

PROJECT STATUS REPORT

JANUARY 2014 - JUNE 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

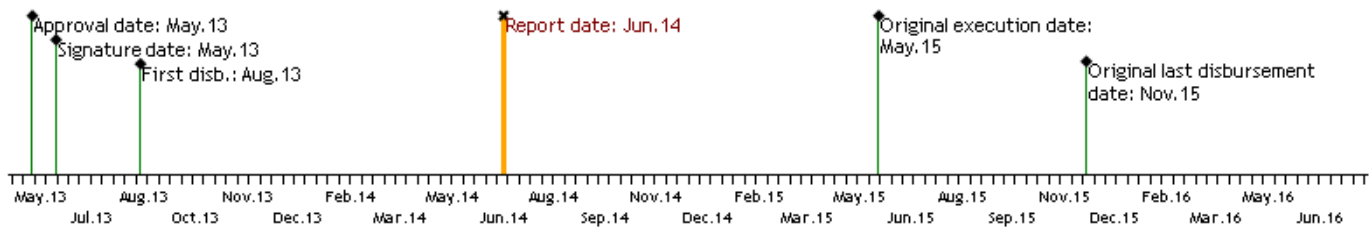
Subgroup
PLED - Local Competitiveness

Executing Agency: Barbados Chamber of Commerce and Industry

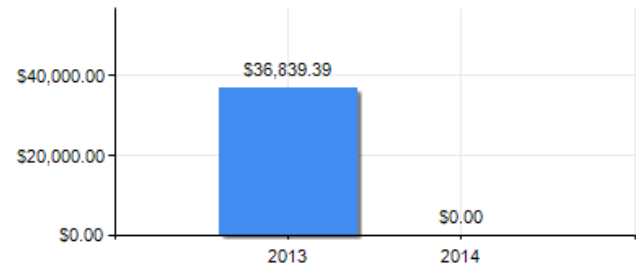
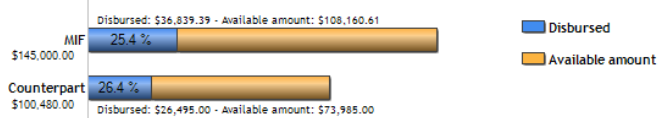
Design Team Leader: Dookiesingh, Vashtie

Supervision Team Leader: Dookiesingh, Vashtie

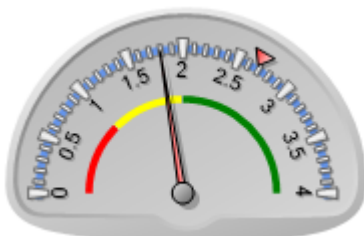
TIMELINE



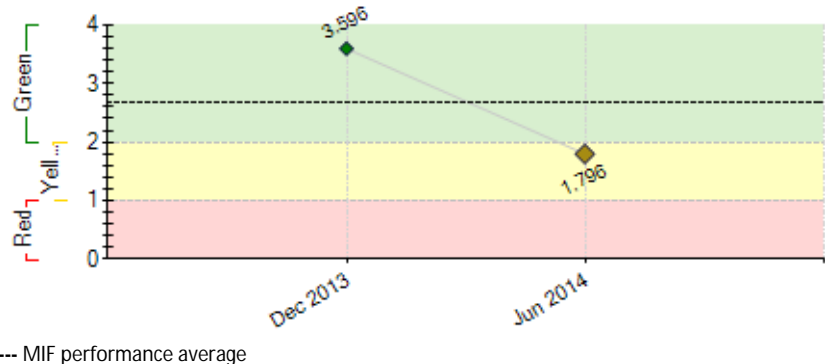
FUNDS



PERFORMANCE SCORE



Current score: Unsatisfactory: 1.796
MIF Average: 2.68



EXTERNAL RISKS

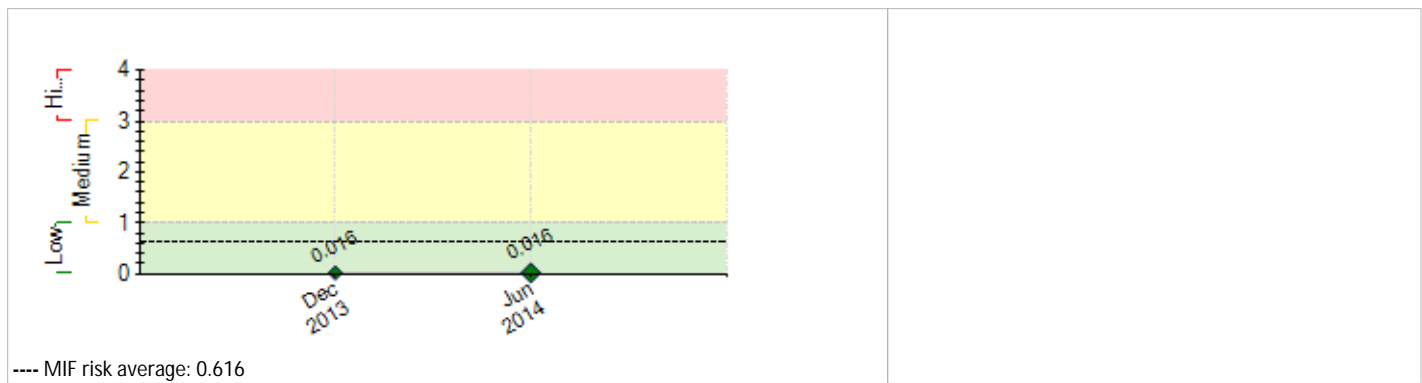
INSTITUTIONAL CAPACITY

Risk

Financial Management: Medium

Procurement: Medium

Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

1. Main Results:

Business plan consultancy completed but not accepted

The heritage tours contract was signed and inception report delivered and accepted

Two Bridgetown Alive Event series were held on Friday & Thursday nights from 7 June to 12 Sept 13. Total of 21 events held

The baseline Study and stakeholder mapping exercise was completed

One town hall meeting held

2. Delays/Difficulties

Some challenges were experienced with the project execution due to lack of experience and capacity in project management within the executing agency. This caused delays in project execution and has affected the results of the consultancies which were commissioned. This has been addressed with the contracting of a new Technical Coordinator with experience in project management. Project amendments have been made to address the issues identified.

3. Risks

Given the delays and challenges experienced; there may not be enough time left to achieve all the outputs. This is being addressed by supplementing the work which has been conducted and seeking to build long term collaborative partnerships which will carry on the work after the life of the project. Additional sources of funding are being identified. Insufficient funding allotted in the project to some activities have impacted the ability to deliver quality results.

4. It is moderately likely that the project will achieve its final objectives. This requires some project revisions

5. Seek cost/no cost extension; seeking additional funding

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

The project experienced some slippage in the earlier stages due to a lack of management on the part of the Executing Agency. The project with some revisions/strengthening of results and possible time extension could meet the key objectives

Summary of project performance in the last six months

Achievements

1.1 The strategy and business plan for the independent authority was submitted by the consultant however this was not accepted by the Steering Committee. See notes below

1.2 One town hall meeting was held by the business plan consultant

2.1 Heritage/city tours contract was signed. The inception report was received and approved

3.1 The baseline survey and initial stakeholder mapping database completed.

Delays

1. The business plan and strategy was not accepted by the Steering Committee and invited the consultant to submit reasonable expenses to be considered for a final payment. As of the submission date of this report the consultant had not submitted any information for consideration.

2. The Technical Coordinator resigned at the end of February and her replacement took office on 10 March. This presented some challenges as the project was at a crucial stage and the new Technical Coordinator did not have the benefit of a handover with the former Technical Coordinator. This therefore presented some delays

3. Weaknesses were identified in the terms of reference which were written for previous consultancies, these were addressed and amendments written where necessary.

5. The development of the ICT tool/application was delayed due to the staff change and project modifications required. The terms of reference has been completed and request for single source for consultant has been sent to IDB.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

The Executing Agency needs to take a more proactive and strategic approach to project implementation and has been ask to present a streamlined proposal to take the project to completion focusing on mission critical areas with an extension request if required

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	C1.11 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 Jun 2014	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	1 Aug 2013	On Course
	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: Satisfactory	C2.11 Three City of Bridgetown/UNESCO Heritage Tours designed and launched by Q4 2014	0			3 Apr 2015		
	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		
	C2.13 Eight (8) Bridgetown Alive Events hosted in the City	0	4 Nov 2014		8 Nov 2015	4 Sep 2013	On Course
Component 3: Component III: Knowledge and Strategic Communications Activities Weight: 18% Classification: Satisfactory	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		

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	Not accepted
M3 Revitalisation Strategy/Business Plan (for new authority) approved by Advisory Committee; Bridgetown App launched; 4 Bridgetown Alive Events Hosted	1	Nov 2014	1	Jan 2014	Achieved
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

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:

Project revisions have been done to address sustainability including seeking a consultant to supplement the business plan to include capacity assessment of the project beneficiaries and the identification of training needs. The Chamber is developing a long term relationship with the University of the West Indies for ongoing research to address this issue. Public/private partnerships also being built which will extend past the life of the project.

SECTION 6: PRACTICAL LESSONS

	Relative to	Author
1. Public/private partnership and stakeholder engagement are a necessary part of the revitalization process. There must be buy-in from stakeholders from project inception and regular communication in order to keep stakeholders engaged.	Implementación	Alexander, Fabianna
2. Ensuring that project staff within the executing agency have the requisite project management skills to effectively manage a project and the critical role a support structure/staff plays in ensuring the success of a project.	Implementación	Alexander, Fabianna