

# PROJECT STATUS REPORT

JULY 2012 - DECEMBER 2012

## 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.

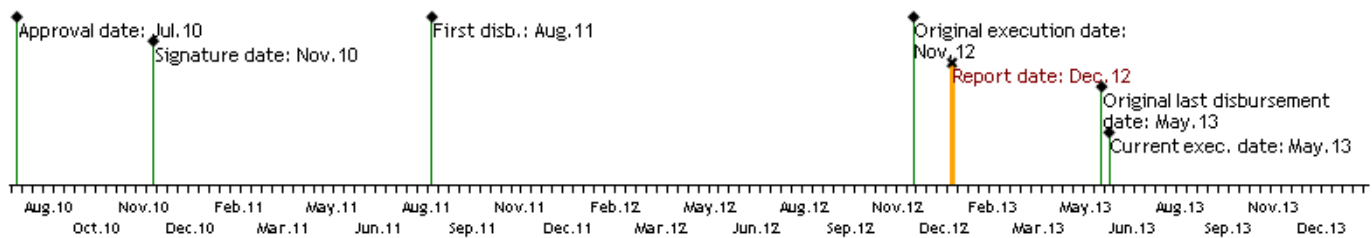
<b>Country Administrator</b> BAHAMAS	<b>Beneficiary Country</b> BAHAMAS	<b>Group</b> SME - Small and Medium Enterprise Development	<b>Subgroup</b> TECH - Technology for Business Development
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**Executing Agency:** Bahamas Chamber of Commerce

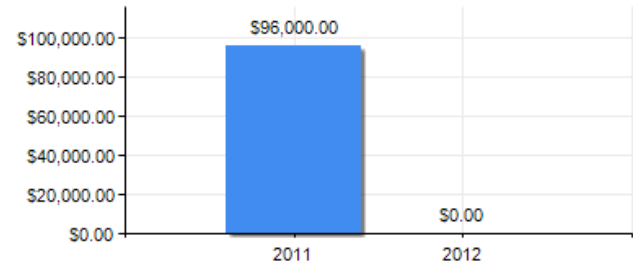
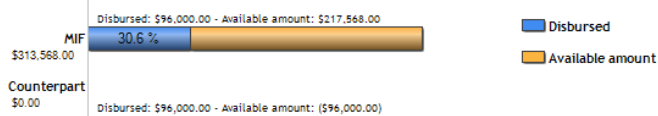
**Design Team Leader:** Perez-Gold, Aminta

**Supervision Team Leader:** Beecher, Wayne

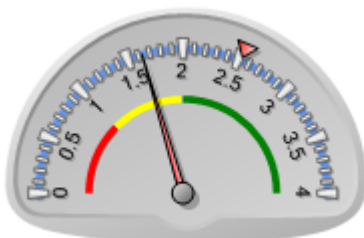
### TIMELINE



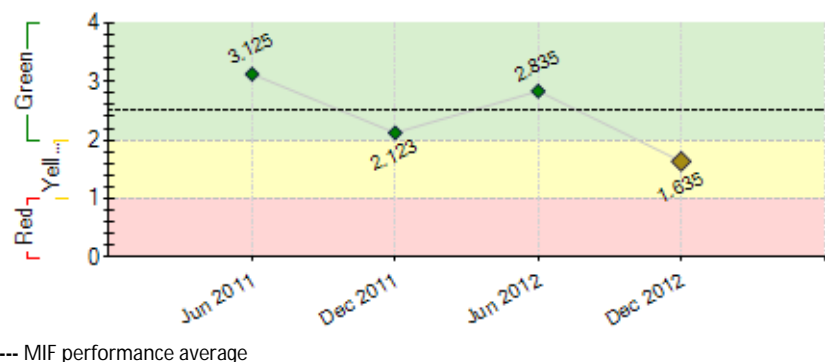
### FUNDS



### PERFORMANCE SCORE



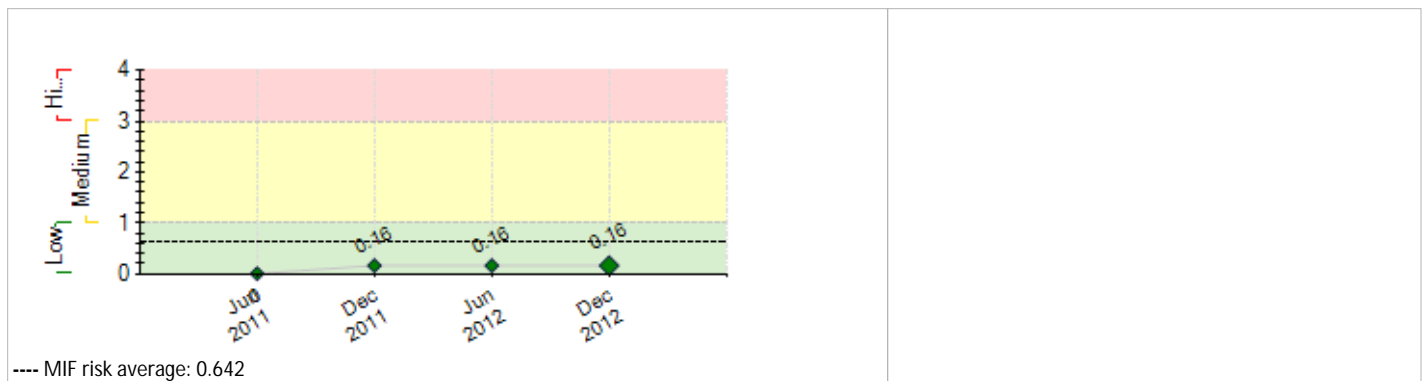
Current score: Unsatisfactory: 1.635  
MIF Average: 2.527



### EXTERNAL RISKS

### INSTITUTIONAL CAPACITY

	<b>Risk</b>
<b>Financial Management:</b>	Low
<b>Procurement:</b>	Low
<b>Technical Capacity:</b>	Low



## SECTION 2: PERFORMANCE

### Summary of project performance since inception

To-date the project has achieved the following: i) completion of the project beneficiaries' "Needs Analysis", ii) baseline review study, iii) Handicraft Survey document (first of its kind in The Bahamas), iv) the Business & IT Specification documents and v) onset of the Platform's IT design and development activities. **Milestones 1 & 2 (of 4) have also been delivered.**

The project experienced and navigated (2) slight delays that impacted momentum. The recent governmental election and changes at the Board of Directors level at Bahamas Agricultural & Industrial Corporation, the co-Execution Agent, also had some impact on momentum.

The prospects for the BVP achieving its final objectives are high, as demonstrated by the continued enthusiasm and commitment displayed by key Project Board and committee members.

The Project Board identified a slippage in the commitment of supporting players to the team but addressed by way of direct recruitment of new enthusiastic replacements.

Cognizant of slipped timelines, the Executing Unit will focus on the following critical activities during the project's final months.:

- Focused overview of IT developer's technical work, to ensure that the 'beta testing' and 'go-live' deadlines are met
- Reassignment of Project Board Members to priority activities, to ensure accountability and Board awareness of slippages and successes
- Increased public relations activities and strategic partners' search for two (2 additional strategic partnerships).

### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

### Summary of project performance in the last six months

The project has completed requirements for the second disbursement of funds, to cover Component 2 & 3 deliverables. The semester also saw the commencement of work on the platform design and the successful completion of Milestone 2, with the conclusion of the Monitoring & Evaluation (baseline) activity.

Committee work, specifically by the IT Technical Committee dominated this semester, provide overview and support for the developer's work.

The semester performance was impacted somewhat by an unforeseen procurement delay, which led to the delayed onset of the Platform Design & Development activities in the Project's second phase and also the change in government (May 2012 General Elections). The change in government was accompanied with wholesale changes on BAIC's (co-Execution Agent) Board of Directors.

The project suffered some loss of momentum at this point. The momentum was recaptured with the eventual disbursement of funds to mobilize "Platform Design & development" activities.

Activities planned for the coming semester include:

- Platform Design and prototype approved by the Project Board (**Milestone 3**)
- Release of the BVP's beta version
- Mid-Term Evaluation
- Beta testing and functionality refinement
- Active & wide participation by primary stake holders
- MSME 'Train the Trainer' and participant platform training
- Release of the final version of the Bahamas Virtual Platform (**Milestone 4**)
- System, Policy and Procedural documentation
- Official System Launch

**Comments from the Supervision Team Leader**

Agree with the Executing Agency comments

The project schedule was impacted by a procurement challenge by a candidate. The investigation reveal no adverse issue and the procurement process was adjusted to accommodate the full participation of the candidate

**SECTION 3: INDICATORS AND MILESTONES**

	Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
<b>Result:</b>  To develop a virtual platform to facilitate easier access to regional and global material sourcing and sales markets.	<b>P.I.1</b> Live and fully functioning Bahamas Virtual platform						No	
	<b>P.I.2</b> 7 targeted associations and 210 MSMEs participating in the project	0				Nov 2012	210	0
	<b>P.I.3</b> 2 additional strategic partners in place	0				Nov 2012	2	1
						Nov 2012	Sep 2011	
<b>Component 1:</b> Business Requirements Identification  <b>Weight:</b> 25% <b>Classification:</b> Unsatisfactory	<b>C1.I.1</b> 30 handcraft associations are aware of the project	0				30	30	Finished
	<b>C1.I.2</b> 7 associations and 200 MSME are participating in the requirement identification phase	0				May 2011	Oct 2010	
	<b>C1.I.3</b> 150 people trained on e-Commerce and collaborative work	0				200	200	
	<b>C1.I.4</b> Business requirement document defined and validated by the participants					Oct 2011	Nov 2011	
<b>Component 2:</b> Platform Technical Design  <b>Weight:</b> 25% <b>Classification:</b> Unsatisfactory	<b>C2.I.1</b> Complete legal framework for platform operations					150	168	
	<b>C2.I.2</b> Platform design completed according to business requirements					May 2011	Dec 2011	
	<b>C2.I.3</b> Portal design and system configuration approved by board					May 2011	Yes	
						May 2011	Feb 2012	
<b>Component 3:</b> Platform Development  <b>Weight:</b> 25% <b>Classification:</b> Satisfactory	<b>C3.I.1</b> Virtual platform released					No	No	Delayed
						Aug 2011	Aug 2012	
<b>Component 4:</b> Portal launch and promotion  <b>Weight:</b> 25% <b>Classification:</b> Satisfactory	<b>C4.I.1</b> 214 MSME trained on the virtual Platform	0				Aug 2012	Aug 2012	Delayed
	<b>C4.I.2</b> Develop Virtual Platform Marketing Plan					No	No	Delayed
	<b>C4.I.3</b> Platform Promotion Events					Aug 2012	Aug 2012	Delayed
	<b>C4.I.4</b> Official launch of the Bahamas Virtual Platform					Aug 2012	Aug 2012	Delayed
	<b>C4.I.5</b> Virtual Platform sustainability plan					Aug 2012	No	
						Nov 2012	Aug 2012	

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	0	Dec 2012	Not Achieved
<b>M5</b> [*] Release of final version of the Bahamas Virtual Platform	1	Jan 2013	0	Dec 2012	

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

- [X] Supplier/contractor performance
- [X] Delays in fulfilling the contract terms

**SECTION 4: RISKS****MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. Transitioning the 'individual' cultures of the stakeholders into a singular force, prior to 'beta-test' phase to ensure best project results.	Low	To mitigate this action, stakeholders have committed the appropriate level and amount of resources to the project, to serve on sub-committees and participate in strategy sessions.	Project Coordinator
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	Low	The strategy of offering 'shared ownership of the operations', via associations, and annual profit sharing, will mitigate this risk. This includes transitioning the vendors to rely on the business support services offered to maximize member benefits and minimize individual risks.	Project Coordinator
3. Natural disasters (hurricanes).	Low	To mitigate the impact of this risk, the system design will feature 'built	Project Coordinator

in redundancy'. This will provide the functionality to run the program from an alternate site.

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

## SECTION 5: SUSTAINABILITY

**Likelihood of project sustainability after project completion:** P - Probable

### CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

*[None reported in this period]*

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

Correspondence with the Ministry of Tourism (MOT) continued, with respect to MOT playing the expected role of 'marketing lead' for the BVP and contributing an additional \$90,000 to benchmarking, public relations and additional project related expenses. MOT continues to participate and contribute to project discussions and Tech Committee work. Funds were initially pending the onset of the platform development phase, which unfortunately was a bit protracted but we have not yet received a response to our most recent follow-up. Preliminary meeting held with the Bank of The Bahamas about a possible strategic partnership and the April Project Board meeting will focus on identifying potential Strategic Partners, who can assist with the viability and ongoing sustainability of the Platform. In addition to the above, efforts continue to engage the Bahamas Craft Market Authority as a commercial/ strategic partner, as a low hanging fruit customer - for mutually identified craft items and mutually agreeable prices - from artisans in the beneficiary group, via the platform. Such an alliance, when concretized, will speak volumes for the sustainability of the Platform, as the Craft Markets hosts in excess of 2 million tourists each year. This (target) alliance was also identified in the project proposal.

## SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
1. Project Coordination: More hands on coordination required between Project Coordinator and Project Liaison, to proactively identify and solve issues. Communication must be ongoing, activity specific and frequent, to ensure that all related parties, i.e., executing agencies, beneficiaries & the MIF program, receive maximum benefit from the project. Whilst communication gap issues can be more easily overcome in the initial project phases, they may impact the latter phases of the project. Project Responsibilities: Needs to be clearly articulated and emphasized throughout the project, to ensure that all project members are individually and collectively responsible for key tasks. A comprehensive and practical 'Communications Matrix', clearly stating the project communication rules, needs to ensure proper 'project governance'. Public Relations: Conducting timely and well constructed public relations exercises is a tool that was not exploited. While the BVP plan identified the need to		Demeritte, Donald