

PROJECT STATUS REPORT

JANUARY 2015 - JUNE 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.

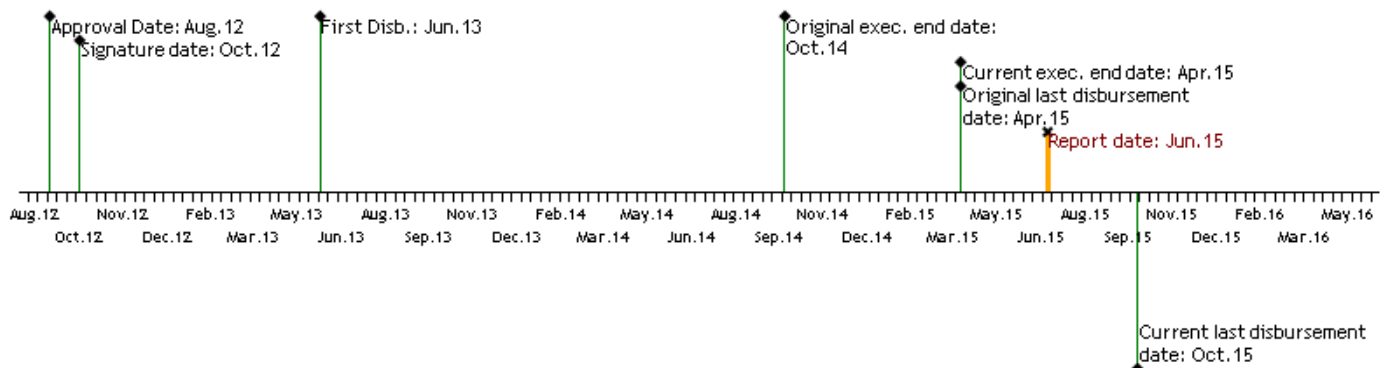
Country Admin
BARBADOS

Country Beneficiary
BARBADOS

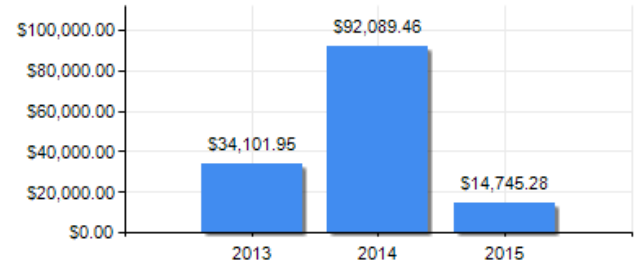
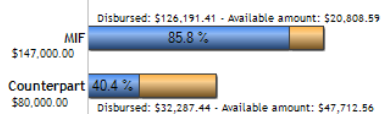
Executing Agency: Future Centre Trust

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

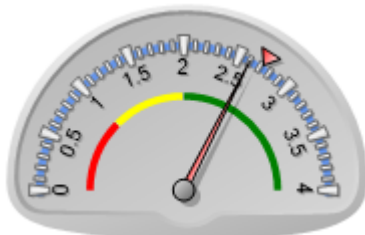
PROJECT CYCLE



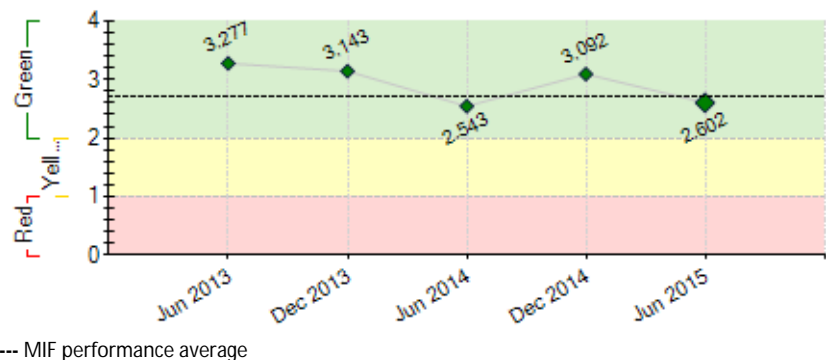
FUNDS



PERFORMANCE SCORE



Current score: Satisfactory: 2.602
MIF Average: 2.725



EXTERNAL RISKS

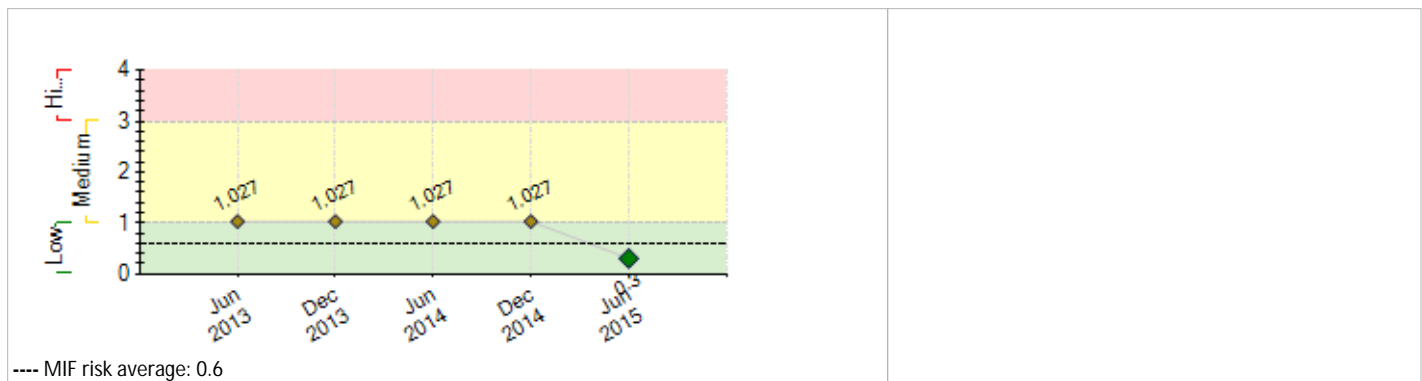
INSTITUTIONAL CAPACITY

Risk

Financial Management:

Procurement:

Technical Capacity:



SECTION 2: PERFORMANCE

Summary of project performance since inception

The main results achieved so far are: (i) 21 SMEs have joined and completed the GBB program in the Baobab or Mahogany Paths; (iv) the IADB MIF/GBB Mini-Grant financial product was executed by June 5, 2015; (vii) A GBB How to course/guide was designed and delivered.

On the other hand, the project encountered difficulties in the following areas: (i) delay in receiving mini-grant applications; and (ii) slow progress by green businesses in certification process due to working with limited human resource (internal/external) capacity i.e. there were 6 businesses with only 1-3 employees and the GBB specialist worked on coaching and coordinating businesses for 33 businesses between March – July, as GBB coach contracts came to an end.

The main obstacles faced was the lack of financial and administrative capacity of the beneficiaries to divert time spent operating their business towards GBB certification. Although businesses are willing to participate fulfillment of timeline commitments is a difficulty. Although this specific risk was not identified during project design, it is still related to Risk 3. The reason we believe project completion prospects are optimistic is because all businesses have achieved the minimum tier of certification and the final evaluation/case study will provide an opportunity to collect outstanding data and receive useful feedback for the program.

Critical actions through project are described in Semester performance description below due to word limit.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The project has substantively delivered on its objectives and has piloted a tiered system for greening of micro and small businesses that is innovative for the region. The final case study currently in preparation will be a useful guide to potential replication and scaling of this approach in the Caribbean region

Summary of project performance in the last six months

The main results achieved so far are: (i) 10 SMEs were awarded their certification each achieving 70 – 100% points in each focus area; (ii) 11 more businesses completed their certification at the minimum tier level 30-44% - totaling 21 SMEs (iii) GBB mini-grant awards were given to 14 businesses by June 30, 2015 to purchase items/services to increase their certification tier level/increase cost-savings or initiate their certification process; (vii) A GBB How to course/guide was designed and delivered to FCT.

Delays were experienced with the submission of receipts from businesses for making mini-grant purchases. Several businesses have expressed reasons based on inability to make purchases due to products being out of stock, inability to make purchases online because of Visa debit/ credit card requirement and their business demand for this time of year. In addition, in anticipation of delays and difficulties when importing green goods and obtaining green tax incentives two green businesses have offered to assist with this - Tropical Shipping (provided a discount) and The Caribbean Sustainability Collective (facilitating importing process by requesting discounts/tax incentive and paying extra shipping costs)

The following critical actions will be taken by August 31: (i) complete case study and final evaluation (ii) award GBB certifications to remaining 11 businesses; (iii) updated annexes to the GBB Mini-grant evaluation report which will include receipts from businesses.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: To promote the use of energy/water efficiency and waste reduction measures through a recognized Green Business Certification Program, that is	R.1 SMEs in Barbados have implemented systems and procedures to reduce waste, energy and water costs of their operations.				Oct 2015	Yes Sep 2013	

affordable, practical and can guarantee economic returns over time.

Component 1: Expand and Strengthen Green Business Barbados (GBB) Standard

Weight: 59%

Classification:

C1.11	Green Business Barbados program expanded and recognized by a relevant public or private agency	0				1	0	On Course
		Oct 2012				Sep 2015	Jul 2014	

Component 2: Implement the Revised Certification with 20 SMEs

Weight: 12%

Classification:

C2.11	Number of companies that commence GBB Certification	0	10	10		20	14	Finished
		Oct 2012	Dec 2014	Jul 2015		Jul 2015	Dec 2014	

Component 3: Develop Green Financial Products for Micro and Small Businesses

Weight: 25%

Classification:

C3.11	Financial Product launched for micro and small products seeking GBB certification	0				1	1	Finished
		Oct 2012				Mar 2015	Jun 2015	

Component 4: Case Studies developed and disseminated locally and regionally

Weight: 4%

Classification:

C4.11	1 case study that measure the financial and business value of a Green Business certification program for 5 participating SMEs.	0				1		Finished
		Oct 2012				Aug 2015		

Milestones		Planned	Due Date	Achieved	Date of achievement	Status
M0	[*] Conditions Prior	5	Jul 2013	5	May 2013	Achieved
M1	Baseline Survey and Training Manuals Completed	1	Sep 2013	1	Sep 2013	Achieved
M2	Number of GBB Certifiers selected and Trained in new GBB Certification	5	Jan 2014	8	Feb 2014	Achieved late
M3	[*] Initial 10 companies commence GBB Certification Program	10	Sep 2014	10	Sep 2014	Achieved
M4	[*] 10 companies complete certification and an additional 10 companies commence GBB Certification Program;	10	Jul 2015	10	Jun 2015	Achieved

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity

[X] Others, which?: Micro businesses find it difficult to devote time and resources to complete the certification in a timely way

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. Cost competitiveness associated with the introduction of energy conservation is not maintained; Government doesn't maintains commitment to Green Economy focus;	Low	Continuous communication and lobbying of government agencies, development and dissemination of case studies on business benefits of green business barbados certification	Project Guest
2. Companies cannot access certification due to financial constraints	Low	Development of a Financial Product to assist micro and small businesses in achieving cerification, provision of some grant financing to assist small companies in achieving certification	Project Guest

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

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[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	Small scale financing for greening of micro enterprises may be required to expand the project but no commercial or development partner has been identified
[X] A market is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	Although businesses may recognize the value of greening in the absence of access to finance they may not pursue certification
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The how to guide and documentation developed will assist FCT in expanding the program but the degree of interest and capacity to scale the GBB certification is unclear
[X] Lack of a sustainability plan or its inadequate implementation	The project evaluation may address some sustainability issues but there is currently no provision or initiative by FCT for development of sustainability strategies and plan

Actions related to sustainability which have been taken in the reporting period:

The most significant action taken related to sustainability would be the design and delivery of the "How to Implement GBB program" to FCT Executive Director and interns. Best practices, templates, sample documents and case studies were included in the guide to further assist the FCT with sustaining the program. In addition, indicators from the Corporate Results Framework which are relevant to the project have been added to the final evaluation analysis. Recommendations on program sustainability will be obtained at the sectoral (energy, tourism, agriculture/environment) and private sector level during final evaluation interviews. The final evaluation will be based on surveys, interviews and content analysis of GBB documents and communications. The GBB Palm pathway continues to be a source for in-kind donations to sustain the GBB program.

SECTION 6: PRACTICAL LESSONS

<p>1. Key lesson learned was that of how to connect existing projects to the GBB program. In particular the GBB coordinator was a member of the project management committees for Caribsave and the Organic Growers and Consumers Association. As a result both entities joined the GBB program (Caribsave paid for GBB certification of two of its beneficiaries - Ayissa Textile Design and Gran Chile Creations. Although consistent efforts were made to explain the value of the GBB program to these projects, the availability of a mini-grant was the most successful tool in order to solidify these partnerships. After further understanding the value of the program Caribsave suggested the program to two other businesses. Therefore financial tools are key chains in the link of effective partnerships.</p>	Relative to Sustainability	Author Marshall, Ariana
<p>2. Key lesson learned was that of how to use the varying expectations of green businesses to progress the GBB process. Entering the program business expectations range from the program being an excessively tedious process to it being a program which businesses donate to in order to receive GBB marketing benefits. Some businesses treat the program as an awards program and therefore were very competitive about reaching the highest level possible or being known as the "greenest" business in Barbados or their sector. Other businesses saw the program as a membership which they sought to join. Either way, the sooner the GBB coach/coordinator determined expectations, the sooner she was able to convince them that the program could fit their needs and their expectations. For some businesses the main expectation was eligibility for a mini-grant so the GBB coordinator found ways to help businesses identify their needs and at the same time explain how GBB standard action items related to those needs</p>	Implementation	Marshall, Ariana