

PROJECT STATUS REPORT

JULY 2014 - DECEMBER 2014

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Green Business Barbados

Project number: BA-M1008 - Operation Number: ATN/ME-13399-BA

Result: 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.

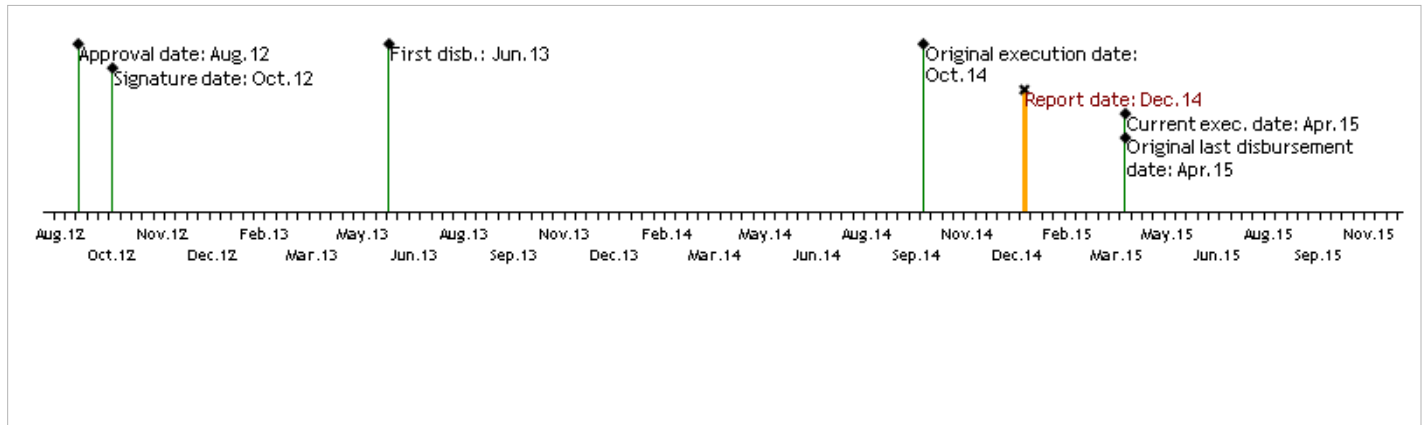
Country Administrator
BARBADOS

Beneficiary Country
BARBADOS

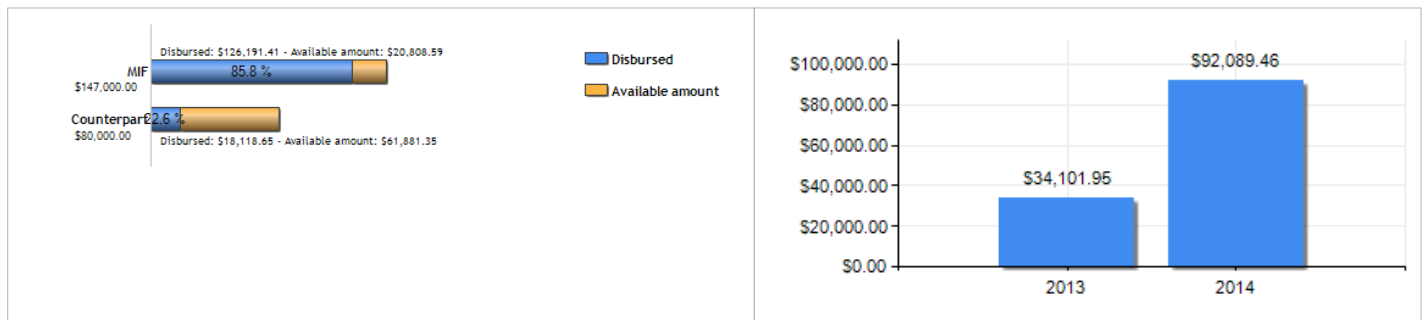
Executing agency: Future Centre Trust

Design Team Leader: Dookiesingh, Vashtie
Supervision Team Leader: Dookiesingh, Vashtie

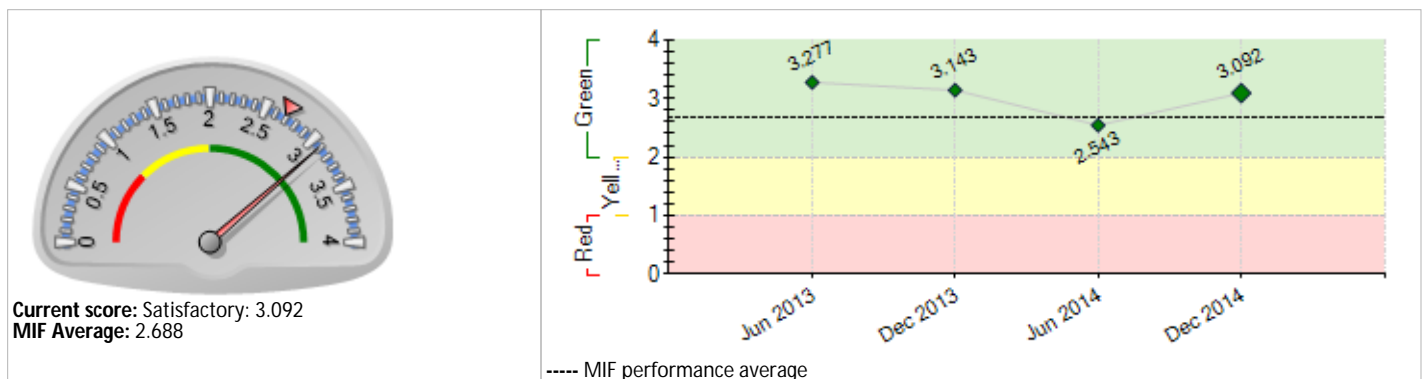
TIMELINE



FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS

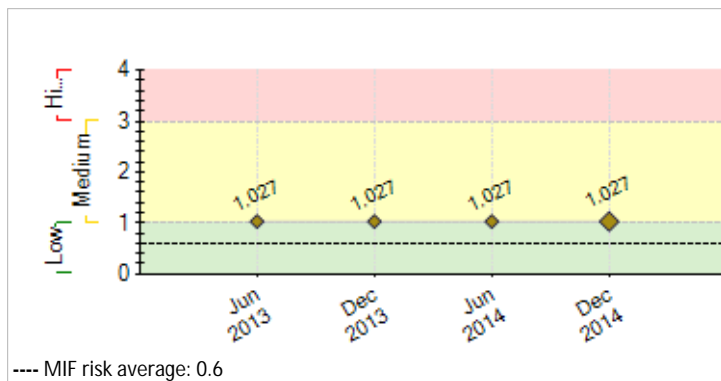
INSTITUTIONAL CAPACITY

Risk

Financial Management: High

Procurement: High

Technical Capacity: High



SECTION 2: PERFORMANCE

Summary of project performance since inception

The main results of the project so far: (1) All activities under Component 1 and 2 have been completed; (2) Further progress has been made towards completing activities under Component 3 (Design of Financial Products) and Component 4 (Knowledge Sharing at two local events). The project initially encountered delays with the GBB Implementation Fund however this activity is near completion. The MIF Team leader reviewed a proposal and is in the final stages of revision for adoption.

The major risk of the project is that until the fund is finalized, the program will require significant time administratively to recruit new businesses and communicate the return on investment of the GBB certification which could be devoted to progressing the certification completion of participating businesses. To mitigate this, the program is working with Caribsave to seek alternate funds for GBB participation. So far, 3 Caribsave beneficiaries have been recommended to join the program and the GBB specialist is finalizing this outcome.

At this point, the likelihood of the project achieving its final objectives are highly optimistic, however an extension may need to be granted based on the date which the GBB-IF mini-grants are disbursed. The following critical actions will be taken by the Executing Agency through March 2015: (1) Initial 15 participating businesses will be signed and complete Action Plans by February 30 (2) GBB Implementation Fund (19 grants) will be launched by February 16, 2015.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Summary of project performance in the last six months

The main results of the semester include (1) Confirmation of thirteen participating business in the new GBB certification program.

The delays this semester have been related to the finalization of the GBB Implementation Fund. The GBB specialist is aiming to create a GBB IF which is as simple as possible yet considers how it could assist businesses which have joined the program but are struggling to make intervention investments or make their final deposit. A mini-grant structure has been designed to reduce this challenge which creates two type of grants which will result in at least 9 new businesses joining the program and 8 businesses receiving funds to further invest in cost-saving interventions.

The following critical actions will be taken by the Executing Agency: (1) Remaining 7 participating businesses confirmed by February 30; (2) GBB implementation fund initiated; (3) Initial 10 participating businesses complete certification by March 15, 2015.

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
Result: 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.	R.1 SMEs in Barbados have implemented systems and procedures to reduce waste, energy and water costs of their operations.					Apr 2015	Yes Sep 2013	
Component 1: Expand and Strengthen Green Business Barbados (GBB) Standard Weight: 59% Classification: Satisfactory	C1.11 Green Business Barbados program expanded and recognized by a relevant public or private agency	0 Oct 2012				1 Mar 2015	0 Jul 2014	On Course

Component 2: Implement the Revised Certification with 20 SMEs

Weight: 12%

Classification: Satisfactory

C2.11	Number of companies that commence GBB Certification	0	10	10		20	14	On Course
		Oct 2012	Sep 2014	Feb 2015		Apr 2015	Dec 2014	

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

Weight: 25%

Classification: Satisfactory

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

Component 4: Case Studies developed and disseminated locally and regionally

Weight: 4%

Classification: Satisfactory

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

Milestones		Planned	Due Date	Achieved	Date achieved	Status
M0	[*] Conditions Prior	1	Mar 2013	2	May 2013	Achieved late
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	Feb 2015			

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[None reported in this period]

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. Companies cannot access certification due to financial constraints	Medium	Development of a Financial Product to assist micro and small businesses in achieving certification, provision of some grant financing to assist small companies in achieving certification	Project Guest
2. Private Sector isn't willing to accept the cost associated with GBB Certification	Medium	Development of Case Studies that demonstrate the business benefits of Green Business Barbados Certification, Development of a financial product and securing of some grant financing to assist small companies	Project Guest
3. Cost competitiveness associated with the introduction of energy conservation is not maintained; Government doesn't maintain 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

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 4 **IN EFFECT RISKS:** 3 **NOT IN EFFECT RISKS:** 0 **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	Financing for SMEs interested in greening their businesses will continue to pose a challenge beyond the period of MIF investment
[X] A market is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	Financing for SMEs interested in greening their businesses will continue to pose a challenge beyond the period of MIF investment

Actions related to sustainability which will be or have been implemented:

Sustainability of the GBB program has been integrated into each of the three GBB paths. For the Mahogany (3 GBB focus areas selected by business) and Baobab Paths (5 focus areas selected by business), 50% of the fee goes to FCT for the future budget of the project. These funds can be used in the future to increase the profile of the program through communicating case studies and the captured value of the program. The GBB Palm option provides an avenue for businesses which can only give a limited financial/time commitment to instead support the program through donating in-kind/cash resources in the form of sponsoring an environmental education project.

SECTION 6: PRACTICAL LESSONS

<p>1. Flexible options for greening SMEs can encourage greater participation by smaller firms. Many SMEs may lack financial and managerial resources to engage in a holistic greening program, the Future Centre Trust has designed a flexible certification that allows SMEs to focus on aspects of greening that are most relevant to their operations and cost structure which is encouraging greater participation in the program.</p>	Relative to Implementation	Author DOOKIESINGH, VASHTIE [MIF]
<p>2. The main lesson learned through this semester was the value of marketing and promotion of the program through events. The GBB program co-sponsored and organized the Multi-National Fair: Goes Green Event .</p>	Implementation	Marshall, Ariana
<p>Green Business Barbados agreed to secure support from recycling businesses, host, recruit for and organize the center at the fair. The GBB consultant also negotiated that the cost spent on tents would equate to the GBB program becoming a sponsor of the event, in order to increase the visibility of the GBB logo/program. This afforded access and promotion via the popular Fair Facebook page, press conference and coverage, mentions in radio adds and 15 minutes on-air promotional time which allowed the program to be seen by a larger audience. Green Business Barbados saw this as well as an opportunity to display the efforts of existing green businesses, catalyze participating businesses to make their payments, reach their first deliverables before the Fair and led to increased visibility</p>		