



Project Completion Report



Proyecto Mejoramiento y Seguridad Vial
Bridgetown
BARBADOS
Project Number: BA0047
Loan: 755/OC-BA

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PCR



Table of Contents

Información General	1
1.1. Objetivo de Desarrollo	1
1.2. Datos Básicos	1
1.3. Resumen de Calificaciones	2
1.4. Cronología del Proyecto	3
1.5. Documentos de Referencia	4
Memorando del Banco	5
2.0 Presentación del Proyecto	5
2.1. Análisis de resultados (productos , efectos e impactos)	5
2.1.2. Efectos (outcomes) e impactos del proyecto	7
2.2. Análisis de la implementación	10
2.2.1. Medición del desempeño del proyecto	10
2.2.2. Factores que afectaron la implementación del proyecto (según ISDP)	12
2.2.4. Análisis de gestión del proyecto y lecciones aprendidas	14
2.3. Análisis de Sostenibilidad	15
2.3.1. Fortalecimiento Institucional / Organizacional (FIO)	15
2.3.2. Sostenibilidad del proyecto	16
2.4. Desempeño del Organismo Ejecutor	17
2.6. Otras lecciones aprendidas y recomendaciones	19
Memorando del Ejecutor	21
3.1. Memorando del Ejecutor	21
Minutas del CRG	22
4.1. Minutas CRG (Acta del Comité de Revisión Gerencial)	22
Anexos	23
Anexo 1A - Fuente de Financiamiento (Montos en US\$ miles)	23
Anexo 1B - Calendario de Inversiones (Montos en US\$ miles)	23
Anexo 1C - Información Financiera y Estados Financieros Auditados	24



Table of Contents

Anexo 3 - Información del LMS	25
Anexo 4 - Ayuda Memoria del Taller de Terminación de Proyecto	25
Anexo 5 - Anexo Documental	25



Información General

■ ■ 1.1. Objetivo de Desarrollo

- 1. To reduce vehicle operating costs through improved traffic flow on the two primary road corridors around Bridgetown
- 2. To improve traffic control and management practices in Barbados.

■ ■ 1.2. Datos Básicos

Nombre del Proyecto	Proyecto Mejoramiento y Seguridad Vial Bridgetown		
Número de Proyecto	BA0047	Modalidad	PESP
País	BA	Sector	TR
Fecha de Aprobación	1993-05-19	Fecha de Término	2006-02-04
Agencia(s) Ejecutora(s)	MINISTRY OF TRANSPORT AND WORKS		
Monto del Préstamo/CT Original	\$18,500,000.00		
Monto del Préstamo/CT Actual	\$18,500,000.00		
Monto Cancelado del Préstamo/CT	\$0.00		
Costo Total del Proyecto (BID) (Actual)	\$26,500,000.00		
Costo Total del Proyecto (BID) (Original)	\$26,500,000.00		



Número de Préstamo/CT	Monto Original	Monto Cancelado	Monto Actual
755/OC-BA	\$18,500,000.00	\$0.00	\$18,500,000.00

■ Personnel

Nombre de los Especialistas en la Sede	
Nombre de los Especialistas en la Representación	
Autor del Memorando del Banco	HACKETT, BRUCE ANTHONY M.
Autor del Memorando en el Organismo Prestatario/Ejecutor	Emil Trotman
Posición del autor del memorando del ejecutor	Project Manager

■ 1.3. Resumen de Calificaciones

■ 1.3.1. Calificaciones del PCR

Por el Banco	Cal.	Por el Prestatario / Organismo Ejecutor	Cal.
• Efectividad en el Desarrollo (OD)	E	• Efectividad en el Desarrollo (OD)	
• Implementación del Proyecto (PI)	S	• Implementación del Proyecto (PI)	
• Fortalecimiento Institucional/Organizacional (FIO)	PR	• Fortalecimiento Institucional/Organizacional (FIO)	
• Sostenibilidad (S)	P	• Sostenibilidad (S)	
• Desempeño del Organismo Ejecutor (DE)	MI	• Desempeño del Banco (DB)	

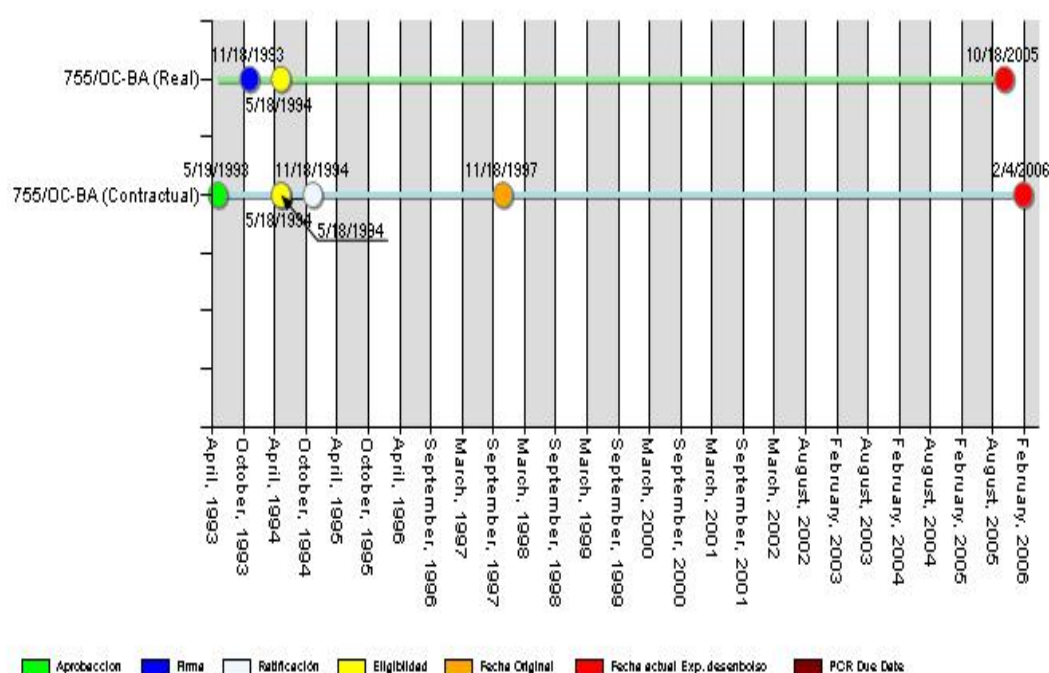


1.3.2. Calificaciones de los Ultimos 10 ISDPs (PI , SU, OD)

2001 Jun.	2001 Dec.	2002 Jun.	2002 Dec.	2003 Jun.	2003 Dec.	2004 Jun.	2004 Dec.	2005 Jun.	2005 Dec.
S	S	S	S	S	S	S	S	S	S
H	H	H	H	H	H	H	H	H	H
P	P	P	P	P	P	P	P	P	P

PI = Progreso de la Implementación , SU = Supuestos , OD = Objetivos de Desarrollo

1.4. Cronología del Proyecto



Fecha del Taller de Inicio (Arranque) :

Fecha de Evaluación de Medio Término :

Fecha de Taller de Terminación de Proyecto :



■ ■ 1.5. Documentos de Referencia

Estrategia de País	
Actualización de la Estrategia de País	
Revisión de Cartera del Sector	
Ayudas Memoria Misiones Rev. Cartera	
Ayudas Memoria Misiones Administr.	
PCR - Anexo Documental	



Memorando del Banco

■ ■ 2.0 Presentación del Proyecto

■ ■ 2.0.1. El problema, el proyecto y su contexto

A. Insufficient highway capacity, transit conditions and road safety in the greater Bridgetown area.

To improve efficiency of the different economic activities that take place in the area of Bridgetown through the reduction of transport costs and of the time involved in transporting goods and persons in the urban area.

■ ■ 2.1. Análisis de resultados (productos , efectos e impactos)

■ ■ 2.1.1. Productos (outputs) obtenidos

■ ■ 2.1.1.1. Análisis de indicadores de producto

- 1. Inner and outer road corridors (bypasses) constructed.

Planificado

1.1 7.8 km of urban streets constructed by Dec. 2003. Completed.

Logrado

The road works were commenced in June 200 and completed in 2004.

Análisis

Although delayed, satisfactory but lower than projected benefits were achieved from this component. The differences resulted mainly from the increase (almost 50%) in the investment cost of the infrastructure.

- 2. Traffic management, regulatory and safety improvement measures developed

Planificado

- 2.1 Regulatory mechanisms for traffic upgraded by October 2000. Completed.
- 2.2 Highway education programme developed and initiated by April 1998. Completed
- 2.3 18 personnel from Police and Division of Public works trained by November 1997. Completed.



Logrado

Two sub-programmes were satisfactorily implemented in this component:

1. Sub - Programme A, which provided technical assistance in traffic management and control, and personnel training; and,
2. Sub - Programme B, aimed at raising awareness of road safety issues as well as improving driver behaviour.

A number of results were obtained as follows:

Subprogramme A

- (i) Preparation of a program to refurbish and complement road and traffic signs in the greater Bridgetown area.
- (ii) Selection of the most appropriate system to centrally control the operation and maintenance of traffic signals.
- (iii) Review and recommendation of any necessary changes in present laws to streamline the system of penalties for violation of traffic rules and regulations and to make that system more effective.
- (iv) Recommendation of an appropriate accident information and traffic violation transfer system between the Ministry of Public Works & Transport (MPT) and the Royal Barbados Police Force (RBPF).
- (v) An increase in the operating capability of the RBPF so that it can handle traffic control effectively throughout the Greater Bridgetown area.
- (vi) Examination of road junctions, including roundabouts, with a view to improving their operation and safety.
- (vii) Review of traffic management and control at and near schools and the development of minimum standards to be met for these sites.

Subprogramme B

- (i) A highly successful public information campaign which caught the public imagination, to advise drivers of the new rules for approaching roundabouts on the ABC Highway. The name 'Jam Buster' was conceived by the Advertising Agency involved in the project.
- (ii) A prize-winning campaign to warn drivers of the dangers of drinking and driving.
- (iii) A series of advertisements on TV, radio and in the Press advising of the need to wear seat belts and of the need to reduce speed.
- (iv) Guidelines for teaching road safety in both primary and secondary schools, together with a Teaching Manual for all school teachers, helping them to adapt their curriculums to include road safety as part of other subjects.
- (v) Recommendations for improvements to the Highway Code, its reprinting and better dissemination.
- (vi) Recommendations to the Licensing Authority on improvements to their procedures for Driving Tests and the Licensing and Regulation of Driving Schools.

Análisis

The successful implementation of the two sub-programmes resulted in the satisfactory achievement of the planned component. In addition, there were extra benefits achieved, e.g. the campaign regarding the traffic changes on the ABC Highway.

■ 2.1.1.2. Identificación de los productos logrados

- 1.1 7.8 km of urban streets constructed



- 2.1 Regulatory mechanisms for traffic upgraded. Two sub-programmes were satisfactorily implemented in this component:
- 2.2 Highway education programmes developed and initiated.
- 2.3 Personnel from the Police Force and the Ministry of Public Works trained.

■ ■ 2.1.2. Efectos (outcomes) e impactos del proyecto

■ ■ 2.1.2 Objetivos de desarrollo

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ 1. To reduce vehicle operating costs through improved traffic flow on the two primary road corridors around Bridgetown | <p>Within the first year after completion of construction, achieve a reduction in travel times compared with pre-project traffic conditions .</p> |
| <ul style="list-style-type: none"> ■ 2. To improve traffic control and management practices in Barbados. | <p>2.1 Improved traffic flows through, in and out of Bridgetown by October 2004 (revised, originally November 1997). Completed.
 2.2 Institutional strengthening measures implemented for traffic regulatory and enforcement agencies; by October 2000. (Revised. originally November 1997). Completed.
 2.3 Traffic education programme developed and pilot implementation undertaken by October 2000. (Revised, originally November 1997). Completed.</p> |

■ ■ 2.1.2.1. Análisis de indicadores de efecto (outcome)

- A. 1. The data collected by the Ministry and the economic analysis indicate a reduction in travel times after project completion, although not as much as predicted at project design stage.
 - 2.1 Improved traffic flows were achieved as planned.
 - 2.2 Institutional strengthening measures were implemented for traffic regulatory and enforcement agencies.
 - 2.3 Traffic education programme was developed and pilot implementation undertaken.



■ 2.1.2.2. Identificación de efectos intermedios (outcomes) e impactos iniciales

A. Intermediate Outcomes

1. During construction, sections of the roads were opened for use as they were completed which provided early benefits to road users, businesses and residents in the affected areas. At the end of construction and with implementation of regulatory mechanisms and education/publicity programmes, reduced travel times (0.32 and 2.31 mins. for inner and outer ring roads respectively) and improved traffic flows were observed. The movement of pedestrians was also improved and made safer.



2. Families whose properties were affected by the roadworks and who were relocated received improved premises and living conditions.

Intermediate Impact

1. As a consequence of better travel times and road conditions, reduced vehicle operating costs would have been achieved.

■ 2.1.2.3. Identificación de los futuros efectos (outcomes) e impactos

- A. Improved highway capacity, transit conditions and road safety are expected to benefit road users and commercial activities in the greater Bridgetown area through the reduction of transport costs and of the time involved in transporting goods and persons in the urban area.

■ 2.1.2.4. Análisis de los supuestos (de productos a efectos)

- A. It is necessary for the infrastructure to be adequately maintained and proper traffic control and management practices continued.

■ 2.1.2.5. Pregunta piloto No.1 (opcional). Distribución de los beneficios del proyecto en la población objetivo

A.

■ 2.1.2.6. Pregunta piloto No.2 – (opcional). Efectos adversos del proyecto

A.

■ 2.1.2.7. Pregunta piloto No.3 – (opcional). Contribución al logro de las metas nacionales / sectoriales / Estrategia de País

A.

■ 2.1.2.8. Pregunta piloto No.4 – (opcional). Adaptación del proyecto a cambios en el entorno

A.

■ 2.1.2.9. Recálculo de la Tasa Interna de Retorno (TIR)

- A. In the original Bank report the return was estimated to be 56% for the inner bypass and 42% for the outer. This is clearly much greater than the actual value. The data did not permit the separation of the links for the ex-post. The risk analysis shows there is a 50% probability that the IRR lies above the median of 12.9% and 25% that it lies below 11.9%. (The original analysis did not carry out a risk analysis of this type.)

Table 3.1				
Total Cost	Benefits		Net Benefits	IRR
B\$17,800,000	B\$46,500,000	B\$28,700,000	24%	

The following table summarizes the results of the economic analysis. Despite the delays and significant cost overruns, this project approaches the 12% that the Bank considers to be an adequate return. As mentioned at the outset, these types of projects are extremely difficult to analyze without a significant expenditure of funds, and even then leave themselves open to significant error.



Table 3.5

All Values are NPV at 12% in 2005 \$US

Case	Investment Costs	Maint.	Savings	Benefits	Total Benefits	Net Benefits
	Economic Rate of Return					
		VOC	VOC	Time Savings	Time Savings	
		Inner	Outer	Inner	Outer	
Base	\$25,005,925	\$568,335		\$408,354	\$2,608,696	\$1,605,429
	\$17,749,343	\$22,940,156		\$22,940,156	11.2%	
% of Total Benefits		2.48%		1.78%	11.37%	7.00%
No Delay Adjustment	\$25,005,925	\$568,335		\$408,354	\$2,608,696	
	\$1,111,027	\$11,351,740		\$16,048,151	-\$8,957,773	8%

The difference between these results and those of the Kurzman study are principally explained by the difference in the investment costs that increased almost 50% in real terms and the different assumptions in projected delay times. The former is an accomplished fact, but the latter is a judgment call where this analyst had the advantage of more recent data as well as actual data after the project had been completed. The differences between this study and the study in the Bank Project report are more significant. There is insufficient information in that report to pinpoint the differences, but from what is available most probably it has mostly to do with the assumptions as to the time delays.

2.1.2.10. Recálculo de otros indicadores de evaluación económica

A. The project relied on a full CB analysis and did not use the referenced indicators.

2.1.2.11. Calificación de la efectividad del proyecto en términos de su objetivo de desarrollo (OD)

Teniendo en cuenta la totalidad de los análisis realizados en las secciones 2.1.1 y 2.1.2., califique la efectividad del proyecto en términos de su objetivo de desarrollo

☐ Muy Efectivo (ME) ☒ Efectivo (E) ☐ Poco efectivo (PE) ☐ Inefectivo (I)

A.

2.2. Análisis de la implementación

2.2.1. Medición del desempeño del proyecto

2.2.1.1. Elementos para monitoreo y evaluación

1. Análisis de problemas	Bajo ① ② ③ ④ Alto <input checked="" type="checkbox"/> N/A
2. Estrategia de intervención	Bajo ① ② ③ ④ Alto <input checked="" type="checkbox"/> N/A
3. Identificación de efectos (outcomes) e impactos esperados	Bajo ① ② ③ ④ Alto <input type="checkbox"/> N/A



4. Identificación de productos (outputs) esperados

Bajo ① ② ③ ④ Alto ☐ N/A

5. Indicadores de efectos (outcomes) esperados

Bajo ① ② ③ ④ Alto ☐ N/A

6. Indicadores de productos (outputs) esperados

Bajo ① ② ③ ④ Alto ☐ N/A

7. Línea de base de efectos (outcomes) esperados

Bajo ① ② ③ ④ Alto ☐ N/A

8. Línea de base de productos (outputs) esperados

Bajo ① ② ③ ④ Alto ☐ N/A

9. Supuestos de productos a efectos

Bajo ① ② ③ ④ Alto ☐ N/A

10. Plan de monitoreo

Bajo ① ② ③ ④ Alto ☐ N/A

11. Plan de adquisiciones

Bajo ① ② ③ ④ Alto ☐ N/A

12. Calendario de inversiones

Bajo ① ② ③ ④ Alto ☐ N/A

2.2.1.2. Análisis de factores críticos del diseño

A.

2.2.1.3. Lecciones aprendidas para el diseño (medidas adoptadas)

A.

2.2.1.4. Lecciones aprendidas para el diseño (medidas alternativas)

A.



2.2.1.5. Información disponible durante la implementación del proyecto

Establecimiento de procesos y mecanismos para recolección y análisis de datos (fuente de datos, responsables, periodicidad y características de la información)

Bajo ① ② ③ ④ Alto ☐ N/A

Recolección de información de línea de base de efectos

Bajo ① ② ③ ④ Alto ☐ N/A

Recolección de información de línea de base de productos

Bajo ① ② ③ ④ Alto ☐ N/A

Recolección, análisis y reporte de información sobre insumos disponibles y actividades realizadas

Bajo ① ② ③ ④ Alto ☐ N/A

Recolección, análisis y reporte de información sobre productos generados por el proyecto y su contribución al logro de los efectos esperados

Bajo ① ② ③ ④ Alto ☐ N/A

Recolección, análisis y reporte de información sobre efectos e impactos generados por el proyecto y su contribución a las metas establecidas en la estrategia de desarrollo sectorial y nacional

Bajo ① ② ③ ④ Alto ☐ N/A

2.2.1.6. Análisis de factores críticos para medición de desempeño durante la implementación

A. Negative Factors

1. Although the Traffic Section of the EA collected data for the project it was also involved in other activities. This lead to long periods for processing of the data and the late submission of reports.

2.2.1.7. Lecciones aprendidas en la implementación (medidas adoptadas)

A. The Ministry's Traffic Section, experienced in traffic data collection, was responsible for this activity as well as the processing. The Project Manager ensured that the information was put into the required format.

With regard to the Traffic Management, Regulatory and Safety Improvement component, this was managed and monitored in the Ministry by the office of the Deputy Chief Technical Officer (Design Services) who provided the information.

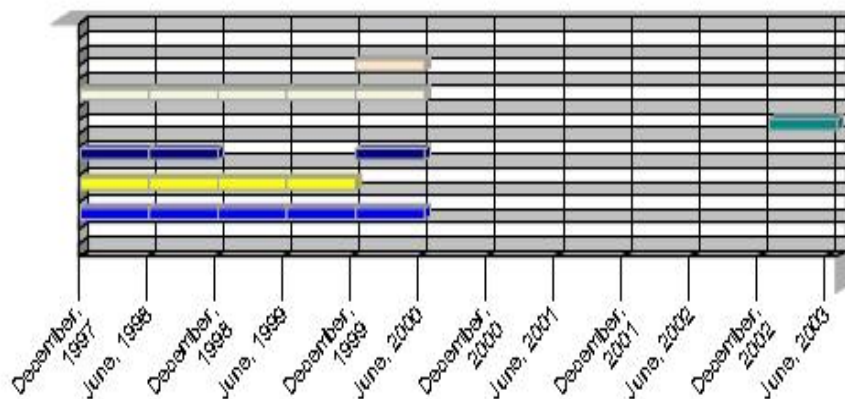
2.2.1.8. Lecciones aprendidas para la implementación (medidas alternativas)

A. To ensure accurate and timely data collection, processing and reporting, it is necessary that adequate staff be provided by the EA.

2.2.2. Factores que afectaron la implementación del proyecto (según ISDP)



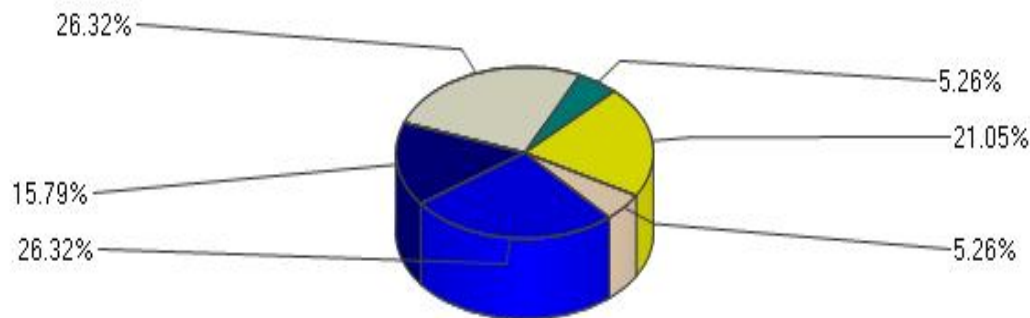
Factores que afectaron la ejecución del proyecto según el período en que fueron reportados en el ISDP



- Compromiso Prestatario/Agencia Ejecutora
- Capacidad institucional de la agencia ejecutora
- Coordinación inter-agencias
- Diseño proyecto/componentes
- Desempeño Proveedor/Contratista
- Demoras en cumplimiento de condiciones contractuales

Esta gráfica ha sido generada automáticamente a partir de la información archivada en el sistema ISDP a lo largo de la ejecución del proyecto

Factores que afectaron la ejecución del proyecto según número de ocurrencias en el ISDP



- Demoras en cumplimiento de condiciones contractuales
- Compromiso Prestatario/Agencia Ejecutora
- Coordinación inter-agencias
- Desempeño Proveedor/Contratista
- Diseño proyecto/componentes
- Capacidad institucional de la agencia ejecutora

Esta gráfica ha sido generada automáticamente a partir de la información archivada en el sistema ISDP a lo largo de la ejecución del proyecto



■ ■ 2.2.3. Análisis de factores críticos para el éxito del proyecto

■ ■ 2.2.3.1. Identificación de factores negativos para obtener los productos

A. 1. Borrower Commitment

There were major delays between Approval and Eligibility and then physical implementation. During this period the Borrower incurred large commitment fees and the Bank was uncertain about the Government's intentions regarding execution. The reasons appeared to be changes in priorities and fiscal/budgetary considerations.

2. Executing Agency Institutional Capacity

A dedicated PEU within the Executing Agency was not established as a part of project design and lack of coordination between administrative and technical sections contributed to delays. After the Ministry assigned more technical staff to the project, and implementation commenced, there was satisfactory progress.

3. Inter-agency Coordination

Initially, due to inadequate coordination within the Executing Agency, the procurement of consulting and contracting services started late and proceeded very slowly. Similarly because of inadequate coordination between the Executing Agency and the Ministry of Finance, counterpart resources were not budgeted in a timely fashion.

■ ■ 2.2.3.2. Identificación de factores positivos para obtener los productos

A. 1. Contractor and consultant performances were satisfactory for the construction component. Although there were some delays and additional costs the works were completed entirely and to the specified standards.

2. With regard to the second component, the two technical assistance sub-programmes were well implemented and their products were essential to the achievement of the project objectives.

■ ■ 2.2.3.3. Identificación de factores negativos para la obtención de los efectos (outcomes)

A. 1. The increase in construction costs were considered to be the most significant factor negatively affecting the project's economic returns.

■ ■ 2.2.3.4. Identificación de factores positivos para la obtención de los efectos (outcomes)

A.

■ ■ 2.2.4. Análisis de gestión del proyecto y lecciones aprendidas



2.2.4.1. Análisis de gestión

A.

2.2.4.2. Lecciones aprendidas sobre gestión de proyectos (medidas alternativas)

A.

2.2.4.3. Calificación de la implementación del proyecto (IP)

Califique la implementación del proyecto con base en el análisis de gestión anterior y en los productos (outputs) obtenidos en la cantidad y con la calidad esperada, en tiempo razonable y a costos razonables

☐ Muy Satisfactorio (MS)

☒ Satisfactorio (S)

☐ Insatisfactorio (I)

☐ Muy Insatisfactorio (MI)

A.

2.3. Análisis de Sostenibilidad

2.3.1. Fortalecimiento Institucional / Organizacional (FIO)

2.3.1.1. Areas fortalecidas o mejoradas por el proyecto

Fortalecido / Mejorado	Si	No	N/A	Nivel		
				Nac	Reg	Loc
1. Marco legal y regulatorio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Procedimientos, manuales, guías operacionales	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1. Capacidad de la alta gerencia	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2. Capacidad de la mediana gerencia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3. Capacidad de sistemas de información	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4. Medición del desempeño (capacidad de M y E)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5. Servicio al cliente	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Estructura funcional y organizacional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Planeación	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



6. Presupuestación / Gerencia financiera	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Coordinación Intra- / Inter-sectorial	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Coordinación Intra - / Inter-organizacional	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Personal / desarrollo de recursos humanos	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Adquisiciones	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Auto-evaluación, auditoría y rendición de cuentas	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

■ 2.3.1.2. Fortalecimiento logrado por el proyecto en el país

A.

■ 2.3.1.3. Fortalecimiento logrado por el proyecto en el Organismo Ejecutor

A.

■ 2.3.1.4. Calificación de la contribución del proyecto al Fortalecimiento Institucional / Organizacional (FIO)

Califique la contribución del proyecto al fortalecimiento institucional / organizacional en el país prestatario y el Organismo Ejecutor

☐ Muy Relevante (MR) ☐ Relevante (R) ☒ Poco Relevante (PR) ☐ Irrelevante (I)

A.

■ 2.3.2. Sostenibilidad del proyecto

■ 2.3.2.1. Alcance de la sostenibilidad del proyecto

A. The Government provides financial support in its annual budget to the line Ministry for maintenance.

■ 2.3.2.2. Bases para el análisis de sostenibilidad

1. Apoyo de la alta gerencia en la Agencia Ejecutora	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
2. Marco legal y regulatorio	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
3. Arreglos institucionales y capacidad organizacional	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A



4. Coordinación inter-organizacional

Bajo ① ② ③ ④ Alto ☒ N/A

5. Disponibilidad de recursos financieros

Bajo ① ② ③ ④ Alto ☐ N/A

6. Personal idóneo

Bajo ① ② ③ ④ Alto ☐ N/A

7. Recursos para mantenimiento de la infraestructura física

Bajo ① ② ③ ④ Alto ☐ N/A

8. Apoyo de los beneficiarios del proyecto

Bajo ① ② ③ ④ Alto ☒ N/A

9. Apoyo del gobierno nacional

Bajo ① ② ③ ④ Alto ☐ N/A

2.3.2.3. Análisis de causas de raíz que afectan negativamente la sostenibilidad

A. n/a

2.3.2.4. Análisis de causas de raíz que contribuyen favorablemente a la sostenibilidad

A. n/a

2.3.2.5. Lecciones aprendidas para la sostenibilidad (medidas adoptadas)

A.

2.3.2.6. Lecciones aprendidas para la sostenibilidad (medidas alternativas)

A.

2.3.2.7. Plan de Sostenibilidad

A.

2.3.2.8. Calificación de la sostenibilidad del proyecto (S)

Con base en los análisis previos y las perspectivas del Plan de Sostenibilidad, califique la probabilidad de que el proyecto sea sostenible durante los próximos tres (3) años:

☐ Muy Probable (MP)

☒ Probable (P)

☐ Poco Probable (PP)

☐ Improbable (I)

A.

2.4. Desempeño del Organismo Ejecutor



2.4.1. Desempeño del Organismo Ejecutor en áreas críticas

1. Participación y calidad de sus contribuciones durante el diseño del proyecto	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
2. Organización de la Unidad Coordinadora / Ejecutora del proyecto (personal, infraestructura, coordinación, comunicación, etc.)	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
3. Coordinación e integración de la Unidad Coordinadora / Ejecutora de Proyecto con el Organismo Ejecutor	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
4. Monitoreo y evaluación de resultados (información de línea de base, sistemas, procedimientos, recolección, análisis y reporte de información, etc.)	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
5. Capacidad gerencial de la Unidad Coordinadora / Ejecutora del proyecto	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
6. Oportunidad en el cumplimiento de políticas, procedimientos y cláusulas contractuales	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
7. Gerencia financiera (disponibilidad de recursos de contrapartida, desembolsos, etc.)	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
8. Eficiencia en la adquisición de obras, bienes y servicios de consultoría	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
9. Liderazgo de la alta gerencia de la Agencia Ejecutora, sentido de propiedad y apoyo a la ejecución del proyecto	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A
10. Acciones concretas por asegurar la sostenibilidad del proyecto	Bajo ① ② ③ ④ Alto	<input type="checkbox"/> N/A

2.4.2. Lecciones aprendidas para la organización y funcionamiento de la UEP (medidas adoptadas)

A. n/a

2.4.3. Lecciones aprendidas para la organización y funcionamiento de la UEP (medidas alternativas)

A. n/a

2.4.4. Calificación del desempeño del Organismo Ejecutor (DOE)

Con base en el análisis de desempeño realizado en esta sección, en los resultados logrados, así como en la eficiencia en la implementación del proyecto califique el desempeño del Organismo Ejecutor:

☐ Muy Satisfactorio (MS) ☐ Satisfactorio (S) ☐ Insatisfactorio (I) ☒ Muy Insatisfactorio (MI)

A.



■ ■ 2.5. Bases para la Evaluación Ex-post

■ ■ 2.5.1. Previsiones para la Evaluación Ex-post

1. ¿El Contrato de Préstamo requiere una evaluación ex-post para esta operación?

- ☒ Si
☐ No

2. ¿Para qué fecha está programada?

Fecha de comienzo :

Fecha de terminación : 10/18/2008

3. ¿Quién es el responsable de realizar la evaluación ex-post?

- ☐ Banco
☒ Prestatario

¿Cuánto es el costo estimado (U\$D)? : \$25,000.00

4. ¿Cuál es la fuente de los recursos financieros para realizar la evaluación ex post?

- ☐ Recursos de préstamo BID
☒ Recursos del prestatario
☐ Otras fuentes

A.

■ ■ 2.5.2 Análisis de capacidad para la evaluación ex-post

A. The Government of Barbados has limited capacity. They can collect information but will need assistance to analyse data.

■ ■ 2.6. Otras lecciones aprendidas y recomendaciones

■ ■ 2.6.1. Lecciones aprendidas y recomendaciones adicionales

■ Executing Agency Institutional Capacity

A dedicated PEU within the Executing Agency was not established as a part of project design and lack of coordination between administrative and technical sections contributed to delays. After the



Ministry assigned more technical staff to the project, and implementation commenced, there was satisfactory progress.



Memorando del Ejecutor

■ ■ 3.1. Memorando del Ejecutor

■ ■ 3.1. Memorando del Organismo Ejecutor (Sección del PCR escrita por el Prestatario / Ejecutor)

Memorando del Ejecutor





Minutas del CRG

■ ■ 4.1. Minutas CRG (Acta del Comité de Revisión Gerencial)

Minutas del CRG





Anexos

■ Anexo 1A - Fuente de Financiamiento (Montos en US\$ miles)



Para insertar una nueva cantidad, escriba la cantidad completa en cada celda de la tabla (no la escriba en miles de dólares). Una vez la cantidad completa haya sido escrita, el sistema automáticamente la mostrará en miles de dólares. NO use comas, puntos o puntos decimales. Por ejemplo, para insertar US\$175,000.00 escriba 175000. Presione lo botón UPDATE para confirmar los cambios hechos.

Categoría	Original				Actual				Brecha			
	BID	Prestatario	Otras Fuentes	Total	BID	Prestatario	Otras Fuentes	Total	BID	Prestatario	Otras Fuentes	Total
1. Engineering & Admin	\$1,050	\$250	\$0	\$1,300	\$1,050	\$2,625	\$0	\$3,675	%	950.21%		182.73%
2. Direct Costs	\$12,232	\$6,592	\$0	\$18,824	\$14,283	\$21,679	\$0	\$35,962	16.77%	228.88%		91.05%
3. Concurrent Costs	\$632	\$108	\$0	\$740	\$479	\$575	\$0	\$1,054	-24.06%	432.45%		42.57%
4. Unallocated	\$1,991	\$746	\$0	\$2,737	\$0	\$0	\$0	\$0	-100%	-100%		-100%
5. Financing Costs	\$2,595	\$304	\$0	\$2,899	\$2,541	\$911	\$0	\$3,453	-2.05%	199.78%		19.11%
	\$18,500	\$8,000	\$0	\$26,500	\$18,354	\$25,791	\$0	\$44,146	-.79%	222.39%		66.59%

■ Anexo 1B - Calendario de Inversiones (Montos en US\$ miles)



Para insertar una nueva cantidad, escriba la cantidad completa en cada celda de la tabla (no la escriba en miles de dólares). Una vez la cantidad completa haya sido escrita, el sistema automáticamente la mostrará en miles de dólares. NO use comas, puntos o puntos decimales. Por ejemplo, para insertar US\$175,000.00 escriba 175000. Presione lo botón UPDATE para confirmar los cambios hechos.

Años	Original				Actual				Brecha
	BID	Prestatario	Otros	Total	BID	Prestatario	Otros	Total	
1	\$600	\$900	\$0	\$1,500	\$472	\$881	\$0	\$1,353	-9.75%
10	\$0	\$0	\$0	\$0	\$1,719	\$0	\$0	\$1,719	
2	\$5,900	\$4,300	\$0	\$10,200	\$69	\$0	\$0	\$69	-99.32%
3	\$7,800	\$2,200	\$0	\$10,000	\$476	\$776	\$0	\$1,252	-87.47%



4	\$4,200	\$600	\$0	\$4,800	\$78	\$2,035	\$0	\$2,113	-55.96%
5	\$0	\$0	\$0	\$0	\$0	\$1,770	\$0	\$1,770	
6	\$0	\$0	\$0	\$0	\$3,055	\$5,563	\$0	\$8,619	
7	\$0	\$0	\$0	\$0	\$7,640	\$2,517	\$0	\$10,158	
8	\$0	\$0	\$0	\$0	\$4,177	\$6,194	\$0	\$10,372	
9	\$0	\$0	\$0	\$0	\$809	\$5,835	\$0	\$6,645	
	\$18,500	\$8,000	\$0	\$26,500	\$18,500	\$25,575	\$0	\$44,075	66.32%

■ ■ Anexo 1C - Información Financiera y Estados Financieros Auditados

■ ■ 1. Capacidad del Organismo Ejecutor

- A.** The Executing Agency had adequate capacity to manage the project resources during the execution period. This was the third loan to Barbados in the transportation sector and the adequate systems and staff were in place, except for a few months towards the end of project execution when the Accountant was transferred without an adequate replacement. This delayed the presentation of the 2004 Audited Financial Statements. He returned to the project for the last months and the problem was resolved.

■ ■ 2. Sistema Contable y Control Interno

- A.** The Accounting system and internal control were sufficient to provide reliable and timely information, based on the Chart of account approved by the Bank. As mentioned above, this was the third loan in this sector with experienced accounting staff and adequate systems.

■ ■ 3. Calidad de la información financiera

- A.** The financial information presented was adequate. The Borrower did not have a revolving fund and there were no major issues identified.

■ ■ 4. Estados Financieros Auditados

- A.** The Annual AFS of the project were audited by the independent Audit firm PriceWaterhouseCoopers. During the execution the statements were usually presented on time or within a few days after the deadline. Except for, the 2004 AFS which were only received more than 1 year after the close of the financial year because of a change in the Accountant, and internal conflict. However, the 2005 AFS were presented within a few days after the deadline as the Accountant who was previously transferred returned to the unit. In general the AFS complied with the requirements of AF-300. All the financial statements received an unqualified opinion and there were no major issues identified by the External Auditors in regard to the financial statements, supplementary financial information, financial clauses of the project, or internal control of the PIU.

■ ■ 5. Lecciones Aprendidas

- A.** The importance of adequate staffing and systems for proper financial and accounting management of project.



■ ■ Anexo 2 – Ultimo ISDP

[Ultimo ISDP](#)

■ ■ Anexo 3 – Información del LMS

[LMS65 - Estado de la Cartera de Proyectos \(operaciones asignadas, eventos\)](#)

■ ■ Anexo 4 - Ayuda Memoria del Taller de Terminación de Proyecto

[Ayuda Memoria del Taller de Terminación de Proyecto](#)



■ ■ Anexo 5 – Anexo Documental

[PCR - Anexo Documental](#)





Barbados: Bridgetown Roads and Safety Improvement

PCR Economic Analysis

(BA-0047)

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TABLE OF CONTENTS

1.0 INTRODUCTION	1
1.1 OBJECTIVE AND DESCRIPTION.....	1
2.0 PROJECT COSTS	2
2.1 MAINTENANCE COSTS AND RESIDUAL VALUE.....	2
3.0 ECONOMIC BENEFITS	3
3.1 INTRODUCTION.....	3
3.2 VEHICLE OPERATING COST SAVINGS.....	3
3.3 TIME SAVINGS.....	4
3.4 TRAFFIC PROJECTIONS	5
3.5 SUMMARY OF ECONOMIC RESULTS.....	5
3.6 DISTRIBUTIVE IMPACT	6
4.0 CONCLUSIONS AND RECOMMENDATIONS	7

1.0 Introduction

The purpose of this paper is to carry out an ex-post economic evaluation of the Bridgetown Roads and Safety Improvement Project (BA0047). This project was financed through LO-755/OC-BA and approved by the Bank in May 1993. This evaluation is to become part of the PCR. The loan was for US\$18,500,000 and total project cost was originally estimated to be US\$26,500,000, but the final cost totaled \$43,386,000 in current US dollars.

According to the Bank Project Report, the disbursement period was to be four years.¹ The execution of significant works began in April 2001 and the project was completed in July of 2004. The delay in completion was principally a result of the delay in initiation of the major works. The reasons for this will be treated elsewhere in the PCR.

This report focuses on the economic aspects of the project, attempting to reconstruct the savings through reduced travel times and vehicle operating costs. Information was not available on the reduction of accidents.

1.1 Objective and Description

According to the project report, the general objective was to improve the efficiency of the different economic activities that take place in the area of Bridgetown. This was to be accomplished through the reduction of transport costs and of the time involved in transporting goods and persons in the urban area. Specific objectives were to:

- (a) increase the road capacity and improve general conditions of traffic in the outer and inner corridors of Greater Bridgetown and in the intersections with the main roads;
- (b) reduce accident risks, and in general, to increase safety levels for all urban users through the improvement of highway infrastructure and the implementation of more effective traffic control measures; and,
- (c) optimize the use of resources for traffic planning, management and control and support the effective application of laws and regulations relating to these topics.

This was to be achieved principally through:

- The construction of works to improve road capacity and traffic conditions in the inner and outer road corridors of Greater Bridgetown through the execution of works to rehabilitate and improve about seven kilometers of existing urban roads in Greater Bridgetown, including: the widening of pavement; construction and equipping of various intersections; construction of protection and safety works such as curbs, sidewalks, zones for parking and bus stops and service to school zones, plus vertical and horizontal traffic signals; improved drainage; relocation of public services; and works to protect and improve the environment.

¹ Bridgetown Roads and Safety Improvement Project, 1993.

- The provision of technical assistance and equipment to improve traffic safety, education, and control and management of highway traffic.

To the extent possible this report follows the methodology of the original economic analysis carried out in 1990 by Kurzman and the modified version from the 1993 Bank Project Report.²

2.0 Project Costs

The costs in table 2.1 include the investment costs for the works, relocation and the technical assistance described above. Engineering and administration costs have also been included. Financial costs, escalation, taxes and import duties are not.

Table 2.1

Year	Original Investment Schedule (1993 \$US)	Investment Costs ³ (Current \$US)	Barbados CPI ⁴	Investment Costs (2005 \$US)
1994	\$1,500,000		101.1	
1995	\$10,200,000		103.0	
1996	\$10,000,000		105.5	
1997	\$4,800,000	\$992,000	113.6	\$1,176,000
1998		\$1,698,000	112.2	\$2,037,000
1999		\$2,014,000	113.9	\$2,380,000
2000		\$1,721,000	116.7	\$1,985,000
2001		\$8,473,000	119.7	\$9,527,000
2002		\$8,694,000	121.0	\$9,669,000
2003		\$9,346,000	125.1	\$10,054,000
2004		\$7,051,000	129.9	\$7,307,000
2005		\$850,000	134.6	\$850,000
Total	\$26,500,000	\$40,839,000		\$44,985,000

For the purpose of the economic analysis, all costs (and benefits) were put into US\$2005 using the Barbados consumer price index to make this adjustment.⁵

2.1 Maintenance Costs and Residual Value

In the Kurzman study, periodic maintenance is included as a benefit as the road improvements would permit avoiding this maintenance every seven years. While this may be true, it is still necessary in future years to perform this periodic maintenance. Annual maintenance costs were considered negligible in the Kurzman study and are ignored here as well.

The residual value at the end of the 20 year period is taken as 75% of the initial costs, taking into consideration the carrying out of periodic maintenance every seven years.

² Kurzman, Harold, Economic feasibility of Bridgetown's By-pass Roads improvement project, January, 1991.

³ Source: Country Office Barbados Annual Audited Financial statements. Amounts are in current US\$.

⁴ Financial Statistics, Central Bank of Barbados, April 2005. May 1994 =100.

⁵ 2004-2005 based on US CPI.

3.0 Economic Benefits

In general urban transportation projects are difficult to analyze as they require considerable information as to the existing traffic flows as well as how they will develop in the future. The original study by Kurzman, however, does a good job in estimating the benefits for this project, although the costs were seriously underestimated. His results in economic prices are summarized in the following table:

Table 3.1

Total Cost	Benefits	Net Benefits	IRR
B\$17,800,000	B\$46,500,000	B\$28,700,000	24%

3.1 Introduction

This analysis follows the general approach taken by the original Kurzman study, and from what can be determined, the revised Kurzman study as contained in the project report. A considerable amount of the data available for the original or IDB study was not available, however, this current report has the advantage of updated traffic counts and travel time for the various road links. In the previous studies, economic rates of return were obtained for the links separately (Kurzman) and in the case of the IDB report, the inner and outer bypasses separately. As the available investment cost calendar did not have this breakdown, a global figure has been developed. The global results are based, however, on the traffic flows and travel times on the individual links.

Following the approach taken in the previous studies, the principal benefits are those due to vehicle operating cost (VOC) savings and time savings accruing to operators and passengers in the vehicles. Of the two, as is typical in urban projects, the time savings predominates.

3.2 Vehicle Operating Cost Savings

Following the previous analyses, VOCs were developed for three types of vehicles and the results as derived from the World Bank Highway Design Model (HDM).

Table 3.2 Vehicle Operating Costs

Vehicle Type	VOC Without Project	VOC With Project	Vehicle Distribution	
	(US\$/mile)		Outer	Inner
Car	0.278	0.267	95.10%	93.80%
Bus	1.506	1.460	0.80%	0.10%
Medium truck	1.019	0.882	2.10%	0.20%
Other ⁶	0.278	0.267	1.90%	6.00%

From this base, the savings for the inner and outer bypasses were derived. The information for the inputs to the program was gathered from various sources in Barbados. This includes roadway characteristics, new vehicle price, tire and fuel costs, etc. Taxes

⁶ For other, the VOC for cars is used.

and import tariffs were not included. The VOC costs were adjusted using a standard conversion factor of 0.942, based on the relation of exports and import domestic values in relation to international prices.⁷

3.3 Time Savings

In order to estimate the time savings, the basic parameters developed by Kurzman were used for the number of passengers and crew in the vehicle, the percent work related trips, estimated wages, and the resulting savings per vehicle per minute. These are summarized below.

Table 3.3

Passengers	Number persons/veh.	% wk related	Est. Wage/hr.	saving/veh /min	Outer Distrib.	Inner Distrib.
Cars	1.9	61.00%	\$12.00	\$0.23	95.10%	93.80%
Buses	40	50.00%	\$6.00	\$2.00	0.80%	0.10%
Trucks	2	100.00%	\$6.00	\$0.20	2.10%	0.20%
Other	1.9	61.00%	\$12.00	\$0.23	1.90%	6.00%

For the purpose of the economic analysis, only work related trips are included, so that, for example, the savings per car minute would be $(1.9 \times 0.61 \times \$12)/60 = 0.23$. It was further assumed that the only days where congestion would be significant would be work days or 280 days per year.

In the Kurzman analysis he differentiated between the peak and off peak hours and multiplied each by a different travel time factor. A similar thing was done in this case through weighting the peak and non-peak times. The data on the different travel times varied depending on the reference or base for the exercise. Instead of using Kurzman's times it was felt that it would be more accurate to take the most recent data available prior to construction beginning on the sections.⁸

Table 3.4 Vehicle Time Savings

	Weighted Times (min.)	
	Inner	Outer
2004	5.80	17.90
2001	6.12	20.21
Difference in 2004 (Savings per vehicle in minutes)	0.32	2.31
Final Difference in year daily traffic exceeds 20,000 vpd (Savings per vehicle in minutes)	1.0	4.36

For the base case, it was further assumed that the time difference would increase 5% per year until the traffic reached 20,000 vehicles per day, and then it remains constant at the

⁷ Source for data used for SCF estimate: Central Bank of Barbados. Annual Statistical Digest April 2005.

⁸ Execution began in April 2001 and the above data was collected in March of 2001.

value shown in the above table. The time savings were not further adjusted as the values for the value of labor have already been adjusted.⁹

3.4 Traffic Projections

The traffic projections were based on the observed changes in traffic between 1996 and 2004 for the inner and outer bypasses. The annual growth rates used were 5.3% and 3.4%, respectively. This compares with 3.5% annual growth rate that was used by Kurzman.

3.5 Summary of Economic Results

The following table summarizes the results of the economic analysis. Despite the delays and significant cost overruns, this project approaches the 12% that the Bank considers to be an adequate return. As mentioned at the outset, these types of projects are extremely difficult to analyze without a significant expenditure of funds, and even then leave themselves open to significant error.

Table 3.5

All Values are NPV at 12% in 2005 \$US									
Case	Investment Costs ¹⁰	Maint. Savings	Benefits				Total Benefits	Net Benefits	Economic Rate of Return
			VOC	VOC	Time Savings	Time Savings			
Base			Inner	Outer	Inner	Outer			
	\$25,005,925	\$568,335	\$408,354	\$2,608,696	\$1,605,429	\$17,749,343	\$22,940,156	\$22,940,156	11.2%
% of Total Benefits		2.48%	1.78%	11.37%	7.00%	77.37%			
No Delay Adjustment ¹¹	\$25,005,925	\$568,335	\$408,354	\$2,608,696	\$1,111,027	\$11,351,740	\$16,048,151	-\$8,957,773	8%

The difference between these results and those of the Kurzman study are principally explained by the difference in the investment costs that increased almost 50% in real terms and the different assumptions in projected delay times. The former is an accomplished fact, but the latter is a judgment call where this analyst had the advantage of more recent data as well as actual data after the project had been completed. The differences between this study and the study in the Bank Project report are more significant. There is insufficient information in that report to pinpoint the differences, but from what is available most probably it has mostly to do with the assumptions as to the time delays.¹²

In order to obtain a better grasp of the range of possible values for the return on the project, a stochastic or risk analysis was carried out. From the above table, given that the costs are now fixed, the most sensitive variable is the travel time or delay with and

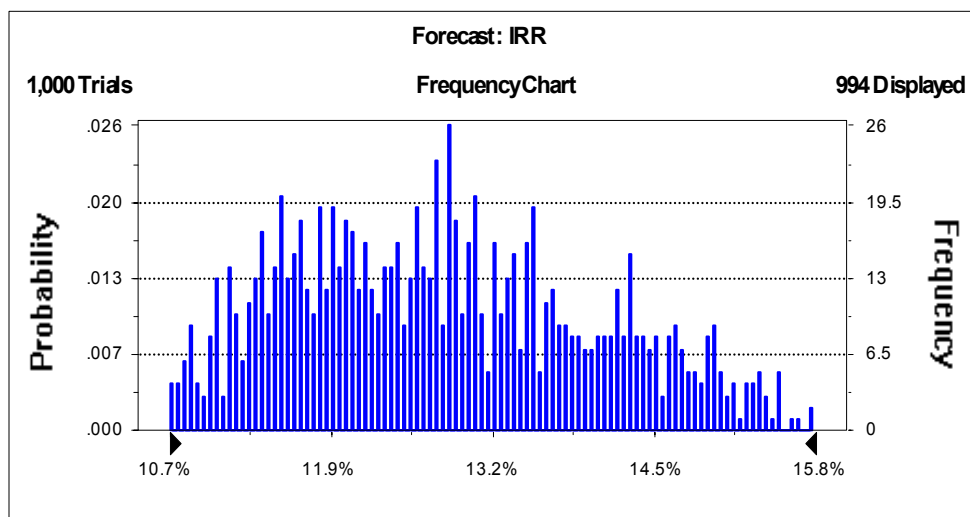
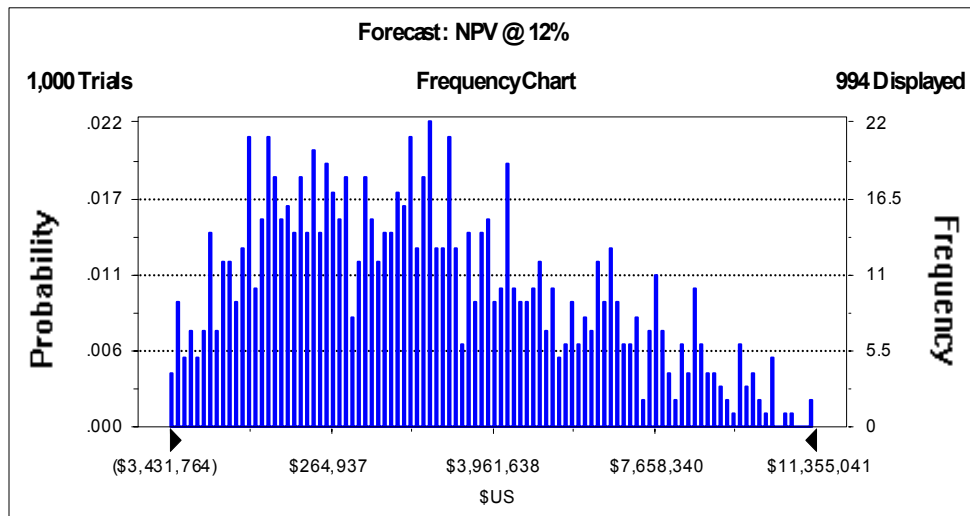
⁹ That is, the SCF was not applied.

¹⁰ The NPV of full investment costs is \$26,588,050. The above includes the deduction for the residual value at the end of 20 years.

¹¹ The time difference with and without project does not increase 5% per year, but remains constant.

¹² The Kurzman report estimated the IRR to be 24% and the Bank estimated it to be 56% for the inner bypass and 42% for the outer.

without the project. It is these savings that constitute the major benefit flows above. For the forecasts it assumed that the time delays would mostly increase, and a triangular assumption was skewed towards greater delays—for the inner bypass a range between .2 and 1 minute and for the outer, a range between 2.0 and 4.0.



In the above graphs, there is a 50% probability that the NPV lies above the median of slightly above US\$2,000,000 and a 25% probability that it lies below -US\$347,000. There is a 50% probability that the IRR lies above the median of 12.9% and 25% that it lies below 11.9%.

3.6 Distributive Impact

There was no data available that permitted a new analysis of the project's distributive impact, but there is no reason to expect it to change from the 13% that was forecast in the Bank report. The principal beneficiaries in urban projects, especially where bus transport

is not significant, generally do not importantly benefit the low income groups. It must be recalled that the methodology that was previously applied at the Bank did not simply count the number of poor that benefited in relation to higher income persons, but measured by how much they benefited. For this reason, in this analyst's opinion, the previous methodology that was used in the original report was superior to what is currently being practiced.

4.0 Conclusions and Recommendations

- 1.) The above results indicate that the project was good for Barbados, and has been effective in realizing savings to the users of the corridors. This is true even with the concerns expressed about the difficulty in constructing accurate scenarios as to the traffic flows over time, Further, because of the difficulties of obtaining the necessary data, and the difficulty in valuated them, benefits that result from decreased accidents and increased convenience to pedestrians, were not included in the analysis.
- 2.) The cost overruns were the most significant factor negatively affecting the project's economic return.
- 3.) The delay in initiation of the works did not affect the viability significantly as the actual execution time for major works was fours years. Had the major works and traffic disruptions started and expenditures been made and time passed without completing the project this would have been problematic—investments being made, but benefits delayed.
- 4.) The Kurzman study, although predicting higher traffic levels than were actually realized, recommends that a "National Transportation Study explore alternative traffic management policies and urban thoroughfare designs which might cope with the demands of the next decade."¹³ This analyst strongly supports this recommendation before Barbados proceeds towards necessary major traffic improvements. Through proper traffic management and design, as this report indicates, significant savings may be realized.

¹³ Kurzman, *op. cit.*, p.23.

PROJECT COMPLETION REPORT – PCR

Executing Agency Memorandum

Submitted to the Inter-American Development Bank (IADB)

(Date of submission)

The ability of this report to reflect project results at completion, foster sustainability of projects benefits and capitalize on lessons learned depends on the participation of the Borrowing Institution, the Executing Agencies, and the project beneficiaries in the preparation of this report.

Therefore, your contribution as author of the Executing Agency Memorandum will be of great value to the extent that project implementation knowledge and experience, the analysis of information on results and the views of beneficiaries can be transmitted objectively and independently.

Instructions to complete the Memorandum

To complete this memorandum, please bear in mind the following recommendations:

- ☐ Do not forget to complete the cover page and the box regarding basic data by providing the necessary information.
- ☐ It is very important that you review the PCR Guidelines that will be provided to you by the Bank's Country Office, in particular, the technical annex on "Practical guidelines to prepare the PCR". This annex includes guidance, tips and practical examples to assist you in completing the required information. Remember that the questions for the Bank and for the Executing Agency, as well as the appropriate numbering are the same, except for the first digit (for the Bank they start with number 2, i.e. 2.1.1.1., while for the executing Agency they start with number 3, i.e. 3.1.1.1.)
- ☐ Answer the open questions in a concise manner. The desired length for each response is 10 lines maximum. Please do not exceed 15 lines per response. Should you need to attach important relevant information documenting project results, please use Annex 5, "Documental Annex". This optional material can be sent to the Bank's Country Office as a separate document (see PCR guidelines for a description of this annex).
- ☐ Please check with an X inside the corresponding bracket your response in those questions where options are available. Examples:

☐ Very Effective (VE) ☒ Effective (E) ☐ Marginally Effective (ME) ☐ Ineffective (I)

1. Problem analysis Low ← ☐ ☐ ☒ ☐ → High ☐ N/A

Project Basic Data
Project Name: Bridgetown Roads & Safety Improvement Project
Project Number:
Loan Number /TC: 755/OC-BA
Executing Agency: Ministry of Public Works
Name of the Author of the Executing Agency Memorandum: Mr. N.A.S.H. Lovell
Position in the Executing Agency: Deputy Chief Technical Officer

3. EXECUTING AGENCY MEMORANDUM

3.1 RESULTS ANALYSIS (OUTPUTS, OUTCOMES AND FUTURE IMPACTS)

3.1.1 Outputs attained. Description of project outputs by components and analysis of factors that influenced project execution.

3.1.1.1. Output Indicators Analysis. Complete the indicators of the outputs attained in this component using the same output indicators retrieved from the PPMR. Compare the indicators in the Achieved and Planned columns. If there is a significant gap between them, briefly explain the factors responsible for the gap.

COMPONENT 1 – Output indicators	
PLANNED	ACHIEVED
(Insert here the output indicators of the PPMR) 7.8 km of urban streets constructed by Dec. 2003. Completed.	(Using the same indicators, insert here the achievements for this component) Works satisfactorily completed
Factor(s) responsible for the difference (if any): ➔ None	

COMPONENT 2 – Output indicators	
PLANNED	ACHIEVED
(Insert here the output indicators of the PPMR) 2.1 Regulatory mechanism for traffic upgraded by October 2000. Highway education programme developed and initiated by April 1998. Completed. 18 personnel from police and Division of Public Works trained by November 1997. Completed.	(Using the same indicators, insert here the achievements for this component) These planned objects were achieved.

Factor(s) responsible for the difference (if any):	
➔	N.A.

COMPONENT 3 – Output indicators	
PLANNED	ACHIEVED
Factor(s) responsible for the difference (if any):	
➔	

(you can create new fields for other components if needed)

3.1.1.2. Identification of achieved outputs. Bearing in mind the output indicators in the different project components, describe briefly the key outputs achieved by this project

- 1 7.8 km of urban streets were widened, rehabilitated and provided with sidewalks by July 2004.
- 2 Traffic management study and measures implemented.
- 3 Highway education program developed and public-relations program launched to educate the public.
- 4 Traffic management equipment procured for use by the Ministry of Public Works and Training for 18 personnel from the police.
- n (you can create new fields to describe more outputs if needed)

3.1.2. Project outcomes and impacts. Description of the project results in relation with its Development Objective (DO or purpose in the project logical framework)

3.1.2.1. Outcome Indicators Analysis. Complete the indicators of achievement in the development objective (outcome) using the same outcome indicators retrieved from the PPMR (key performance indicators). Compare the Achieved and Planned outcome indicators. If there is a significant gap between them, briefly explain the factors responsible for the gap.

DEVELOPMENT OBJECTIVE Outcome indicators (purpose)	
PLANNED	ACHIEVED
<p>Within the first year after completion of construction, achieved a reduction in travel times compared with pre-project traffic conditions.</p> <p>For 2.1., 2.2, & 2.3 for page 2 of 4</p>	<p>Reduce vehicle operating costs through improved traffic achieved within the two primary road corridor as planned, within greater Bridgetown.</p>
<p>Factor(s) responsible for the difference (if any):</p> <p>➔</p>	

3.1.2.2. Identification of intermediate outcomes and initial impacts. Considering the achieved project outputs, to the extent possible, identify intermediate outcomes and initial impacts achieved by this project so far.

- ➔ Improved housing for persons displaced by the widened road corridor; improved and upgraded utility services; safer pedestrian access through the provision of sidewalks; improved street-lighting and drainage; and alleviating of flooding.

3.1.2.3. Identification of future outcomes and impacts. Considering the achieved outputs, identify expected future outcomes and impacts and describe how these outputs are critical towards the achievement of outcomes and impacts

- ➔ Improved amenity due to the removal of dilapidated housing from the road corridor; and greater and economic activity within the road corridors due to improved amenity and higher visibility derived from increased traffic flows.

3.1.2.4. Analysis of assumptions (from outputs to outcomes). Identify the necessary conditions towards the achievement of the project outcome and explain why they are necessary.

- ➔ Discuss as top of page 3 of 4 eg. amendment to road traffic act – see assumptions on top of page 3 of 4.

3.1.2.5. Pilot question No. 1 – (Under construction). This question is optional for operations with a PCR due date prior to February 1, 2005. Before this date, answers to this question will only be required for those operations selected in a pilot group for completing the full version of the PCR. Have you observed inequalities in the access of the target population to project benefits based on gender, location, ethnicity, rural/urban sector, income group or other reason? If so, what are the reasons behind them?

- ➔ N.A.

3.1.2.6. Pilot question No. 2 – (Under construction). This question is optional for operations with a PCR due date prior to February 1, 2005. Before this date, answers to this question will only be required for those operations selected in a pilot group for completing the full version of the PCR. Were any unintended adverse effects produced by this project to the population or to the environment? If so, what measures have been taken?

→ N.A.

3.1.2.7. Pilot question No. 3 – (Under construction). This question is optional for operations with a PCR due date prior to February 1, 2005. Before this date, answers to this question will only be required for those operations selected in a pilot group for completing the full version of the PCR. The results of the project have most likely contributed to the attainment either of the established goals of the Borrowing Country's sectoral or national strategies or to the indicators of the Bank's Country Strategy. If this has been the case, specify which objective or result indicator the project has contributed towards and explain how and to what extent it does.

→ N.A.

3.1.2.8. Pilot question No. 4 – (Under construction). This question is optional for operations with a PCR due date prior to February 1, 2005. Before this date, answers to this question will only be required for those operations selected in a pilot group for completing the full version of the PCR. Where there any significant changes in the project context and in sectoral/national policies and/or development strategies? If so, explain how the project was adapted to respond to these changes.

→ N.A.

3.1.2.9. Recalculation of the Internal Rate of Return (IRR). If the project included ex-ante a calculation of the project's expected rate of return, what was the expected rate of return and what is the observed rate of return?

→ The expected was 11.2%. The observed was 8%.

3.1.2.10. Recalculation of other cost analysis indicators. If the project included ex-ante any other economic evaluation estimates (cost-effectiveness, efficiency-efficiency and/or cost-benefit analysis), what was the expected indicator and what is the observed indicator?

→ N.A.

3.1.2.11. Rating of project effectiveness in terms of the development objective (DO). Bearing in mind the analysis in sections 2.1.1. and 2.1.2., rate the project effectiveness in terms of attainment of the development objective.

☒ Very Effective (VE)

☐ Effective (E)

☐ Marginally Effective (ME)

☐ Ineffective (I)

Explain your rating

- ➔ The project facilitated two-way traffic along Passage Road, which was previously one-way, thereby relieving the amount of traffic that would have previously gone through Bridgetown and the outer by-pass road.

3.2. IMPLEMENTATION ANALYSIS

3.2.1. Project's performance measurement

3.2.1.1. Elements for monitoring and evaluation. In a scale from 1 a 4 assess the quality of the following elements required for project monitoring and evaluation:

1. Problem analysis	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A
2. Intervention Strategy in response to the problem (rationale)	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A
3. Identification of expected outcomes and impacts	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A
4. Identification of expected outputs	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A
5. Indicators of expected outcomes	Low	← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
6. Indicators of expected outputs	Low	← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
7. Baseline for expected outcomes	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
8. Baseline for expected outputs	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
9. Assumptions from outputs to outcomes	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
10. Assignment of responsibilities for data collection	Low	← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	→High	<input type="checkbox"/> N/A
11. Project implementation plan	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A
12. Procurement plan	Low	← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	→High	<input type="checkbox"/> N/A

3.2.1.2. Critical factors analysis in the project design. Considering the elements assessed above, describe which were the main factors (maximum 3) that had a major influence (negatively or positively) in the project performance measurement

- ➔ The two main factors that had a positive influence were numbers the reduction in V.O.C. and time savings.

3.2.1.3. Lessons learned for the project design (adopted measures). Describe in a concise way what measures were adopted to improve the project design in those aspects related with performance measurement

- ➔ Careful preparation to ensure accuracy in the engineering drawings and contract documents at the time of tender, close monitoring during construction and accurate and detailed monthly reports from the consultants.

3.2.1.4. Lessons learned for the project design (alternative measures). Based on your experience in this project, describe in a concise way what alternative measures you recommend to improve project performance measurement in the design of future operations

➔ Develop a mechanism for measuring any change in the amount of economic activity in the road corridors.

3.2.1.5. Available information during project implementation. In a scale from 1 to 4 rate the level and quality of compliance of the following tasks that should be undertaken by the Executing Agency to obtain the necessary information for project performance measurement:

1. Establishment of processes and mechanisms for data gathering and data analysis (sources of data, responsibilities, periodicity and characteristics of the information)	Low	←[][][✓][]→High	[✓] N/A
2. Data gathering for the outcomes base line	Low	←[][][✓][]→High	[✓] N/A
3. Data gathering for the outputs base line	Low	←[][][✓][]→High	[✓] N/A
4. Data gathering, data analysis and reporting of information on available resources (inputs) and undertaking activities	Low	←[][][✓][]→High	[✓] N/A
5. Data gathering, data analysis and reporting of information on project outputs and their contribution to the achievement of expected outcomes	Low	←[][][✓][]→High	[✓] N/A
6. Data gathering, data analysis and reporting of information on project outcomes and impacts and their contribution to sectoral and national goals	Low	←[][][✓][]→High	[✓] N/A

3.2.1.6. Critical factors analysis for performance measurement during implementation. Considering the elements assessed above, describe which were the main factors (maximum 3) that had a major influence (negatively or positively) in the project performance measurement during its implementation

➔ The major positive influences in the project performance during its implementation were by way of bi-weekly meetings involving the Project Unit, the contractor and the consultant, and the consultant's monthly progress reports.

3.2.1.7. Lessons learned during project implementation (adopted measures). Describe in a concise way what measures were adopted to obtain the required information (in the expected quantity and quality) for the project performance measurement

➔ Setting-up of the project unit office to coordinate the project and the work done by the Traffic Section in collecting traffic data.

3.2.1.8. Lessons learned for the implementation (alternative measures). Based on your experience in this project, describe in a concise way what alternative measures you recommend to improve project performance measurement in the implementation of future operations

➔ Aim to reduce the delay time between approval of the loan and implementation

2.2.2. Factors affecting project implementation (according to PPMR)

(As useful information to answer section 3.2.3. it is advisable to review the factors affecting project implementation recorded in the PPMR. The Specialist responsible for supervising the project in the Bank's Country Office should be able to provide this information).

The major factors affecting project implementation were related to procurement of the consultants and the protracted period taken for utility companies to negotiate and sign the utility contracts.

3.2.3. Analysis of critical factors affecting project success

Critical factors affecting output delivery

3.2.3.1. Identification of negative factors to produce outputs. Describe which were the main factors (maximum 3) which affected negatively the implementation of project components and the delivery of products (outputs) in terms of quantity, quality and timeliness, and explain why

➔ As 2.2.2 above. The main reasons were (i) one local consultant was allied with 2 of the foreign consultants that were short listed. The local consultant was reluctant to relinquish either which was contravening Bank's role. (ii) the utility companies were very reluctant to sign the required utility contracts since it was unfamiliar to them – this called for protracted negotiations and discussions.

3.2.3.2. Identification of positive factors to produce outputs. Describe which were the main factors (maximum 3), which contributed positively to the implementation of project components and the delivery of products (outputs) in terms of quantity, quality and timeliness, and explain why

➔ The positive factors that produced outputs were detailed planning with regards to preparation of drawings and contract documents; and (ii) bi-weekly site meetings which kept a tight control on the progress of the project and solved problems quickly as they arose.

Critical factors for achieving project outcomes

3.2.3.3. Identification of negative factors for the achievement of outcomes. Describe which were, the main factors (maximum 3), which affected negatively the achievement of project outcomes and explain why

➔ The signing of the utility contracts.

3.2.3.4. Identification of positive factors for the achievement of outcomes. Describe which were the main factors (maximum 3), which contributed positively to the achievement of project outcomes and explain why

➔ As per 3.2.3.2 above

3.2.4. Analysis of project management and lessons learned

3.2.4.1. Project Management Analysis. Identify and analyze the effectiveness of adopted measures to address the problems and capitalize on the opportunities related with the critical factor analysis and explain how they were put into practice

➔ Because the construction phase of the project was delayed by some 30 months the consultants demanded an escalation in rates. The amount of escalation could not be agreed and the Central Bank had to advise on a suitable rate.

3.2.4.2. Lessons learned on project management. Based on your experience with this project, and considering the effectiveness of adopted measures mentioned in the project management analysis describe in a concise way what alternative measures you recommend to address the problems that may arise during the implementation of similar future projects

➔ The contract with the consultants should contain an escalation clause for delays.

Rating project implementation (IP)

3.2.4.3. Rating project implementation. Rate the project implementation considering the above management analysis and the obtained project outputs in the expected quantity and quality, reasonable timeframe, and reasonable costs

☐ Very Satisfactory (VS)

☒ Satisfactory (S)

☐ Unsatisfactory (U)

☐ Very Unsatisfactory (VU)

Explain your rating

➔

3.3. SUSTAINABILITY ANALYSIS

3.3.1. Institutional / Organizational Strengthening (IOS)

3.3.1.1. Areas strengthened or improved by the project. Identify those institutional / organizational areas strengthened or improved by the project, directly or indirectly, and indicate the level of influence (national, regional, local).

Institutional / Organizational Area	Yes	No	N/A	Level		
				National	Regional	Local
1. Legal and regulatory framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Procedures, manuals, operational guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Capacity						
3.1. Top management capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2. Middle management capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3. Information Systems capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4. Performance measurement (M&E capacity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5. Client-oriented service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Functional and organizational structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Budgeting / Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Intra- / Inter-sectoral coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Intra - / Inter-organizational coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Staffing / Human resources development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Self-evaluation, auditing & accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3.1.2. IOS achieved by the project in the country. Describe the project's most significant contributions (maximum 3) to the institutional / organizational strengthening in the country.

➔ Equipment was purchased for the police force and traffic-education and management plans were instituted.

3.3.1.3. IOS achieved by the project in the Executing Agency. Describe the project's most significant contributions (maximum 3) to the institutional / organizational strengthening in the Executing Agency. Compare the current situation with the situation before the project.

➔ Traffic manuals and guidelines for road marking were prepared for the traffic management section which was further strengthen through the procurement of computer equipment.

3.3.1.4. Rating the project's contributions to IOS

☐ Very Relevant (VR)

☒ Relevant (R)

☐ Partially Relevant (PR)

☐ Irrelevant (I)

Explain your rating

➔

3.3.2. Project Sustainability

3.3.2.1. Scope of project sustainability. Through consultation with the Executing Agency, define what actions, services and/or outputs should be sustained, and for how long, to ensure the sustainability of the expected project's outcomes and future impacts.

➔ This Ministry should implement a maintenance programme for the maintenance and repair of the road corridors and the associated financing and traffic management plans.

3.3.2.2. Basis for sustainability analysis. In a 1 to 4 scale estimate the probability of the existence during the first year after project completion (and the termination of Bank financing) of the following institutional and organizational settings, arrangements or resources in the country, needed to sustain the products, actions, services, outputs, outcomes and future impacts initiated by the project and described in 3.3.2.1.

Institutional / Organizational arrangements and resources	Probability	
1. Executing Agency top management's support	Low ← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> → High	<input type="checkbox"/> N/A
2. Policy, legal and regulatory framework	Low ← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> → High	<input type="checkbox"/> N/A
3. Preparedness and organizational capacity	Low ← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> → High	<input type="checkbox"/> N/A

4. Inter-organizational coordination	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A
5. Availability of financial resources	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A
6. Key personnel	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A
7. Financial resources for infrastructure maintenance	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A
8. Project beneficiaries' support	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A
9. National government support	Low	←	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→	High	<input type="checkbox"/>	N/A

3.3.2.3. Root-cause analysis of factors affecting negatively the project sustainability.

Considering the estimates described in the previous question and the factors, which may affect the project sustainability, identify concrete reasons why the future impacts, immediate outcomes, products, actions and/or services described in 3.3.2.1. may not be sustainable, and explain why.

→ The Ministry provides funding for its works depots to maintain the road corridors.

3.3.2.4. Root-cause analysis of factors contributing positively to the project sustainability.

Considering the previous analysis, and the factors, which may affect the project sustainability, identify concrete reasons why the future impacts, immediate outcomes, products, actions and/or services described in 3.3.2.1. may be sustainable, and explain why.

→ The Ministry of Public Works has a maintenance management section that is responsible for maintaining roads – particularly urban roads.

3.3.2.5. Lessons learned on sustainability (adopted measures). Based on your experience with this project, and considering the previous analysis, describe in a concise way what measures adopted in the project design and/or implementation were effective towards project sustainability, and explain how they were put into practice.

→ No comment

3.3.2.6. Lessons learned on sustainability (alternative measures). Based on your experience with this project, and considering the previous analysis, describe in a concise way what alternative measures you recommend during project design and/or implementation to improve the sustainability of future projects

→ No comment

3.3.2.7. Sustainability action plan. Considering the previous analysis, describe the significant actions that the Borrowing Country and/or the Bank should undertake during the next year to ensure sustainability of future impacts, outcomes, products, actions and/ or services identified in 3.3.2.1.

→ Government to ensure proper budgeting, repair, traffic management.

3.3.2.8. Rating project sustainability. Considering the previous analysis and the probability of implementing the Sustainability Action Plan, rate the probability for the sustainability of this project

during the next three (3) years:

☐ Very Probable (VP)

☒ Probable (P)

☐ Low Probability (LP)

☐ Improbable (I)

Explain your rating

➔ Depots are responsible for maintenance and upkeep.

3.4. BANK PERFORMANCE

3.4.1. Bank Performance in critical areas. Evaluate the Bank's performance in the following areas:

- | | | |
|--|---|------------------------------|
| 1. Extent to which the Bank facilitated the project design in a participatory manner with the Borrower and Executing Agency | Low ← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> → High | <input type="checkbox"/> N/A |
| 2. Technical assistance and training as well as consistent follow-up provided so that the Executing Agency follow the Bank's policies and procedures | Low ← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> → High | <input type="checkbox"/> N/A |
| 3. Technical assistance and training provided to the Executing Agency to improve project management | Low ← <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> → High | <input type="checkbox"/> N/A |
| 4. Benefits of the Bank's supervision and assistance to improve project management | Low ← <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> → High | <input type="checkbox"/> N/A |
| 5. Timeliness in the Bank's response to the needs of the Executing Agency during project implementation | Low ← <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> → High | <input type="checkbox"/> N/A |
| 6. Bank flexibility to respond to emergencies during project implementation | Low ← <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> → High | <input type="checkbox"/> N/A |

3.4.2. Lessons Learned for the organization and operation of the PEU (measures adopted). Based on the project experience, identify the measures adopted in terms of structure, organization and processes of the Project Coordination/Executing Unit, as well as its interaction with the Bank, and the lessons learned. How were those measures put into practice?

➔ No comment

3.4.3. Lessons Learned for the organization and operation of the PEU (alternative measures). Based on the project experience during its implementation, what do you suggest that the Bank do in future operations in order to support the improvement of the structure, organization and processes of the Project Coordination/Executing Unit and its interaction with the Bank in future operations?

➔ No comment

3.4.4. Ratings of Bank Performance. Based on 3.4.1., rate the Bank's performance in monitoring the project, taking into account the experience of the Borrower and your experience as Executing Agency during project design and implementation.

☐ Very Satisfactory (VS)

☒ Satisfactory (S)

☐ Unsatisfactory (U)

☐ Very Unsatisfactory (VU)

Explain your rating

➔ Our interaction with the Bank was generally very cordial and the Bank's response and assistance were

always satisfactory.

3.5. FOUNDATIONS FOR THE EX-POST EVALUATION

3.5.1. Provisions for ex-post evaluation. Establish if this operation requires an ex-post evaluation according to the Loan Agreement. If applicable, provide the following information about the provisions taken (see agreements among the Bank, Borrower and Executing Agency in the Project Completion Workshop Aide Memoire):

Does the Loan Agreement require an ex-post evaluation for this operation?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes
What will be its schedule?	Start up date: } already submitted Submission date: } " "
Who are the responsible parties for carrying out the evaluation?	<input type="checkbox"/> Bank <input checked="" type="checkbox"/> Borrower
What is the estimate of the costs involved?	USD\$ [?]
How the cost involved will be financed?	<input type="checkbox"/> IDB Resources <input checked="" type="checkbox"/> Borrower Resources <input type="checkbox"/> Other Sources
If financing comes from other source, please specify:	

3.5.2. Analysis of the ex post evaluation capacity. Review the capacity of the Executing Agency, as well as its infrastructure and information systems to collect, review and report information on the achievement of future outcomes and impacts, and the main negative and positive factors that may affect this evaluation.

➔ The Ministry's Traffic Management Section has already submitted this information.

3.6. OTHER LESSONS LEARNED AND RECOMMENDATIONS

In addition to the lessons learned and recommendations recorded in previous sections of this report, this section offers users the opportunity to state the lessons learned and recommendation that may be helpful in the design and/or implementation of new projects.

➔ A Project Execution Unit should be set-up so that all financing and disbursement of funds in addition to project administration, management and coordination could be done within one office.

Annexes 1A - IB

Annex 1A - Source of Financing (Amounts in millions of US Dollars)

Investment Category	Original				Actual				Gap as % of Original			
	IDB	Borrower	Other Sources	Total	IDB	Borrower	Other Sources	Total	IDB	Borrower	Other Sources	Total
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1.												
2.												
3.												
4.												
Etc.												
TOTAL												

Source of information:

From LMS: Columns (1) and (5)

To be completed by the author of the Executing Agency Memorandum: Columns (2) (3) (6) (7) (10) (11)

N.B. This information was submitted in the December 31st, 2004 Semestral Report No. 17.

Annex 1B - Schedule of Investments

(Amounts in millions of US Dollars)

Years	Original				Actual				Gap
	IDB (1)	Borrower (2)	Other (3)	Total (4)	IDB (5)	Borrower (6)	Other (7)	Total (8)	(8)- (4) (9)
1		\$4,000.00				\$9,413.638	None		
2		\$4,000.00				\$1,590.533	None		
3						\$3,384.186	None		
4						\$8,143.266	None		
5						\$11,639.385	None		
6									
7									
N									
TOTAL		\$8,000.00				\$34,171.008			

Source of information:

To be completed by the author of the Executing Agency Memorandum: Columns (2), (3), (6), (7)