

PROJECT STATUS REPORT (FINAL)

JULY 2015 - DECEMBER 2015

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Green Business Barbados

Project Number: BA-M1008 - Project Num.: ATN/ME-13399-BA

Purpose: To promote the use of energy/water efficiency and waste reduction measures through a recognized Green Business Certification Program, that is affordable, practical and can guarantee economic returns over time.

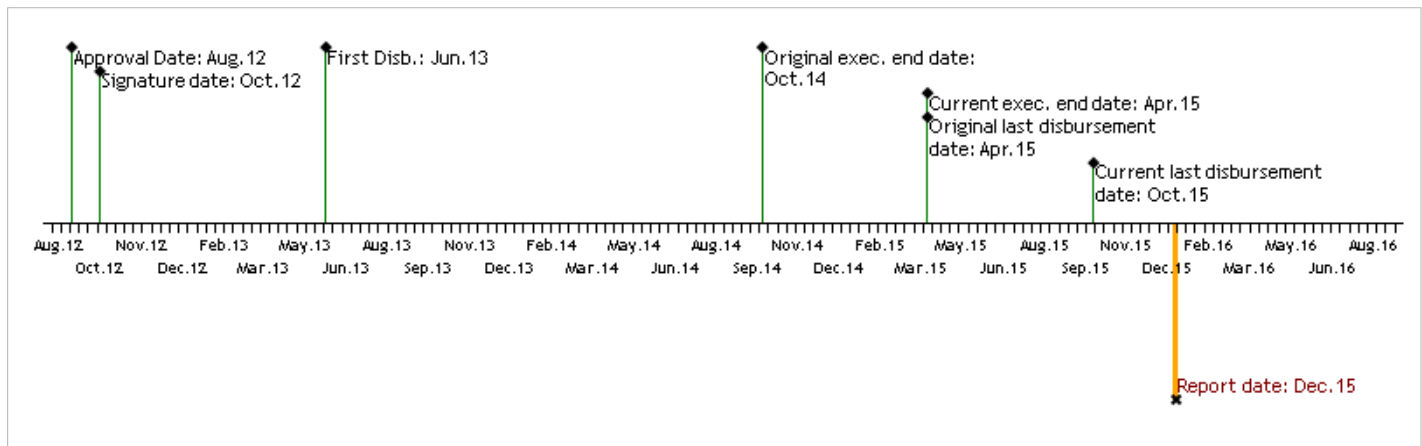
Country Admin
BARBADOS

Country Beneficiary
BARBADOS

Executing Agency: Future Centre Trust

Design Team Leader: VASHTIE DOOKIESINGH
Supervision Team Leader: VASHTIE DOOKIESINGH

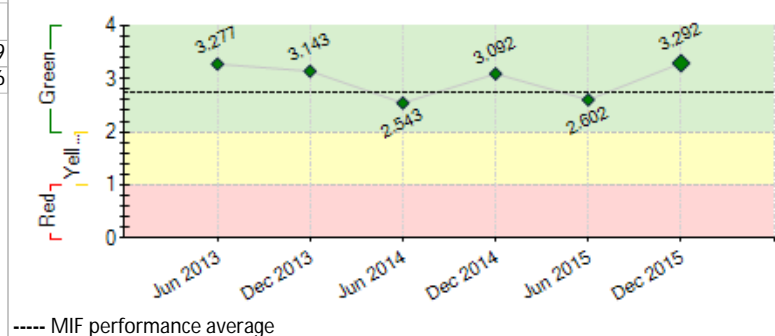
PROJECT CYCLE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$150,000.00	\$4,182.81	\$145,817.19
Counterpart	\$80,000.00	\$0.00	\$75,331.96

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

Overall the project purpose was to have SMEs in Barbados implement systems and procedures to reduce waste, energy and water costs of their operations. It can be surmised that this was achieved as enrolled businesses did undertake these very actions. Actions ranged from the installation of energy saving technologies such as a Solar Powered Air Condition Unit to the change out of traditional bulbs to energy saving LED bulbs. Other businesses installed water storage containers or implemented recycling initiatives in order to reduce their waste.

The execution of Baseline Assessment resulted in a report which provided a foundation for the forward movement of the project. A manual for the training of Green Business Barbados Certifiers was developed. In addition, the recruitment and training of Green Business Barbados Certifiers developed a team for the project expansion and implementation. This team was able to recruit and enroll businesses and exceeded the required 20 for the project. The development and execution of the Financial Product ie the GBB Mini Grant during the project, another activity which resulted in SMEs being able to access necessary funds to undertake certain actions thereby addressing one of the main risks that companies would be unable to access certification due to financial constraints.

Products developed included a Promotional Booklet, How to Guide for the Implementation of the program Case Study that that measured the financial and business value of a Green Business certification program for 5 participating SMEs.

In order to ensure project sustainability volunteers/interns of the Executing Agency (Future Centre Trust) were trained in the details of the program through a course conducted by the Green Business Barbados Coordinator. This exposed participants to the knowledge products, materials, procedures and implementation nuances of the program in order to share the knowledge base among a group of persons vested in the Future Centre Trust.

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Comments from the Supervision Team Leader

The project fully achieved and slightly exceeded targeted results and was well executed.

Final evaluation

The project achieved targeted results by certifying 21 SMEs, the businesses engaged were motivated to complete the program in order to access mini grants for investment in small scale equipment that assisted in the greening process. The project design did not anticipate the heavy reliance of beneficiary firms on the project team, particularly in documentation required for certification but Future Centre Trust was able to respond effectively

Comments from the Supervision Team Leader

Agree with the Evaluators comments

The project achieved its objectives and was successfully implemented. For a small scale project results were highly satisfactory and 2 useful knowledge products were developed

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=40200250>

SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage
Purpose: To promote the use of energy/water efficiency and waste reduction measures through a recognized Green Business Certification Program, that is affordable, practical and can guarantee economic returns over time. Classification: High Satisfactory	R.1 SMEs in Barbados have implemented systems and procedures to reduce waste, energy and water costs of their operations.			Yes	0 %
Component 1: Expand and Strengthen Green Business Barbados (GBB) Standard Weight: 59% Classification: Satisfactory	C1.I1 Green Business Barbados program expanded and recognized by a relevant public or private agency	0	1	1	0 %
	C1.I2 1 case study that measure the financial and business value of a Green Business certification program for 5 participating	0	1		0 %
Component 2: Implement the Revised Certification with 20 SMEs Weight: 12% Classification: High Satisfactory	C2.I1 Number of companies that commence GBB Certification	0	20	21	0 %
Component 3: Develop Green Financial Products for Micro and Small Businesses Weight: 25% Classification: High Satisfactory	C3.I1 Financial Product launched for micro and small products seeking GBB certification	0	1	1	0 %
Component 4: Case Studies developed and disseminated locally and regionally Weight: 4% Classification: High Satisfactory	C4.I1 1 case study that measure the financial and business value of a Green Business certification program for 5 participating SMEs.	0	1	1	0 %

Milestones

Planned

Due Date

Achieved

Date of achievement

Status

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity

SECTION 4: RISKS

CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. Companies cannot access certification due to financial constraints

Level: Low

Responsible: Project Guest

Status: In effect

Comments: 21 Businesses have joined the program, and 14 businesses received financial assistance from the GBB mini-grant. In addition two businesses have explored receiving micro-financing from Axxel finance for higher capital investments. Lastly GBB Palm path business/in-kind contributor Caribbean Sustainability Collective has offered to further assist businesses with obtaining financial incentives for green goods purchased with grant.

2. Cost competitiveness associated with the introduction of energy conservation is not maintained; Government doesn't maintain commitment to Green Economy focus;

Level: Low

Responsible: Project Guest

Status: In effect

Comments: The Future Centre Trust continues to communicate with Government Agencies regarding the focus on Green Economy.

PROJECT RISK LEVEL: Low **TOTAL NUMBER OF RISKS:** 4 **IN EFFECT RISKS:** 2 **NOT IN EFFECT RISKS:** 1 **MITIGATED RISKS:** 1

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

The Future Centre Trust has developed tools and a track record to sustain the SME Green Business Certification beyond the period of MIF investment, in addition the project was directly aligned with the organization's mission and strategic priorities and is consistent with public policy and programmatic responses to improving greening of firms within Barbados.

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue

[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

Comments

Future Centre Trust is a very small organization and will have to implement a higher fee structure or source external financing to scale the Green Business Barbados program for small firms. However the case study provides examples of the financial gains to firms arising from investment in greener practices that can assist in making a business case to potential clients

[X] Lack of a **sustainability plan** or its inadequate implementation

The project does not have a clearly defined and documented sustainability plan

Actions related to sustainability which have been implemented:

The Future Centre Trust has had a How To Implement the Green Business Barbados Program Course and Handbook developed and 5 current interns/volunteers have been through the course to be trained by the Green Business Barbados Specialist in the program details and documents. In addition the program fees were structured so that businesses enrolled in the program would pay a reduced fee for re-certification after their first year. It is hoped that through these resources the programs sustainability would be ensured.

[Sustainability Plan](#)

SECTION 6: KNOWLEDGE

Lessons learned

1. One of the strengths of the GBB program is that it collects valuable resource use and green business data that can inform decision making for environmental management, resource management and other sustainable business management. This type of data is of increasing importance worldwide but is not widely collected within the Caribbean. However monitoring, management and analysis of this type of data requires a very different set of skills to those required for the project management and certification components of the program and as a result would require the Executing Agency considering the establishment of a multidisciplinary Green Business team in the future to leverage this data.

2. Given the unique characteristics of any given business, some action items may seem incompatible at the outset, but can be restructured to fit the business' needs in any given focus area. For example, a business like Williams Solar, that has very low daily water consumption levels, would not reap much benefit from standard action items like investing in certain water conservation technologies. More benefit can be gained from identifying the largest resource consumption activities (in this case, cleaning their solar panels) and exploring methods of reducing consumption for that specific activity. For Williams Solar, harvested rainwater, is used for cleaning photovoltaic panels, thereby reducing the impact of their largest water consumption activity.

3. The existing economic climate is harsh and presents a real challenge for many businesses today. Green Businesses such as Light Body Wholistic Clinic must combat these hardships while maintaining sustainable business practices. As a result, green technologies and sustainable systems were explored in order to overcome these challenges without compromising the sustainability of their operation. e.g. Light Body Wholistic Clinic was heavily impacted by energy costs to the extent that they had to reduce the range of products offered. They were forced to discontinue production of kale chips due to the high cost of running their dehydrators. Although the GBB-IF Mini-Grant was only capable of meeting a portion of this business' energy needs, the introduction of new technology would further equip her with the information necessary to improve energy efficiency, adjust production schedules and select appropriate scaling up methods when financing opportunities arise to facilitate this growth.

Relative to
Sustainability

Author
Marshall, Ariana

Implementation

Marshall, Ariana

Implementation

Marshall, Ariana

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

The Knowledge Products as listed below have been uploaded to the PSR system and are available to share with other public and private organizations seeking to support greening of smaller firms. Results and methodology have already been shared in 2 regional forums. The Executing Agency will be advised to explore opportunities for further dissemination via NEXSO and these products may be useful as a complement to the Caribbean financing of Eco Micro. Options to be further discussed with MIF's Eco Micro lead Greg Watson.

Main products of the project

[May 2015] GBB Specialist Report May 30.2015 (Other)

Author: Ariana Marshall

[Jul 2015] How to Implement GBB Program (Methodologies/training materials)

Author: Ariana Marshall and Jehroum Wood

[Aug 2015] Case Study and Final Evaluation (Other)

Author: Ariana Marshall

[Aug 2015] Case Study and Final Evaluation (Other)

Author: Ariana Marshall

SECTION 7: DOCUMENTS

23/MAR/2016 [Final Evaluation Report](#)

[<http://www.fomin.org/file.aspx?DOCNUM=40200250>]

[Project profile](#)

<http://apps.fomin.org/public/psr/projectprofile.aspx?proj=BA-M1008&lg=EN>