

# PROJECT STATUS REPORT (PSR)

07/01/2022 - 12/31/2022 - PSR-09569

## PROJECT SUMMARY

Operation number

DR-T1214

Suboperation number

ATN/ME-18465-DR

Project Name

Green Fins Hub - Digital scaling for Coral Reef Protection  
Within a Sustainable Marine Tourism

Team Leader

Smeldy Ramirez Rufino

Executing Agency

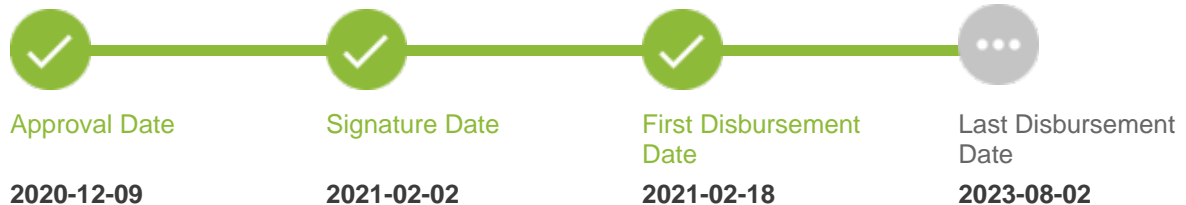
The Reef World Foundation

Purpose

Empower marine tourism organizations to reduce threats to coral reefs by implementing an online support system to drive compliance to environmentally sustainable practices.



## Project cycle



## PSR SCORE



- 0 - 1 Red Flag
- 1 - 2 Yellow Flag
- 2 - 4 Green Flag

# LEARNINGS

## 1. Risk and Lessons

### 1.1. Risk

1.1.1. What do you think is the biggest risk that threatens the achievement of the project objectives?

The biggest risk to achieve all major milestones (currently only 1 outstanding as time of writing) is securing 250 members on the Green Fins hub. This is down to a variety of factors including the current economic climate on a global scale. We originally hope to achieve this milestone in 2022 but this was delayed for a number of reasons. This includes: The project encountered a delay due to a key member of the Hub development team (Abstract Digital) stepping down from his post in October 2021. Super typhoon Odette hit the Philippines on 16th Dec 2021. Both Reef-World and Abstract teams were in the path and there was wide scale damage to infrastructure including electricity, water and internet access that was slowly repaired hindering our progress. Typhoon Agaton hit the Philippines on 10th Apr 2022, two key members of the Abstract Digital dev team lost electricity and had to temporarily relocate to continue working. Reef-World have taken steps to ensure that we will be able to achieve this both inhouse and also through the support of our partners. This includes support from PADI (the world's leading scuba diver training organisation) who have made Green Fins membership a mandatory step in a new Eco Centre designation. This is estimated to generate at least 300 new Green Fins members over a few months after their launch. The launch of this designation was originally planned for October 2022, and is now planned to take place in April 2023. The Reef-World digital team plans to migrate all the historical data from the Green Fins Portal (the old membership management system) to the Green Fins Hub. This will unlock digitised membership on the Hub, and all the benefits this represents, for a potential additional 150 Green Fins members. We hope to achieve this before the end of April. In addition to this, the Green Fins Hub Marketing consultant will continue to deliver on a strategic marketing plan for further uptake and impact of which we are already starting to see results. We have every confidence that we will be able to achieve all the milestones under this project before the final disbursement date of 2 Aug 2023.

### 1.2. Greatest Achievement or Failure

1.2.1. What has been the greatest achievement or failure in the last semester that affected the implementation of the project?

Our main successes to date include: Successfully processed our first Green Fins digital membership renewal 11 months early Built the community leaderboard as the foundation of the operation community score Positive discussions are being facilitated through the forum including Trusted Experts - a collection of world leading experts (including UN Regional Seas - COBSEA, PADI, RAID, DAN representatives)

### 1.3. Findings and Lessons

1.3.1. What are the most useful findings and lessons from this project that when taken into consideration could improve the execution and results of existing projects and the design of similar projects in the future? A finding describes an action, circumstance or decision that was critical in determining the positive or negative evolution of the project (for example, switching from the development of a blockchain platform to a web-based shared database reduced the cost and time devoted to implementing the traceability capabilities required by the project). A lesson is a concrete, actionable proposal based on a finding that, in similar circumstances, would facilitate problem solving, risk mitigation, and the achievement of results (for example, Develop guidelines and criteria to identify candidates that could benefit from the implementation of a blockchain platform, and assess during the design if the selected project satisfies the criteria before committing to develop one).

Findings - Payment provider integration. We decided to use a prebuilt, hosted payment page to securely accept payments for Green Fins digital membership and 'pay what you can' for Green Fins certified membership. The checkout process is optimised for conversion and streamlined this component of the membership onboarding process. The decision to use a hosted checkout page reduced development integration time, mitigates our payment fraud risk and has enormously helped our ability to receive payments, track progress, issue receipts and refunds. We chose Stripe Checkout to process payments – the only challenge encountered was that there is no built-in method to allow specific users to bypass the checkout process so we had to build a 'Skip Payment' feature into Green Fins Hub to enable pilot testing. . The main benefit for management was the ability to track and analyse payments against marketing efforts and press releases. An alternative option would be to design and build the checkout process from scratch which would have increased development time and costs. Lesson - It is always worth considering the cost benefit of integrating with payment providers when factoring in overheads but the benefits to users and management will far outweigh the cost.

## **2. Scalability and replicability**

### **2.1. Scalability Plan**

2.1.1. Now that the Project is in the execution phase, have you developed any concrete plan or action that will allow it to reach a greater number of users/clients/beneficiaries (or broader environmental or resilience to climate change and natural disasters impacts) in the future?

We have developed a more concrete marketing plan to promote and push for uptake of Green Fins Digital Membership. In addition to this, we have taken on board extensive feedback from the pilot user accounts to ensure that we have streamlined the registration and signing up process.

### **2.2. Costs and Partners to Scale**

2.2.1. Now that the project is in the execution phase, do you know how much it costs to offer your product / service per user / client / beneficiary? Is this a factor that could affect reaching a greater number of users / clients / beneficiaries in the future? Has any public or private institution requested this information from you, looking for scaling or replicating the model / product / service?

Technically we could answer this by summing the costs from Google Cloud Platform (GCP) and Sendgrid (email infrastructure and service provider) and the developer support costs for the platform (Abstract) divided by the number of operations. The number is likely to change over time as the system scales up but a rough estimation is that the direct annual costs are around \$5,360 divided by our target of 300 digital operators equals \$18 per digital operation per year. If we are to receive a third of the estimated market (2,000 operations) this would equate to only \$2.7 USD per operation. Note that this doesn't include staff or additional marketing costs nor does it include the income generated from membership at \$140 USD per members (signup fee) or the \$60 annual renewal fee which would offset this greatly. No company or organisation has requested this information at this stage. Note that this doesn't include staff or additional marketing costs nor does it include the income generated from membership at \$140 USD per members (signup fee) or the \$60 annual renewal fee which would offset this greatly. No company or organisation has requested this information at this stage. Note that this doesn't include staff or additional marketing costs nor does it include the income generated from membership at \$140 USD per members (signup fee) or the \$60 annual renewal fee which would offset this greatly. No company or organisation has requested this information at this stage.

### **2.3. Facilitating or Hindering Factors**

2.3.1. Has any of these factors affected the number of users/clients/beneficiaries (more/fewer) reached by the project compared to what was originally planned (or environmental or resilience to climate change and natural disasters impacts)?

[Coordination with third parties, Market size that could be reached]

### **2.4. Scalability Scope**

2.4.1. How feasible it is that the organization could reach a number of users/clients/beneficiaries 5, 10 or 100 times the number originally planned in the project design, five years after the project ends?

[It could reach between 10 times and 100 times the number of users/clients/beneficiaries originally planned in the project design five years after its closure]

2.4.2. How likely is the organization to reach that number five years after the project ends?

[Probable (more than 50% but less than 90% chance)]

## 2.5. IDB Group business relation

2.5.1. Has a business relation been created with another part of the IDB Group different from IDB Lab?

No

## 2.6. Replicability Partners

2.6.1. Are you aware of any other entity at a national or international level that has copied / replicated completely or partially the business model of the project? Did you collaborate in the process with that entity?

[No]

## 2.7. Replicability Scope

2.7.1. Number of users / clients / beneficiaries reached by entities that have fully or partially replicated / copied the business model / products / services implemented with the support of the project?

[N/A]

2.7.2. Have you experienced, in the last year, significant expansion (50% or more) of the reach of the business model of the project beyond what was expected in the original project design (due to increasing of the organizational size, operational scope or geographic spread)?

[No]

2.7.3. Number of users / clients / beneficiaries reached as of the end of the year?

[Less than 2 times the number of users / clients / beneficiaries planned in the original project design]

## 2.8. Sustainability

2.8.1. How do you think the project will continue once the IDB Lab financing ends? Examples: it has identified external financing sources to continue operating, it has reached the breakeven point through the sale of services and products, it has obtained the support of public institutions or the private sector, it will adjust the business model to remain viable (via franchises, etc.)

As outlined in 2.2. Costs and Partners to Scale, the income generated from the hub far exceeds the costs associated per user. Additionally external partnership with other businesses that can support the marketing and therefore the uptake of the Green Fins hub is constantly increasing and we are expecting to see this result in a long standing sustainable income generation model.

## 3. Implementation

### 3.1. Facilitating or Hindering Factors

3.1.1. What specific aspects have (positively or negatively) affected the implementation of the project the most?

[Coordination with third parties, Contracting consultants / suppliers, Advantages or disadvantages of technology, Changes in costs, Other]

Others, Which?

Natural disaster affecting internet and communication infrastructure

3.1.2. Explain in detail how these factors that you identified have made the implementation of the project easier or more difficult

Coordination with third parties - Being dependent on external business partners to support with marketing / launch of associated products means that we are out of control with regards to achieving deadlines where there is a high dependency on them. Contracting consultants / suppliers - Our main contractor (the software engineering company) have been incredible and their skill and ability is one of the main reasons our final development is such a high standard. Without them we would not have been able to achieve this. Advantages or disadvantages of technology - Without the latest software technology, we would also not be able to achieve what we set out to do. This is in the form of forum software, payment providers and crucially better machine learning and language translation capabilities. Changes in costs - Although costs to us have only marginally increased, costs to our main stakeholders and target audience have increased to the extent that has resulted in a lot of businesses no longer being in a position to be able to prioritise supporting environmental initiatives such as ours by paying for this service. Other - Natural disaster affecting internet and communication infrastructure - Although these are factors that we could not plan for and mitigate risk against, natural disasters such as typhoons and earthquakes and also the pandemic have resulted in delays and setbacks to this project but from a timeline issue, not financially.

### 3.2. Novel Technologies Factors

3.2.1. If the project makes use of novel technologies or methodologies, what factors have facilitated or hindered the implementation of the technological solution initially proposed by the project?

[Other]

Others, Which?

The design and development of the combined scoring system for digital membership blending self reported and observed system interaction data is quite novel. The action plan (specific actions and tasks for marine tourism business to reduce their negative impacts) algorithm is also something that has not been done before as this is very niche and bespoke but at the same time the principle could be applied to other sectors.

## 4. Development Outcomes (Quantitative)

4.0 Has your project contributed to any of the following indicators in the last 12 months (last year)?

[4.1. Number of companies benefited]

4.1. Number of companies with improved business performance or productivity

Total

170

4.1.2. Indicate which indicator in the results matrix is related to your answer, or how did you calculate this number?

This is number of registered Green Fins members on the Green Fins Hub at the end of the reporting period.

4.1.3. What type of services did the companies receive?

[Non-Financial]

4.1.4. Please select how the project is benefiting these companies

[Reduced climate risk or improved climate resilience of the Business]

4.5. Data Source

4.5.1. What kind of verification sources have you used to report the data you provided in this section? (Please select all that apply)

[Administrative information]

## 5. Development Outcomes (Qualitative)

5.1. Target population identified in the design

Is the target population that was identified in the design being reached by the project? Select the target population actually reached by the project that was originally identified in the project design.

[Poor/vulnerable/low income population, SMEs, Rural population, Urban/periurban population]

## 5.2. Population served NOT identified in the project design

5.2.1. Select if there are Groups that were NOT originally identified in the project design but are being reached in the execution phase?

[None]

## 5.3. Facilitating or Hindering Factors

5.3.1. Factors that have affected (facilitated or hindered) reaching these groups, or the resilience/environmental impacts, in the numbers/dimensions that the project had originally planned.

[Demand for the product/service (market needs), Interest of clients/users/beneficiaries, Market Size]

5.3.2. Explain in detail how these factors that you have identified have affected the ability of the project to reach the groups (achieve resilience/environmental impacts) in the numbers/dimensions originally expected

Demand for the product/service (market needs) + Interest of clients/users/beneficiaries - From both our previous research and more recent qualitative reports from current users, there is still a high demand and need for the product that we have designed which is positive for the result of this project. Environmental awareness on a global scale is increasing and we are aware from discussions with our partners in the same sector. Market Size - It is still extremely hard to estimate the current market size based in a post-covid world. We originally estimated that there were about 10,000 operational businesses that provide scuba diving activities that we could access globally. We are now prudently estimating a market size at 60% of our original calculations to offset for COVID-19 closures.

## INDICATORS





 Overachieved
  Achieved
  Pending
  In process
  Overdue

### C1: Awareness raising of responsible tourism services

**Weight:** 1%

**Qualification:** High Satisfactory

100%

Indicators	Planned	Achieved	Status
I1 Communication campaign designed	2 ( 2022-02-02)	2 ( 2022-01-20)	
I2 Communication campaign implemented	2 ( 2022-02-02)	2 ( 2022-01-20)	
I3 Number of high-level meetings conducted with key government decision makers	3 ( 2022-02-02)	3 ( 2022-02-01)	
I4 Number of high-level meetings conducted with key government decision makers in Costa Rica	3 ( 2022-02-02)	3 ( 2022-01-25)	

### C2: Capacity building to improve sustainability

**Weight:** 94%

**Qualification:** High Satisfactory

83%

17%

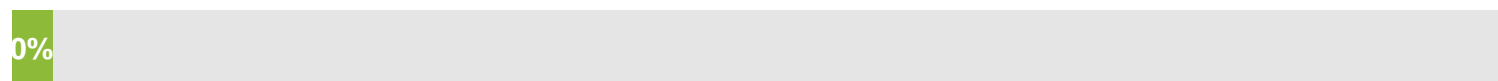


Indicators	Planned	Achieved	Status
I1 Green Fins Hub platform launched	1 ( 2022-02-02)	1 ( 2023-01-12)	✓
I2 Number of qualified active Green Fins Assessors available to conduct Green Fins assessments and training in Dominican Republic	8 ( 2022-02-02)	8 ( 2022-01-30)	✓
I3 Number of qualified active Green Fins Assessors in Costa Rica	3 ( 2022-02-02)	4 ( 2021-11-14)	🚀
I4 Number of participating local marine tourism operators as core members of the Green Fins program (disaggregated by gender, businesses led by males/females) in DR. Dive centers whose operational practices are verified through in-house Green Fin assessments	20 ( 2022-02-02)	21 ( 2022-02-01)	🚀
I5 Number of participating local marine tourism operators as core members of the Green Fins program (disaggregated by gender, businesses led by males/females) in Costa Rica. Dive centers whose operational practices are verified through in-house assessments	14 ( 2023-02-02)	14 ( 2022-08-10)	✓
I6 Number of participating marine tourism operators as Green Fins digital members (Dive centers who have signed up and are engaging with the online Green Fins support system)	337 ( 2023-02-02)		⚙️

### C3: Improved visibility of sustainable local operators

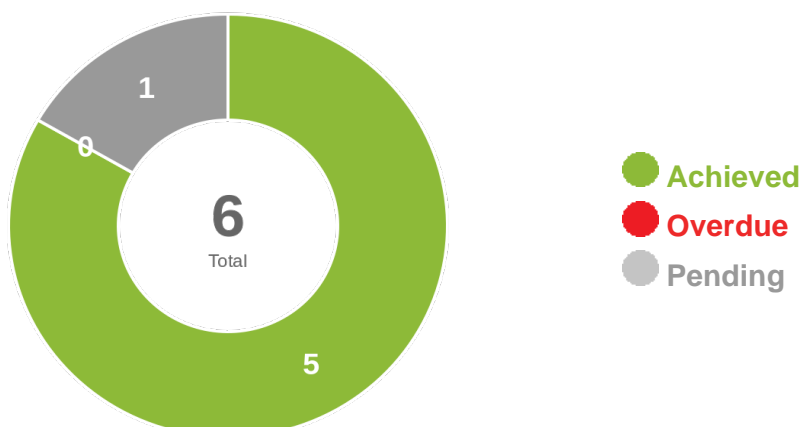
**Weight:** 5%






**Qualification:** Satisfactory



Indicators	Planned	Achieved	Status
I1 Promotion campaign for participating marine tourism operators implemented	1 ( 2023-02-02)		⚙️
I2 Number of website visitors directed to Green Fins members	3959 ( 2023-02-02)		⚙️
I3 Number promotional pieces generated related to local marine tourism operators. Material pieces referereng to the local marine local tourism operators	12 ( 2023-02-02)		⚙️

### MILESTONES



Milestones	Achieved Value	Due Date	Achieved Date	Status
*Condiciones Previas / Prior Conditions	1	2021-08-02	2021-02-17	
*Green Fins Global Hub platform development started	1	2021-07-31	2021-06-24	
*Green Fins Global Hub platform launched	1	2022-07-31	2022-07-25	
*Communication campaign implemented	1	2022-01-31	2022-02-01	
*Number of participating marine tourism operators as Green Fins digital members	250	2023-04-29		
*Number of website visitors directed to Green Fins members	3000	2023-01-30	2023-01-25	