



## OECS Regional Tourism Competitiveness (P152117)

LATIN AMERICA AND CARIBBEAN | OECS Countries | Finance, Competitiveness and Innovation Global Practice | IBRD/IDA | Investment Project Financing | FY 2017 | Seq No: 12 | ARCHIVED on 29-May-2024 | ISR60183 |

Implementing Agencies: Grenada - Ministry of Economic Development, Planning, Tourism, ICT, Creative Economy, Agriculture an, Grenada - Ministry of Finance, Saint Lucia - Department of Finance, Ministry of Finance Economic Development and Youth Economy, Saint Lucia- Ministry of Tourism, Investment, Creative Industries, Culture, St. Vincent and the Grenadines - Ministry of Finance, Economic Planning and Information, St. Vincent and the Grenadines - Ministry of Finance, Economic Planning and Information, St. Vincent and the Grenadines - Ministry of Tourism, Civil Aviation, Sustainable Development and Cu

## Key Dates

### Key Project Dates

Bank Approval Date: 06-Apr-2017

Effectiveness Date: 23-Dec-2015

Planned Mid Term Review Date: 31-Dec-2020

Actual Mid-Term Review Date: 18-Jan-2021

Original Closing Date: 01-Sep-2023

Revised Closing Date: 31-May-2024

## Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objectives are to (i) facilitate the movement of tourists within the participating countries using ferries;(ii) improve selected touristic sites; and (iii) strengthen implementation capacity for regional tourism market development.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

The project development objective is to increase income at and around improved tourism sites, and strengthen institutional capacity to support the regional recovery from COVID-19.

## Components Table

Name

Component 1: Facilitation of the Movement of People:(Cost \$1.24 M)

Component 2: Pilot Tourism Investments:(Cost \$20.40 M)

Component 3: Market Development and Promotion Capacity-Building:(Cost \$2.33 M)

Component 4: Project Implementation Support:(Cost \$2.03 M)

## Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Unsatisfactory	<input type="checkbox"/> Moderately Unsatisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Unsatisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial



### Implementation Status and Key Decisions

Since the last Implementation Status & Results Report (ISR) in May 2023, key project activities have advanced in Grenada and Saint Lucia, while they have moved slowly in SVG. This has also been reflected in the progress of Project results, namely in that two of the PDO indicators reached their targets at country level and all intermediate indicators achieved the Project targets with one exception in Component 3 (see results section). In June 2023, the project was restructured to extend the closing date from September 1, 2023, to May 31, 2024. Construction is well advanced at Fort George in Grenada, and it is expected to be completed before the project's closing. In Saint Lucia, civil works at the Soufriere-Old Trafford Complex, Canaries Market and Restaurant, Choiseul Craft Centre, and Gros Islet Recreation Beach Park, while works are expected to be fully completed by closing date at the Castries Market Box Park Facility. Civil works at Fort Charlotte in SVG are still at early stages and will not be completed in time for closing (during the mission, SVG team estimated that at least six to eight additional months would be required for completion). The three regional activities (Component 3) that had been prioritized from the Regional Marketing Strategy had to be cancelled (a sailing guide, a familiarization trip, and an Annapolis boat show) given delays in coordination between countries and the inability to reallocate funding in Grenada. As project closing approaches, the focus of the task team and the PIUs in the countries will be on ensuring that all activities are duly completed, delivered, and reflected in STEP, to be invoiced during the grace period (four months after closing date). Clear transition plans must be defined for the activities that will remain unfinished and will have to be taken over by the respective Governments. Also, Post Closure Action Plans (PCAPs) will be established to continue managing E&S risks in sites where civil works will continue after project closing. Given that the countries currently lack methodologies to gather data to measure some PDO indicators (potential increase in tourism spending or in enterprises' sales), alternatives for measurement were discussed with the teams in the three countries, including the use of qualitative and administrative data.

### Risks

#### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	☐ Moderate	☐ Moderate	☐ Moderate
Macroeconomic	☐ Substantial	☐ Substantial	☐ Substantial
Sector Strategies and Policies	☐ Substantial	☐ Substantial	☐ Substantial
Technical Design of Project or Program	☐ Substantial	☐ Substantial	☐ Substantial
Institutional Capacity for Implementation and Sustainability	☐ Substantial	☐ Substantial	☐ Substantial
Fiduciary	☐ Moderate	☐ Substantial	☐ Substantial
Environment and Social	☐ Moderate	☐ Moderate	☐ Moderate
Stakeholders	☐ Moderate	☐ Moderate	☐ Moderate
Other	☐ Substantial	☐ Substantial	☐ Substantial
Overall	☐ Substantial	☐ Substantial	☐ Substantial

### Results

#### PDO Indicators by Objectives / Outcomes

Objective as defined in the PDO



► Increase in tourism spending at and around improved tourism sites (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
Date	30-Jun-2022	15-Jul-2021	15-Jul-2021	31-Aug-2023
Comments:	PDO and intermediate indicators were updated following the Project Restructuring in June 2022.			
► Enterprises whose sales increase at and around improved tourism sites (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	30-Jun-2022	31-Dec-2021	31-Dec-2021	31-Aug-2023
□ Female beneficiaries (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
► National strategic tourism plans under implementation (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	1.00	3.00
Date	30-Jun-2022	15-Sep-2022	20-May-2024	31-Aug-2023
► Regional marketing strategies integrated into national marketing plans (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	2.00	3.00
Date	30-Jun-2022	31-Dec-2021	20-May-2024	31-Aug-2023

**Overall Comments**

See M&E comments in ISR's section of Key Issues & Project Status of ISR.

**Intermediate Results Indicators by Components**

Component 1: Facilitation of the Movement of People



▶ Number of improved ferry terminals to facilitate tourist arrivals (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	3.00	3.00
Date	30-Jun-2022	15-Sep-2022	20-May-2024	31-Aug-2023

Component 2: Pilot Tourism Investments				
▶ Number of pilot sites that have incorporated a beneficiary feedback system (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	5.00	5.00
Date	30-Jun-2022	31-Dec-2021	23-May-2024	31-Aug-2023

▶ Number of sites rehabilitated (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	5.00	5.00
Date	30-Jun-2022	15-Sep-2022	23-May-2024	31-Aug-2023

Component 3: Market Development and Promotion Capacity-Building				
▶ Implemented reforms supporting SMEs (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	1.00	1.00
Date	30-Jun-2022	30-Jul-2021	30-Jul-2021	31-Aug-2023

▶ Number of tourism related IT platforms upgraded or enhanced (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	1.00	2.00
Date	15-Mar-2022	31-Dec-2021	26-Apr-2024	30-Aug-2023

▶ National tourism strategies approved (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	3.00	3.00



Date	30-Jun-2022	15-Sep-2022	23-May-2024	31-Aug-2023
▶ Regional marketing strategy approved at the national level (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	3.00	3.00
Date	30-Jun-2022	02-Jun-2022	20-May-2024	31-Aug-2023

### Performance-Based Conditions

#### Data on Financial Performance

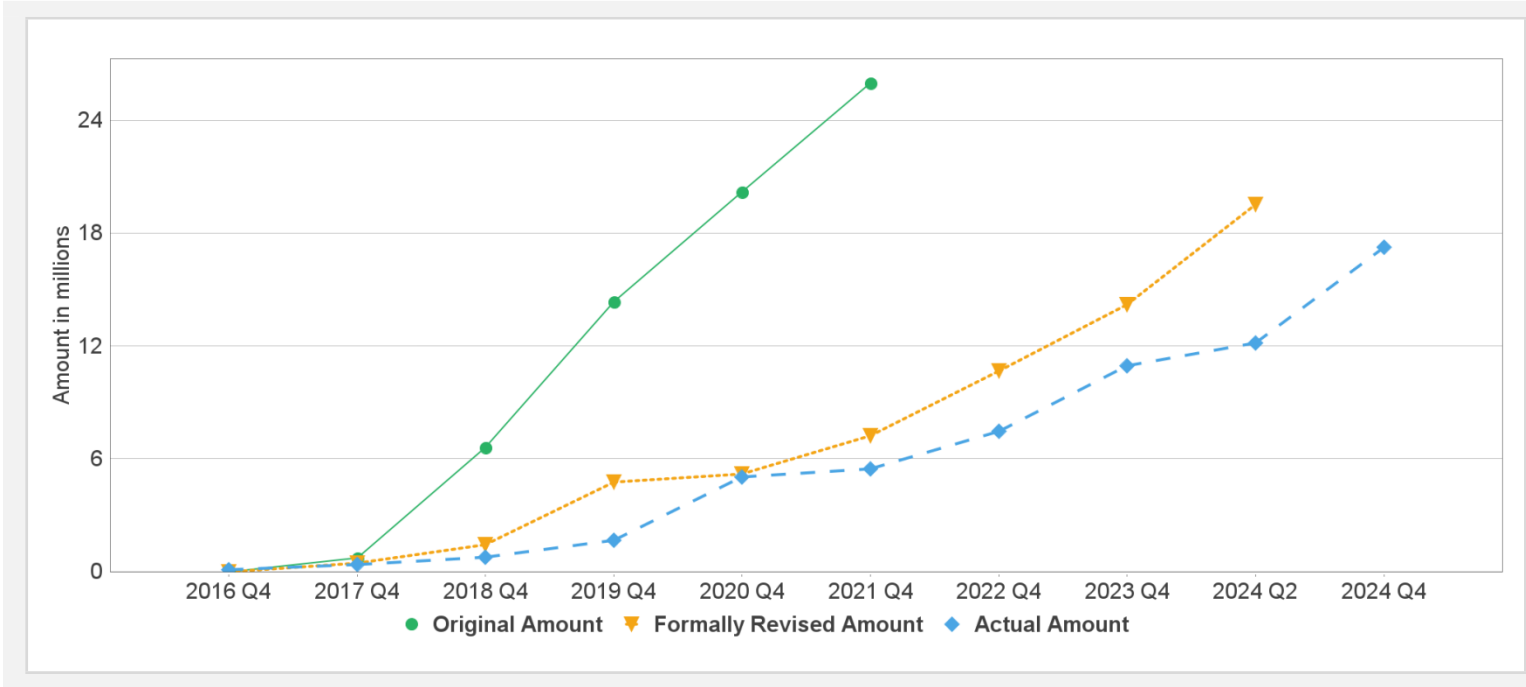
##### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P152117	IBRD-87340	Effective	USD	6.00	6.00	0.00	4.84	1.16	81%
P152117	IDA-60000	Effective	USD	15.00	10.00	5.00	9.06	0.94	91%
P152117	IDA-60010	Effective	USD	5.00	5.00	0.00	3.03	1.97	61%
P152117	TF-A0988	Closed	USD	0.40	0.34	0.06	0.34	0.00	100%

##### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P152117	IBRD-87340	Effective	06-Apr-2017	20-Apr-2017	31-Aug-2017	01-Sep-2023	31-May-2024
P152117	IDA-60000	Effective	06-Apr-2017	20-Apr-2017	31-Aug-2017	01-Sep-2023	31-May-2024
P152117	IDA-60010	Effective	06-Apr-2017	16-May-2017	31-Aug-2017	01-Sep-2023	31-May-2024
P152117	TF-A0988	Closed	17-Dec-2015	23-Dec-2015	23-Dec-2015	01-Dec-2017	31-May-2018

### Cumulative Disbursements



**Restructuring History**

Level 2 Approved on 01-Dec-2017 ,Level 2 Approved on 30-Jun-2022 ,Level 2 Approved on 26-Jun-2023

**Related Project(s)**

There are no related projects.