

PROJECT STATUS REPORT (FINAL)

JANUARY 2014 - JUNE 2014

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

Executing Agency: BARBADOS SMALL BUSINESS ASSOCIATION

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

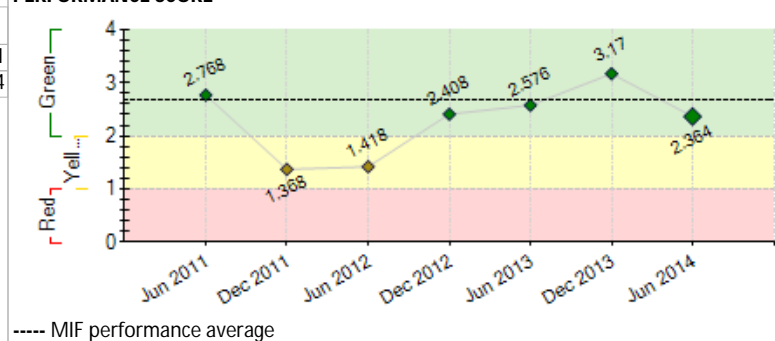
TIMELINE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$150,000.00	\$7,046.99	\$142,953.01
Counterpart	\$90,500.00	\$0.00	\$37,688.44

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

Project Performance

The development of the Wood-based Arts & Craft cluster in Barbados was identified as a strategic response to the overall improvement needed in the local tourism product. This cluster demonstrated the potential to provide value-added products to the industry and proven, based on its unique and indigenous features, to further enhance economic return to the island. Consistent with the scope of the project, several promotional items were developed to strengthen the cluster's Brand and to create a mechanism to interface with potential markets.

Through consultation with cluster-members the brand was changed from **Bajan Handcrafted** to **Barbados Handcrafted** and the tag line from "*Expertly designed, traditionally handcrafted in Barbados*" to "*Expertly crafted, uniquely designed*". Cluster-members indicated a preference for the word **Barbados** to be identified with the Brand as the term 'Bajan' was unknown internationally. The artisans also provided input in developing the marketing collateral, creating the website and infomercial and consulted on the one-day tradeshow. The interfaces produced to promote the Brand were as follows: -

i. **Website** - the URL is www.barbadoshandcrafted.com. The website showcased items produced by the cluster and provided a mechanism for buyers to view, make purchases, supply materials and/or forge business interests.

ii. **Letterhead** – a letterhead was created for use in the association's communication with buyers, lobbying efforts and other administrative requirements.

i. **Brand sticker** – the sticker strengthened the brand recognition and would be placed on items produced within the cluster.

ii. **jingle, infomercial, video adverts** – tools were developed to promote the brand through electronic and social media interfaces.

iii. **Business cards, flyers, bookmarks, banner** – a combination of printed paraphernalia was produced to form part of the continuous marketing, inform and build awareness and provide a contact point for potential consumers.

IV. One-Day Tradeshow - This event promoted the cluster to local stakeholders in the tourism sector, in an effort to promote the Brand's inclusion in the development of tourism value-added products for the domestic market. A key highlight of the tradeshow was real-time production of some craft items to further strengthen the Brand's value proposition of using authentic items. The showcase also featured the set up of booths by cluster members to showcase and sell items to consumers.

Comments from the Supervision Team Leader

The project met some of its objectives differences between actual and targeted results were due in part to the lack of interest or consensus amongst targeted beneficiaries on the objectives of the intervention. The SBA adapted the project over time to achieve the best outcomes judged possible.

Final evaluation

Given that a number of activities were incomplete or stymied, due to a lack of funding, and the unavailability of hard data, the project's effectiveness can only be rated as partially effective.

Training programs did provide a measure of awareness and technical support to participants and significant knowledge transfer took place – resulting in plans being developed in many of the participating business for process improvement (etc.).

However there was no support or funding available to assist with implementing follow up to the training phase – therefore real benefits and achievements for the sector were affected.

Tangible outputs in terms of the rebranding, packaging and development of marketing materials for the agro processing cluster support were of very high quality and will have a positive impact on the agro business cluster in Barbados and aid in the penetration of regional and international markets.

While the diagnostic stage was extremely important as it revealed the peculiar characteristics of the cluster prior to the conceptualization and development of training and marketing plans and strategies – follow up support was not available for implementation. In parallel SBA should have sourced funds for implementation to support participating businesses.

Additionally, the SBA should explore partnership opportunities with other local organizations to ensure sustained training and information sharing on an ongoing basis to targeted small businesses that were not able to participate in this "first phase".

Comments from the Supervision Team Leader

Agree with the Evaluators comments

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=39175188>

SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage
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 Classification: Satisfactory	R.1 100 Entrepreneurs and small businesses have been trained	0	100	95	95 %
	R.2 Perceived improvements in the quality of production and final product of each cluster			Yes	100 %
	R.3 10% increase in the volume of products accessing points of sale	0	10	0	0 %
Component 1: Agro-Processing Cluster Support Weight: 38% Classification: Satisfactory	C1.11 Cluster mapping, diagnostic and action plan completed			Yes	100 %
	C1.12 Training Programs have been completed in food technology and food safety, sanitation and standards			Yes	100 %
	C1.13 Improved quality of products			Yes	100 %
	C1.14 Improved packaging and labeling for products completed			Yes	100 %
	C1.15 4. Increased distribution channels and outlets for products			Yes	100 %
Component 2: Arts and Crafts Cluster Weight: 32% Classification: Satisfactory	C2.11 Cluster mapping, diagnostic and action plan is completed			Yes	100 %
	C2.12 Increased distribution channels and outlets for products			No	0 %

Component 3: Small Accommodation Hotels and Hostels Support Weight: 26% Classification: Satisfactory	C3.11	Cluster diagnostic and marketing strategy completed			Yes	100 %
	C3.12	Server running			Yes	100 %
	C3.13	ICT portal, software consultancy commissioned			Yes	100 %
	C3.14	Marketing strategy developed and implemented			Yes	100 %
	C3.15	ICT Portal in use			Yes	100 %
Component 4: Showcase and lessons learned Weight: 4% Classification: Unsatisfactory	C4.11	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			Yes	100 %

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] Supplier/contractor performance
[X] Borrower/executing agency commitments
[X] Design of project/Components
[X] Purchase difficulties
[X] Lack of a tracking and evaluation System
[X] Delays in fulfilling the contract terms
[X] Others, which?: Sustained interest of beneficiaries

SECTION 4: RISKS**CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 3 IN EFFECT RISKS: 0 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 3

SECTION 5: SUSTAINABILITY**Likelihood of project sustainability after project completion:** P - Probable

The SBA continues to monitor sustainability via the activity on the project website. The most challenging aspect of sustainability is securing and maintaining beneficiary interest beyond the period of MIF investment in the absence of continued funding of activities.

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	Beneficiaries lack of access to working capital/funding to implement improvements in their business models and outputs beyond the project is a key risk to sustainability

Actions related to sustainability which have been implemented:

The sustainability of the cluster which be derived from the following two main actions:

Income generation from website - The website developed during the project has been created with the functionality for online trades. The site will therefore be used to promote the products of cluster-members, facilitate trading locally and in the export markets, as well as be used as a research mechanism and contact point for international trade shows, buyers and suppliers. These activities will allow the association to charge management fees to be paid by artisans and/or processing fees for online trades.

Development of project proposals - Through the capacity building of the craft association, the organisation is now better equipped to facilitate the creation of proposals to access funding for financial and technical support to strengthen the marketing and growth strategies for members. Additionally the organisation is better positioned to partner with educational and business support agencies to access training and technical assistance for members on account of an improved organisational structure and governance framework.

[Sustainability Plan](#)

SECTION 6: KNOWLEDGE

Lessons learned	Relative to Sustainability	Author
1. Microenterprises have limited access to capital which constrains their ability to finance required changes in business processes, products and services that may have been identified in training components. The project underscored the need for microfinance lines in Barbados as a csf in improving business performance		DOOKIESINGH, VASHTIE [MIF]
2. iii. Mobilising an itinerant and informal group - initial efforts were challenging to organise artisans for the marketing support activities.	Implementation	Holder, Lynette

Though the diagnostic earlier completed surveyed in excess of 20 practitioners, due to the itinerant nature of some operations, the ability to locate persons in a timely manner to mobilise activities for the final project phase encountered some difficulties. This revealed the need to have a formal mechanism to adequately document information on members of the cluster to facilitate meetings and gathering information on the sector.

3. ii. Training in business management - Mobilising artisans for the showcase showed a need for training in the discipline of business management, including effective marketing of products, display of goods and promotion to consumers, time management and coordination of resources. Cluster-members were generally skilled in the production of their craft however the management competencies were not as equally developed.

This reality was identified in the initial diagnostic on the cluster where the training needs of artisans and the ability to provide adequate human resources to staff the business and assist with business growth, proved inadequate.

4. i. Quality and standardisation of products - the mobilising of items for the one-day tradeshow revealed varying levels of design, packaging and price points. Though it was anticipated that products in the cluster would vary, several items of similar origin and style were contrastingly different in final production and presentation. The section on 'weaknesses' discussed in the SWOT analysis in the cluster diagnostic, underscored quality and consistency as areas to be improved. The diagnostic reported that 'limited attention to design and limited or no standardisation in processes/finishes' was evident in the cluster.

Implementation

Holder, Lynette

Implementation

Holder, Lynette

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 project deliverables included training materials and sector diagnostic reports available at the Small Business Association. The project final evaluation is archived as IDBDOCS 37927433

Main products of the project

[No related products to display]

SECTION 7: DOCUMENTS

22/OCT/2014 [Final Evaluation Report](#)

[<http://www.fomin.org/file.aspx?DOCNUM=39175188>]

[Project profile](#)

<http://apps.fomin.org/public/psr/projectprofile.aspx?proj=BA-M1004&lg=EN>