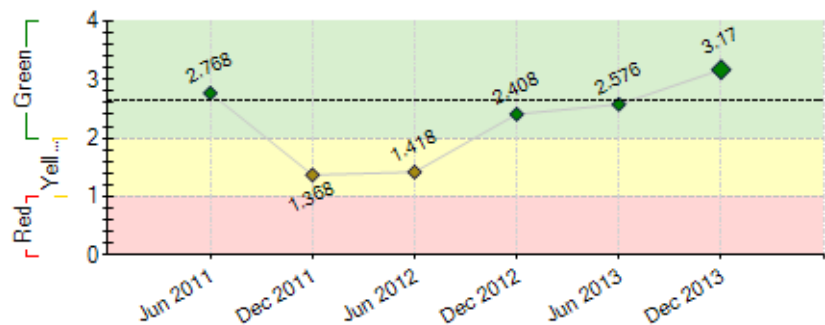
FUNDS



PERFORMANCE SCORE



Current score: Satisfactory: 3.17
MIF Average: 2.629

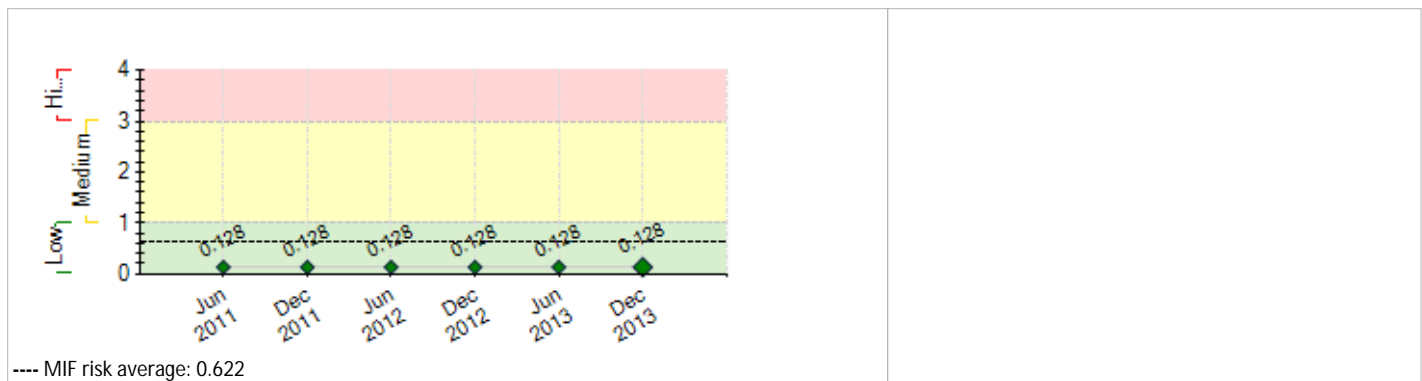


----- MIF performance average

EXTERNAL RISKS

INSTITUTIONAL CAPACITY

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



SECTION 2: PERFORMANCE

Summary of project performance since inception

1. We engaged the consultant MR Global who would be responsible for completing the final component of the project, the production of promotional materials, the coordination of a trade show and the completion of a website. a number of meetings were had with the artisans and were able to get their support for the supply of information pertinent to the website.

2. The Christmas period presented some delay due to the unavailability of key persons.

The inability to meet with 100% of the interested artisans was as a result of other national activities taking place at the same time.

3. The key risk identified to date is the unavailability of a vital e-commerce platform on the island. However the SBA will be working with a key partner to provide e-commerce facilities for the website and allow for local and international purchases.

4. Once completed the project will enable artisans to fully showcase their work to the nation and to the world. It will significantly raise the profile of local artist and may play a major role in repositioning the industry.

5. We have sought to expedite the process, make fluid decisions and show the importance of this project, based on the exigencies and nature of the sector.

This is important to understand since artisans are focused on production and interruptions to their routines must be of major importance to receive their attention. We have been able to show the importance of this project and explain the benefits for all.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

The SBA has achieved some success with the project but targeted business owners are difficult to engage on a sustained basis given competing priorities

Summary of project performance in the last six months

Our main achievements included

1 Getting buy-in from the artisans for the project.
Engaging the consultant to take the project forward

2 Delays were caused by the unavailability of key persons during the Christmas break
Delays were caused by the unavailability of some artisans because of other national activities at which they participated.

3 During the next semester we shall move expeditiously to create all branded promotional material, hosting a trade show and launching the website for the project.

This meant rescheduling appointments to film, photograph and gather information for the website.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

	Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Result: The purpose of the project is to (i) improve the quality of products offered to tourists by MSME's in three clusters (Agro-processing, wood-based Arts and Crafts, Small Accommodation); (ii) improve the packaging, marketing and distribution of indigenous products and services offered to	R.1 100 Entrepreneurs and small businesses have been trained	0				100 May 2012	20 Sep 2011	
	R.2 Perceived improvements in the quality of production and final product of each cluster					May 2012	Yes Nov 2011	
	R.3 10% increase in the volume of products accessing points of sale	0				10 May 2012	0 Jan 2014	

tourists by micro and small businesses in the three selected clusters

Component 1: Agro-Processing Cluster Support

Weight: 38%

Classification: Satisfactory

C1.I1	Cluster mapping, diagnostic and action plan completed					Jul 2011	Yes	Feb 2012
C1.I2	Training Programs have been completed in food technology and food safety, sanitation and standards					May 2012	Yes	Jul 2012
C1.I3	Improved quality of products					May 2012	Yes	Dec 2012
C1.I4	Improved packaging and labeling for products completed					May 2012	Yes	Dec 2012
C1.I5	4. Increased distribution channels and outlets for products					May 2012	Yes	Dec 2012

Component 2: Arts and Crafts Cluster

Weight: 32%

Classification: Unsatisfactory

C2.I1	Cluster mapping, diagnostic and action plan is completed					Jul 2011	Yes	Dec 2011
C2.I2	Increased distribution channels and outlets for products					Aug 2013	No	Jul 2013

Component 3: Small Accommodation Hotels and Hostels Support

Weight: 26%

Classification: Satisfactory

C3.I1	Cluster diagnostic and marketing strategy completed					Jul 2011	Yes	Nov 2012
C3.I2	Server running					Jul 2011	Yes	Dec 2012
C3.I3	ICT portal, software consultancy commissioned					Jul 2011	Yes	Dec 2012
C3.I4	Marketing strategy developed and implemented					May 2012	Yes	Oct 2012
C3.I5	ICT Portal in use					May 2012	Yes	Dec 2012

Component 4: Showcase and lessons learned

Weight: 4%

Classification: Satisfactory

C4.I1	1. Demonstrate the project benefits beyond the targeted sector to the global MSME community in Barbados through more than targeted cluster presence, and to the general public					May 2012	Yes	Sep 2012
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Milestones	Planned	Due Date	Achieved	Date achieved	Status
M1 Project Mobilization/ Satisfaction of Conditions Prior to First Disbursement	7	Mar 2011	7	Dec 2010	Achieved
M2 All diagnostic work has been completed and approved for three clusters	30	Jul 2011	30	Oct 2011	Achieved late
M3 Training programmes are structured for Agro-processing and Arts and Crafts clusters	20	Dec 2011	20	Aug 2012	Achieved late
M4 [*] Impact Evaluation Report	1	May 2012	10	Mar 2013	Achieved late

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity
[X] Borrower/executing agency commitments
[X] Design of project/Components
[X] Others, which?: Engagement of small business owners is difficult given the operational demands such beneficiaries assume in their enterprises, sustained engagement is difficult

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

Level	Mitigation action	Responsible
Low	This risk will be mitigated by effort on the part of BSBA to partner with BDC to leverage additional technical and financial assistance in order to fully implement the action plans and roll-out packaging prototypes and marketing strategies beyond those financed by the project	Project Coordinator
PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 3 IN EFFECT RISKS: 1 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 2		

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: LP - Low Probability

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of cost recovery mechanisms or external financing sources (government, donors and/or private sector) to continue the activities of the project once MIF resources are expended	Given deteriorating macroeconomic and business conditions in Barbados sustaining the project beyond the period of MIF investment will be extremely challenging as additional financing will be difficult to source and beneficiary businesses may not be able to make a significant contribution

[X] A **market** is not generated for the project's services and/or activities (low payment capacity or low demand for those services)

The beneficiaries interest and capacity to pay for continued services given current business conditions and outlook for Barbados is highly questionable

[X] Relevant actor's **opposition or lack of interest** to continue with the project's activities or services

The beneficiaries interest and capacity to pay for continued services given current business conditions and outlook for Barbados is highly questionable

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

To enable the artisans to continue to promote their goods and services a website is being created to assist in the sustainability for the sector. This website will be an important link between the artisans in the sector and the potential markets across the globe.

SECTION 6: PRACTICAL LESSONS

[No lessons learned added yet.]