

# PROJECT STATUS REPORT (FINAL)

JANUARY 2013 - JUNE 2013

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Bahamas Virtual Platform

Project Number: BH-M1008 - Operation Number: ATN/ME-12265-BH

**Result:** To develop a virtual platform to facilitate easier access to regional and global material sourcing and sales markets.

**Country Administrator**  
BAHAMAS

**Beneficiary Country**  
BAHAMAS

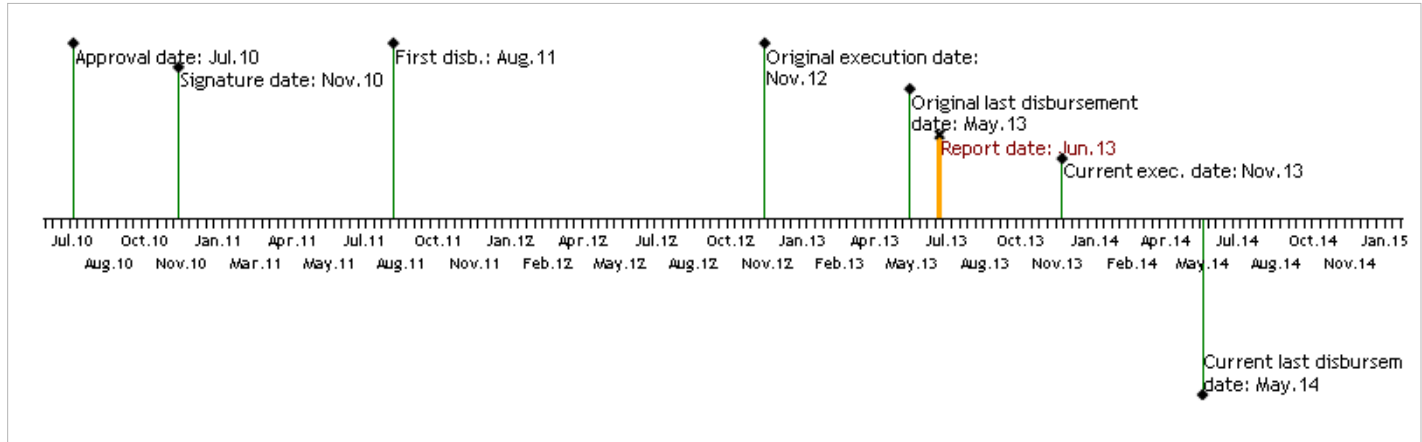
**Group**  
SME - Small and Medium Enterprise  
Development

**Subgroup**  
TECH - Technology for Business  
Development

**Executing Agency:**

**Design Team Leader:** Perez-Gold, Aminta  
**Supervision Team Leader:** Beecher, Wayne

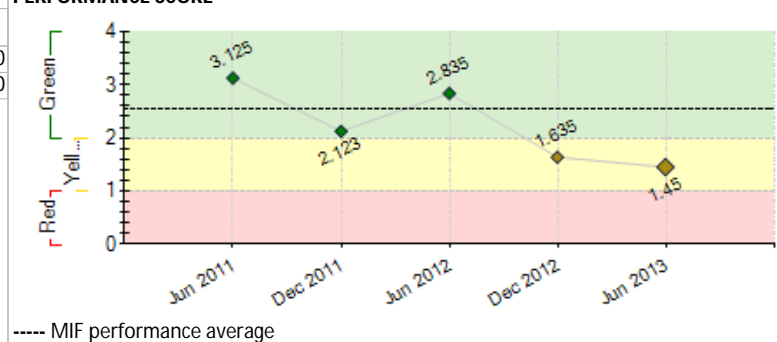
### TIMELINE



### FUNDS

	Approved	Cancelled	Disbursed
<b>FOMIN</b>	\$313,568.00	\$23,568.00	\$210,500.00
<b>Counterpart</b>	\$186,050.00	\$0.00	\$96,000.00

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

The project is not currently completed, as there is an estimated 3-4 months to project closure. The final months of the project will seek to finalize this exercise.

Main results achieved include:

- Completion of Mid term Report
- Submission of platform design for Board Sign-off
- Preparation for onset of beta testing

### Comments from the Supervision Team Leader

The key output; the platform is still outstanding and should be completed and tested before the expiration of the disbursement period.

### Final evaluation

N/A

### Comments from the Supervision Team Leader

Agree with the Evaluators comments

The mid term evaluation is being used as the final evaluation as the project activities is still outstanding

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=37952156>

### SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
<b>Result:</b>  To develop a virtual platform to facilitate easier access to regional and global material sourcing and sales markets.  <b>Classification:</b> Unsatisfactory	<b>P.11</b> Live and fully functioning Bahamas Virtual platform			No	0 %
	<b>P.12</b> 7 targeted associations and 210 MSMEs participating in the project	0	210	0	0 %
	<b>P.13</b> 2 additional strategic partners in place	0	2	1	50 %
<b>Component 1:</b> Business Requirements Identification  <b>Weight:</b> 25%  <b>Classification:</b> Satisfactory	<b>C1.11</b> 30 handcraft associations are aware of the project	0	30	30	100 %
	<b>C1.12</b> 7 associations and 200 MSME are participating in the requirement identification phase	0	200	200	100 %
	<b>C1.13</b> 150 people trained on e-Commerce and collaborative work	0	150	168	112 %
	<b>C1.14</b> Business requirement document defined and validated by the participants			Yes	100 %
<b>Component 2:</b> Platform Technical Design  <b>Weight:</b> 25%  <b>Classification:</b> Unsatisfactory	<b>C2.11</b> Complete legal framework for platform operations			No	0 %
	<b>C2.12</b> Platform design completed according to business requirements			Yes	100 %
	<b>C2.13</b> Portal design and system configuration approved by board			No	0 %
<b>Component 3:</b> Platform Development  <b>Weight:</b> 25%  <b>Classification:</b> Very Unsatisfactory	<b>C3.11</b> Virtual platform released			No	0 %
<b>Component 4:</b> Portal launch and promotion  <b>Weight:</b> 25%  <b>Classification:</b> Unsatisfactory	<b>C4.11</b> 214 MSME trained on the virtual Platform	0	214	0	0 %
	<b>C4.12</b> Develop Virtual Platform Marketing Plan			No	0 %
	<b>C4.13</b> Platform Promotion Events			No	0 %
	<b>C4.14</b> Official launch of the Bahamas Virtual Platform			No	0 %
	<b>C4.15</b> Virtual Platform sustainability plan			No	0 %

Milestones	Planned	Due Date	Achieved	Date achieved	Status
<b>M2</b> Attainment Of Eligibility for Disbursements	1	Nov 2010	1	Jul 2011	Achieved late
<b>M1</b> [*] Conditions Prior	8	Jul 2011	8	Jul 2011	Achieved
<b>M3</b> [*] Completion of Baseline Work and Capacity Analysis. 150 persons trained on e-commerce and collaborative work; 240 MSMEs participants identified for Pilot project program	150	Jan 2012	162	Jan 2012	Achieved
<b>M4</b> [*] Platform design & prototype completed and approved by Project Board	1	Jul 2012	10	Feb 2013	Achieved late
<b>M5</b> [*] Release of final version of the Bahamas Virtual Platform	1	Jan 2013	0	Feb 2013	Not Achieved

[\*] Indicate that the milestone has been reformulated

#### CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Executing agency institutional capacity
- [X] Supplier/contractor performance
- [X] Purchase difficulties
- [X] Delays in fulfilling the contract terms

### SECTION 4: RISKS

#### CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. Natural disasters (hurricanes).

**Level:** Low

**Responsible:** Project Coordinator

**Status:** In effect

**Comments:** The Business & IT Specification Documents, along with the eventual project design, which will feature built in system redundancies and contingency measures will mitigate this risk. Planned mitigating date is at the end of Component 1(Platform Technical Design)

2. Transforming the 'individual' culture of the Craft Vendors to a 'team' concept, predicated on the importance of maintaining a global marketplace for their products

**Level:** Low

**Responsible:** Project Coordinator

**Status:** In effect

**Comments:** Mitigation actions begin with Business Requirements Identification Phase - "Island Visits" and will continue at the Bahamas Craft Association's AGM planned for last week of October 2011. The "Promotions & Awareness Campaign" activity (and resultant plans) will serve as the primary mitigation tool for this risk. Mitigation efforts have to be sustained and needs to be supplemented by an aggressive national public relations program.

**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 3 **IN EFFECT RISKS:** 2 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 1

## SECTION 5: SUSTAINABILITY

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

The platform is not completed and lack of counterpart funds would impact the necessary awareness and change management exercise

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY****Issue**

[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

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

[X] Lack of a **sustainability plan** or its inadequate implementation

**Comments**

The business model is not yet defined

Risk of inadequate awareness could affect market penetration

Not yet defined

**Actions related to sustainability which have been implemented:**

Dialogue has been initiated with the Bahamas Straw Market Authority (Chairman Kevin Simmons) regarding entering into a strategic partnership contractual arrangement, for the direct sales and movement of handicraft items to the local Straw Markets. Strategy to include establishment of a 'signature' or 'logo' shop space in the primary market for the physical permanent display and sale of authentic Bahamian handicraft items.

Appointment with Minister of Agriculture to discuss lease of land for cultivation of straw products, e.g., sisal, silver tops, etc., for straw products. (week of August 23 2013 - agreed with Minister Alfred Gray 31 July 2013).

[Sustainability Plan](#)

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

## SECTION 6: KNOWLEDGE

**Lessons learned**

1. Key to the project's ongoing sustainability and viability is the full engagement of all stakeholders and key players to ensure that all eventualities would be covered and taken in account during the project implementation period.

At the very least this calls for regular meetings between the project sponsors and beneficiaries, i.e., both high level and working sessions, with reports to the national government.

This measure is key to ensure that new (competing) programs are not being considered that can impair the viability of the project as opposed to supporting or complementing the same. This measure also speaks to focusing the national narrative and highlighting the (SME) sectorial importance and high potential of the project, in terms of agribusiness, job and wealth creation.

Meetings are now planned with the Ministry of Agriculture, Tourism and Financial Services and Trade.

2. One of the primary risks identified from project onset was that of institutional resources not regarding the project as 'their work'. This has indeed been the case throughout the project. In recent weeks, the Chamber has assigned a staff member to support the coordinator and project, along with the temporary institutional support of a college student consultants. BAIC has been engaged in talks to mirror the same, by way of ensuring that persons assigned to the project were actually attending brainstorming sessions and committee meetings.

To mitigate against these type of risks – which were identified during project design and hedged against by way of the signed MOU – the project would have been better positioned by hiring two independent consultants to support the efforts of the coordinator (Assistant Coordinators).

The above actually speaks to the budgetary constraints of the project. Risk was identified but the identified mitigating action didn't materialize (Min of Tourism).

3. • The project would have been better served with a fully functioning/ autonomous secretariat, providing ongoing project support to consultants, project team members, etc. Support to include filing, communications and bookkeeping. The initial project plan called for secretarial support, to be funded by both in-kind (primary) and cash contributions but this never materialized.

• Of equal importance to the success and on-track performance of this Public Private Partnership initiative, would have been a dedicated core project team – functioning for the duration of the project or the critical path activities or components. The project would have been enhanced with a team of 3-4 core dedicated players, inclusive of a project assistant.

• The communication channel/ framework for the project was not as robust in the execution phase as the design phase of the project, as the regular project meetings (BAIC/CCCEC/IDB/Consultant) that were a staple in the design phase became non-existent.

**Relative to**  
Sustainability

**Author**

Demeritte, Donald

Risk

Demeritte, Donald

Implementation

Demeritte, Donald

**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.**

3. Marketing

**Main products of the project**

[Aug 2013] (Lessons learned/best practices)

**Author:**

[Aug 2013] (Technical publications)

**Author:**

[Aug 2013] Marketing (Technical publications)

**Author:**

[Aug 2013] (Technical publications)

**Author:**

[Aug 2013] (Technical publications)

**Author:**

#### SECTION 7: DOCUMENTS

07/AUG/2013 [Intermediate Evaluation Report](#)

[<http://www5.iadb.org/mif/file.aspx?DOCNUM=37952150>]

07/AUG/2013 [Final Evaluation Report](#)

[<http://www5.iadb.org/mif/file.aspx?DOCNUM=37952156>]

[Project profile](#)

<http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=BH-M1008&lg=EN>