

# PROJECT STATUS REPORT

JULY 2013 - DECEMBER 2013

## SECTION 1: PROJECT SUMMARY

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

Project Number: BA-M1011 - Operation Number: ATN/ME-13806-BA

**Result:** 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 Administrator**  
BARBADOS

**Beneficiary Country**  
BARBADOS

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

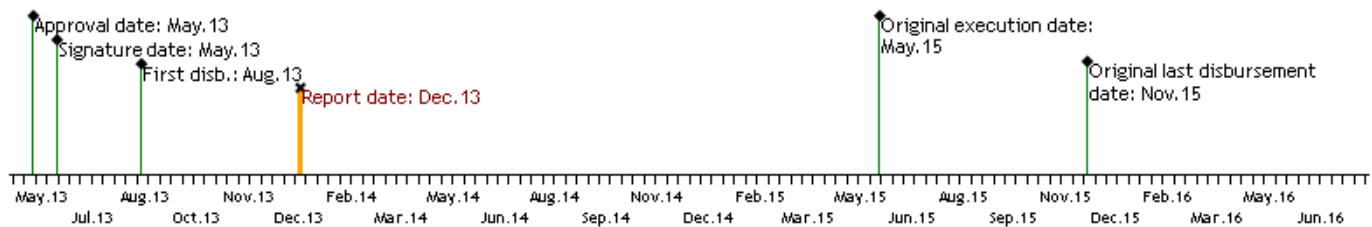
**Subgroup**  
PLED - Local Competitiveness

**Executing Agency:** Barbados Chamber of Commerce and Industry

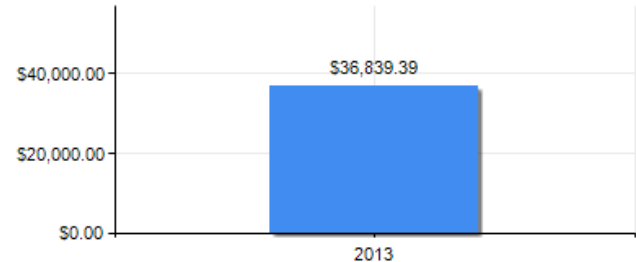
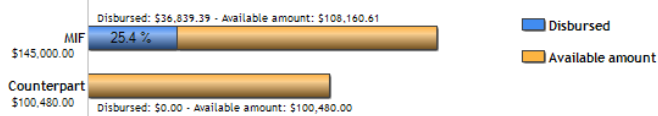
**Design Team Leader:** Dookiesingh, Vashtie

**Supervision Team Leader:** Dookiesingh, Vashtie

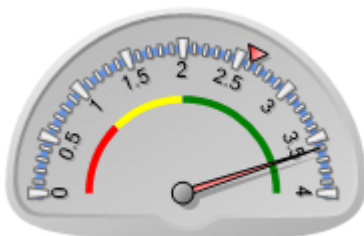
### TIMELINE



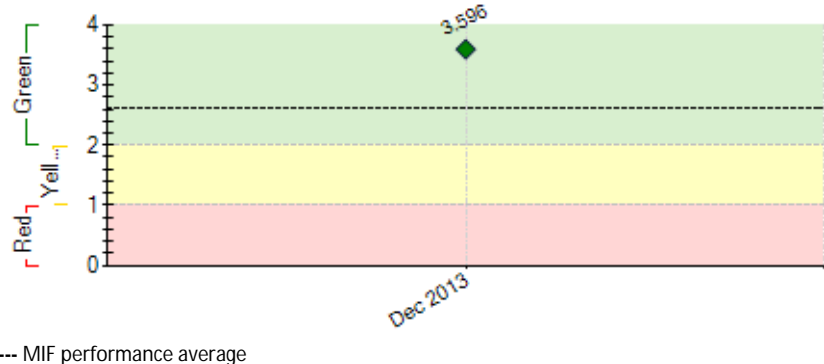
### FUNDS



### PERFORMANCE SCORE



**Current score:** Satisfactory: 3.596  
**MIF Average:** 2.616



### EXTERNAL RISKS

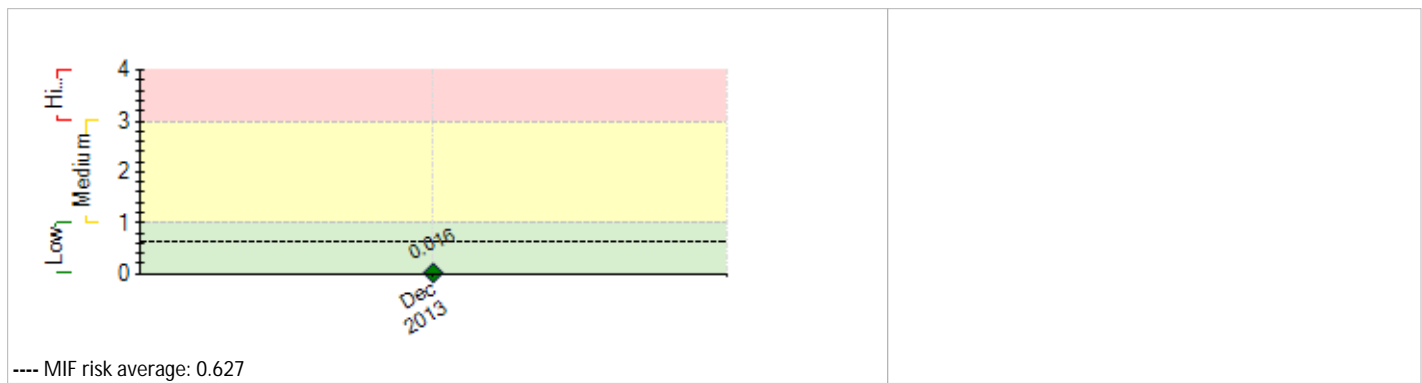
### INSTITUTIONAL CAPACITY

**Risk**

**Financial Management:** Medium

**Procurement:** Medium

**Technical Capacity:** Medium



## SECTION 2: PERFORMANCE

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

The Business Development Consultancy under component 1 was awarded to Tourism Consultants International Inc. (Barbados) on November 4, 2013. The consultants are working closely with the Advisory Committee, Executive Agency and beneficiaries to develop a Strategy & Business Plan. The consultancy is on course to conclude by February 28, 2014.

The Baseline study consultancy was awarded to Argo Development Studio as a Single Source Select on November 5th 2013. The consultants are working with the Advisory Committee. The Consultant handed in the first draft to the baseline study on January 8th. The Advisory Committee was sent the first draft and made a review of the first draft and that review. This consultancy is on course to be completed by set date. The consultant has noted that the timeline for the assignment was tight.

Procurement of Office Equipment was approved by IDB on September 26th 2013.

### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The Executing Agency has awarded the key contracts required to mobilize the project and technical activities have been initiated

## SECTION 3: INDICATORS AND MILESTONES

	Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
<b>Result:</b> To implement a coordinated strategy between public and private actors to revitalize the city center and increase traffic of visitors to the city centre	<b>R.1</b> Investment in the rebranding and revitalization of Bridgetown fund by public, private and NGO actors increased by 20%;	0				20 Nov 2016	0	
	<b>R.2</b> 200 SMEs report positive change in sales and profits	0				200 Nov 2016	0	
	<b>R.3</b> 10% increase in tourism expenditure	0				10 Nov 2016	0	
	<b>R.4</b> Development strategy and plan developed to advance the approach beyond the period of MIF investment					Apr 2016	No	
<b>Component 1:</b> Component 1 – Strengthening of the Bridgetown Revitalization Approach  <b>Weight:</b> 50% <b>Classification:</b> Satisfactory	<b>C1.11</b> A Strategy and Business Plan for sustained LED approach to revitalization of the capital developed and accepted by the project advisory committee					Nov 2016		
	<b>C1.12</b> Training of 200 stakeholders in Local Economic Development	0				200 Nov 2016		
	<b>C1.13</b> 4 Town Hall Meetings have been convened	0				4 Nov 2016	1 Aug 2013	
	<b>C1.14</b> - An independent Bridgetown Revitalization Organization is launched to sustain activities and investment beyond the period of MIF investment	0				1 Nov 2016		
<b>Component 2:</b> Component II: Development of Visitor and Tourism Products;  <b>Weight:</b> 32% <b>Classification:</b> Satisfactory	<b>C2.11</b> Three City of Bridgetown/UNESCO Heritage Tours designed and launched by Q4 2014	0				3 Apr 2016		
	<b>C2.12</b> 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; by Q2 2014	0				1 Nov 2015		
	<b>C2.13</b> Eight (8) Bridgetown Alive Events hosted in the City by project end	0				8 Nov 2016		
<b>Component 3:</b> Component III: Knowledge and Strategic Communications Activities  <b>Weight:</b> 18% <b>Classification:</b> Satisfactory	<b>C3.11</b> Baseline Survey and Initial Stakeholder Mapping	0				1 Aug 2015		
	<b>C3.12</b> Case Study completed and presented at 1 regional forum by project end	0				1 Nov 2016		

Milestones	Planned	Due Date	Achieved	Date achieved	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			
M4 Independent Revitalisation Authority established; Two (2) Bridgetown/ UNESCO Heritage Tours launched. Case Study disseminated at one (1) Regional Conference.	1	Nov 2015			

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE***[None reported in this period]***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:** P - Probable**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY***[None reported in this period]***Actions related to sustainability which will be or have been implemented:**

The development of a sustainable funding mechanism would be key to this being sustainable. Additionally it is necessary for the development of independent authority that has key responsibilities and authority for Bridgetown. The development of this Independent Authority may require an act of parliament considering that the Barbados Chamber of Commerce is established by an Act of Parliament.

**SECTION 6: PRACTICAL LESSONS**

	Relative to Implementation	Author
1. Business Strategy Consultancy: government involvement is critical to this consultancy as the regulator to develop and authorised an independent Authority which is the main objective of the consultancy.	Implementation	Alexander, Fabianna
Briefings on government plans for Bridgetown are critical.		
2. Implementation of Baseline study consultant was time sensitive. This consultancy is based on the geographical area of Bridgetown and therefore the milestone scheduled outlined should take that into consideration.	Implementation	Alexander, Fabianna