

PROJECT STATUS REPORT (CANCELLATION)

JANUARY 2015 - JUNE 2015

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Support for the Revitalisation of the City of Bridgetown

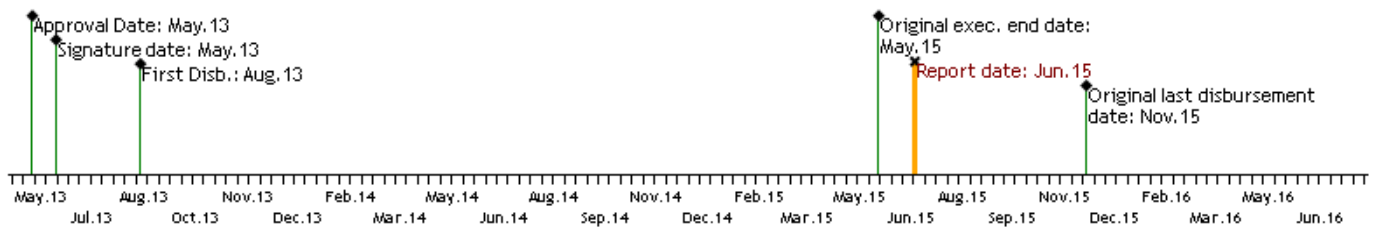
Project Number: BA-M1011 - Project Num.: ATN/ME-13806-BA

Purpose: To implement a coordinated strategy between public and private actors to revitalize the city center and increase traffic of visitors to the city centre

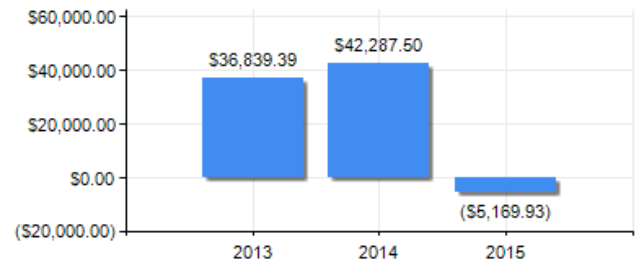
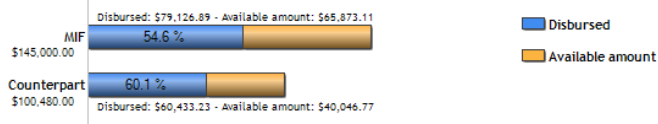
Country Admin	Country Beneficiary	Group	Subgroup
BARBADOS	BARBADOS	SME - Small and Medium Enterprise Development	PLED - Local Competitiveness

Executing Agency: Barbados Chamber of Commerce and Industry
Design Team Leader: Dookiesingh, Vashtie
Supervision Team Leader: Dookiesingh, Vashtie

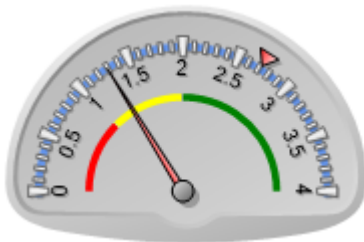
PROJECT CYCLE



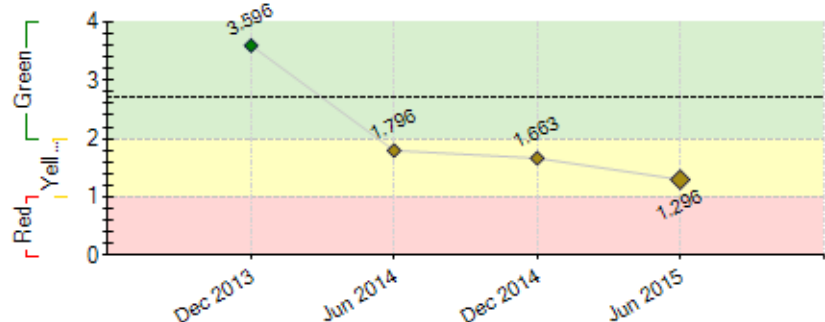
FUNDS



PERFORMANCE SCORE



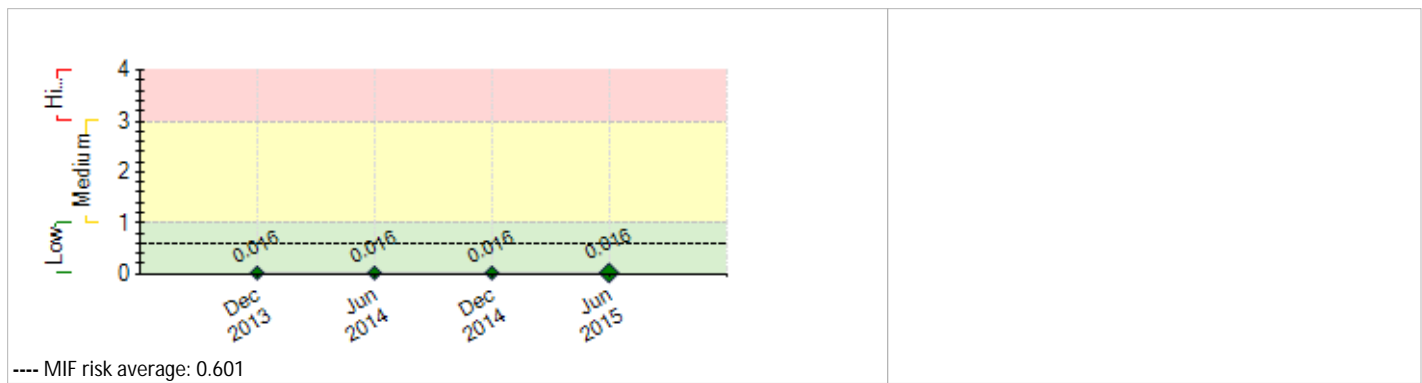
Current score: Unsatisfactory: 1.296
MIF Average: 2.72



EXTERNAL RISKS

INSTITUTIONAL CAPACITY

	Risk
Financial Management:	Medium
Procurement:	Medium
Technical Capacity:	Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

This operation has been cancelled

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The BCCI as executing agency requested cancellation of this MIF operation due to (1) quality assurance and management issues with key staff and consultancies that resulted in non achievement of key results (2) change in priorities of the Executing Agency at board level that did not include objectives of the project

Summary of project performance in the last six months

This operation has been cancelled

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: To implement a coordinated strategy between public and private actors to revitalize the city center and increase traffic of visitors to the city centre	R.1 Investment in the rebranding and revitalization of Bridgetown fund by public, private and NGO actors increased by 20%;	0				20 Nov 2015	0	
	R.2 200 SMEs report positive change in sales and profits	0				200 Nov 2015	0	
	R.3 10% increase in tourism expenditure	0				10 Nov 2015	0	
	R.4 Development strategy and plan developed to advance the approach beyond the period of MIF investment	0				1 Apr 2015	0	
Component 1: Component 1 – Strengthening of the Bridgetown Revitalization Approach Weight: 50% Classification:	C1.11 A Strategy and Business Plan for sustained LED approach to revitalization of the capital developed and accepted by the project advisory committee					Nov 2014	No Feb 2015	Delayed
	C1.12 Training of 200 stakeholders in Local Economic Development	0				200 Nov 2015		
	C1.13 4 Town Hall Meetings have been convened	0				4 Nov 2015	5 Feb 2014	Finished
	C1.14 - An independent Bridgetown Revitalization Organization is launched to sustain activities and investment beyond the period of MIF investment	0				1 Nov 2015		
Component 2: Component II: Development of Visitor and Tourism Products; Weight: 32% Classification:	C2.11 Three City of Bridgetown/UNESCO Heritage Tours designed and launched by Q4 2014	0				3 Apr 2015	0 Nov 2014	On Course
	C2.12 One (1) City of Bridgetown ICT tool/Application launched, improving awareness of commercial and social activity in the City as well as knowledge of the UNESCO World Heritage Site & Tours	0				1 Nov 2014	0 Sep 2014	Delayed
	C2.13 Eight (8) Bridgetown Alive Events hosted in the City	0	4 Nov 2014			8 Nov 2015	12 Feb 2014	On Course
Component 3: Component III: Knowledge and Strategic Communications Activities Weight: 18% Classification:	C3.11 Baseline Survey and Initial Stakeholder Mapping	0				1 Feb 2014	1 Feb 2014	Finished
	C3.12 Case Study completed and presented at 1 regional forum by project end	0				1 Nov 2015	0 May 2014	On Course

Milestones		Planned	Due Date	Achieved	Date of achievement	Status
M1	Conditions Prior	7	Nov 2013	7	Jul 2013	Achieved
M2	Baseline Survey/Mapping Completed	1	Feb 2014	1	Nov 2013	Achieved
M3	Revitalisation Strategy/Business Plan (for new authority) approved by Advisory Committee; Bridgetown App launched; 4 Bridgetown Alive Events Hosted	1	Nov 2014	12	May 2014	Not accepted

M4	Independent Revitalisation Authority established: Two (2) Bridgetown/ UNESCO Heritage Tours launched. Case Study disseminated at one (1) Regional Conference.	1	Nov 2015			
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CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity
[X] Supplier/contractor performance
[X] Borrower/executing agency commitments
[X] Others, which?: Lack of support and commitment by Executing Agency due to shift in Board of Directors priorities

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

	Level	Mitigation action	Responsible
1. The key risk to successful project implementation is a further deterioration in economic conditions in Barbados which may constrain government and private sector financial investments in the project.	Low	This is a macroeconomic risk, mitigation is limited. The project includes tax incentives for investments that may buffer impact of further economic decline	Project Coordinator
2. Competing Urban Commercial areas: the development and strong attraction which competing urban areas have with convenience and demand making them spaces with more traffic than Bridgetown the capital.	Low	Making Bridgetown more relevant and enhancing its attractiveness as a UNESCO World Heritage Site with the commencement of Heritage Tours	Project Coordinator
PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 2 IN EFFECT RISKS: 2 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 0			

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: I - Improbable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of commitment from the executing agency to continue or expand the project's services and/or activities	The Executing Agency has formally communicated that it is no longer interested in implementing the project and operation has been cancelled
[X] A market is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	The Executing Agency has formally communicated that it is no longer interested in implementing the project and operation has been cancelled
[X] Relevant actor's opposition or lack of interest to continue with the project's activities or services	The Executing Agency has formally communicated that it is no longer interested in implementing the project and operation has been cancelled
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The Executing Agency was unable to manage the project resources and consultants to deliver results.

Actions related to sustainability which have been taken in the reporting period:

This operation has been cancelled

SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
1. NGO and civil society organizations in Barbados as well as other small Caribbean countries lack experience and skills required for procurement and management of consultants. Although these organizations may have defined guidelines and policies for procurement the actual experience in procurement is usually concentrated in purchase of goods and non consulting services. As a result these organizations often lack the skills and experience required for quality assurance of complex technical consultancies.		DOOKIESINGH, VASHTIE [MIF]
2. For operations executed by NGOs and civil society actors, sustained executive support and leadership of any project is critical to success as such leadership signals to technical staff the importance of the project success which in turn will influence the level of effort expended by the organization to ensure success. After a change at the level of the Executing Agency Board of Directors composition, the project was no longer regarded as a priority and was eventually cancelled	Risk	DOOKIESINGH, VASHTIE [MIF]