

PROJECT STATUS REPORT

JULY 2014 - DECEMBER 2014

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

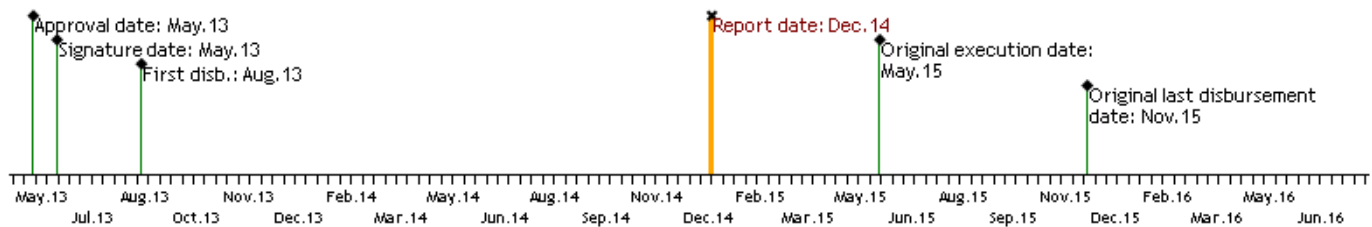
Subgroup
PLED - Local Competitiveness

Executing agency: Barbados Chamber of Commerce and Industry

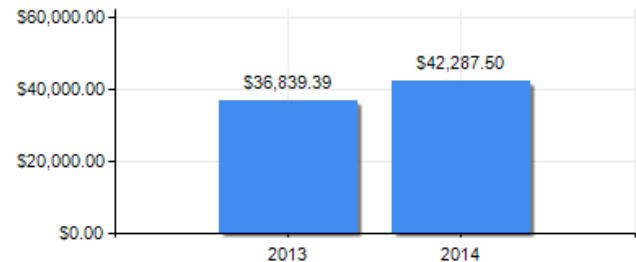
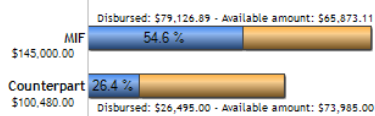
Design Team Leader: Dookiesingh, Vashtie

Supervision Team Leader: Dookiesingh, Vashtie

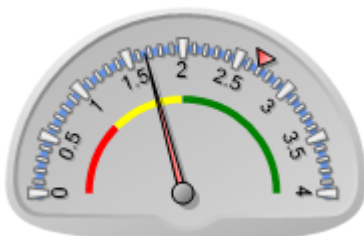
TIMELINE



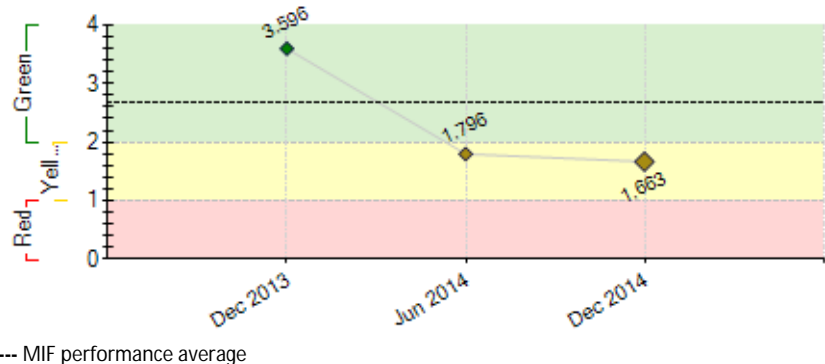
FUNDS



PERFORMANCE SCORE



Current score: Unsatisfactory: 1.663
MIF Average: 2.688



EXTERNAL RISKS

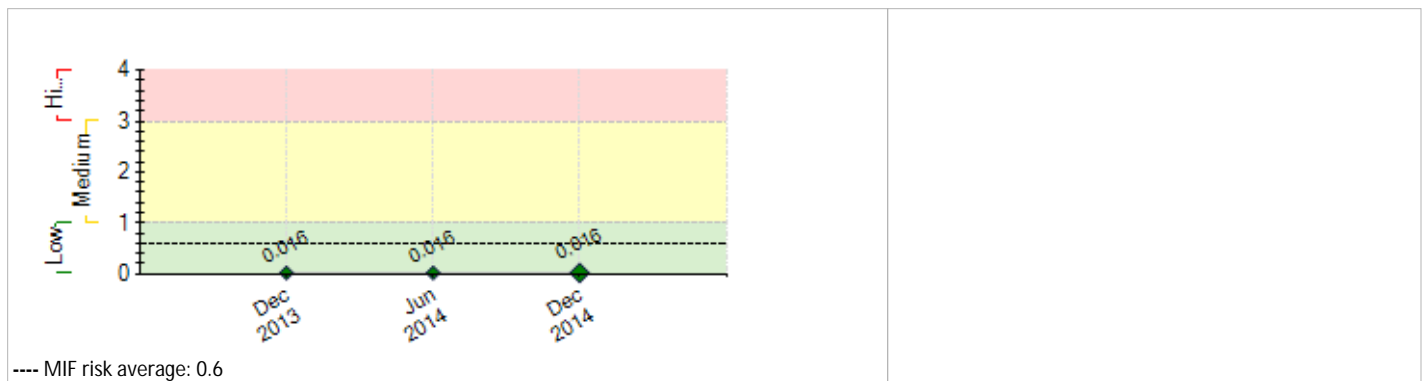
INSTITUTIONAL CAPACITY

Risk

Financial Management: Medium

Procurement: Medium

Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

Results by Component

1.1 Final Business Plan & Strategy produced but report not accepted by Steering Committee

1.2 5 town hall meetings held

2.1 Three heritage tours designed and are being piloted

2.2 Mobile App inception report completed for the app development through a hackathon. The report was accepted but process stopped due to high cost of completing the app

2.3 Two Bridgetown Alive Events series produced with a total of 12 events held

3.1 Baseline Survey & Stakeholder mapping database and first periodic assessment completed

3.2 Steering Committee Chair presented at Caribbean Urban Forum 2014 on topic "Bridgetown: A Case Study in UNESCO World Heritage Sites as Models for Sustainable Urban Development"

2. Challenges

i. Project Design

ii. Inadequate funding and resources

iii. Inadequate internal and external project support

iv. Buy-in not obtained from some key stakeholders during project design

v. Delays in signature of contracts

vi. Expected results not achieved from baseline study and business plan & strategy consultancies

vii. The continued decline in the local economy affected the ability to raise additional funding and increase investment in the project

4. The Steering Committee has taken the difficult decision to cancel this project because as it is felt that the high hopes expected for the partnership and support granted by the Bank, have regrettably not translated into the advancement of The Revitalisation of Bridgetown Initiative as originally envisioned.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

The BCCI has been unable to deliver on the targeted results of the project due to a combination of internal capacity issues for quality assurance and contract management and performance of suppliers. The Executing Agency executive are no longer committed to the implementation of this project and cancellation will be completed by the end of Q1 2015

Summary of project performance in the last six months

- Component 2.1 Heritage tours business model & training manual completed for three UNESCO heritage tours. Pilot tours began
- Component 2.2 App development facilitator contracted and inception report completed and accepted
- Component 3.1 First baseline periodic assessment completed, additional data not gathered in initial baseline was added and stakeholder mapping database updated

Challenges

- Efforts to reach an agreement on the final payment for the final Strategy & Business plan were unsuccessful. Consultant has rejected the offers made by the Chamber.
- Heritage Tours consultant contract amended to include training manual and discussion were consultant to clarify that the final product is the property of the Chamber of Commerce and not that of the consultant. This resulted in delays in the production of the business model. Additionally it was recognized that the contract amount did not take into account a marketing budget
- Mobile App development – the inception report was accepted, however it was revealed that the 'hackathon' would not result in a completed mobile application and the costs to work with the winning team to produce the final product was too costly. Efforts to form a partnership with the Commission for Pan Affairs for the Mobile App Development was delayed due to a lengthy approval process
- Contract with Baseline Survey consultant cancelled by mutual agreement after the completion of the first period survey due to deficiencies identified with the data gathered

Comments from the Supervision Team Leader

Disagree with the Executing Agency comments

There has been no progress towards achievement of project results with the exception of development of tours. Based on discussions with the Executing Agency a mutual decision has been reached to cancel the project.

SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
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	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: Unsatisfactory	C1.I1 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 Jun 2014	Delayed
	C1.I2 Training of 200 stakeholders in Local Economic Development	0			200 Nov 2015		
	C1.I3 4 Town Hall Meetings have been convened	0			4 Nov 2015	5 Feb 2014	Finished
	C1.I4 - 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: Unsatisfactory	C2.I1 Three City of Bridgetown/UNESCO Heritage Tours designed and launched by Q4 2014	0			3 Apr 2015	0 Nov 2014	On Course
	C2.I2 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.I3 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: Unsatisfactory	C3.I1 Baseline Survey and Initial Stakeholder Mapping	0			1 Feb 2014	1 Feb 2014	Finished
	C3.I2 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 achieved	Status
M1 Conditions Prior	1	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			

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity
[X] Supplier/contractor performance
[X] Inappropriate Consultants performance
[X] Others, which?: Lack of proactive management by executive of the Executing Agency

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 strategic priorities and commitment of the Executing Agency to local development have shifted, there is no commitment or interest in advancing with the project, cancellation has been initiated
[X] Lack of cost recovery mechanisms or external financing sources (government, donors and/or private sector) to continue the activities of the project once MIF resources are expended	The Executing Agency has been unable to engage additional partners or to mobilize additional resources to implement the project
[X] Relevant actor's opposition or lack of interest to continue with the project's activities or services	The strategic priorities and commitment of the Executing Agency to local development have shifted, there is no commitment or interest in advancing with the project, cancellation has been initiated
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The Executing Agency failed to proactively manage contractor and consultant performance as a result key deliverables could not be completed
Actions related to sustainability which will be or have been implemented:	
<ul style="list-style-type: none"> - Efforts were made to form strategic partnerships with key stakeholders such as University of the West Indies for ongoing research in Bridgetown. - Continued discussions for memorandum of understanding with Ministry of Culture. - Started partnership discussions with Commission for Pan African Affairs for mobile application development and going maintenance of the app - Sought to form partnership with other regional projects working in Local economic development - Sought to find other funding sources through sponsorship from local businesses as well as working with other international chambers and agencies with experience in urban revitalisation 	

SECTION 6: PRACTICAL LESSONS

	Relative to	Author
1. Change in leadership of the Executing Agency resulted in a dilution of support and management of the project	Implementation	DOOKIESINGH, VASHTIE [MIF]
2. Need to properly identify activity cost in order to ensure that the appropriate financial resources are allocated	Design	Alexander, Fabianna
3. Need to pursue issue resolution in a timely manner	Implementation	Alexander, Fabianna
4. The need for sufficient management and leadership of the project team	Implementation	Alexander, Fabianna
5. Need to ensure that the project and identified activities are aligned with organisational goals and strategy	Design	Alexander, Fabianna
6. The need to develop contingency plan for the identified risks early in the project	Risk	Alexander, Fabianna
7. -Importance of obtaining buy-in from key stakeholders during the planning process	Implementation	Alexander, Fabianna
-		