

PROJECT STATUS REPORT

JANUARY 2013 - JUNE 2013

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

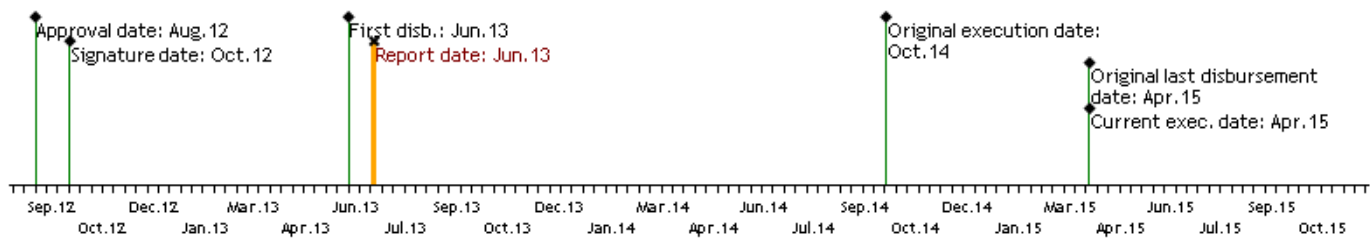
Beneficiary Country
BARBADOS

Executing Agency: Future Centre Trust

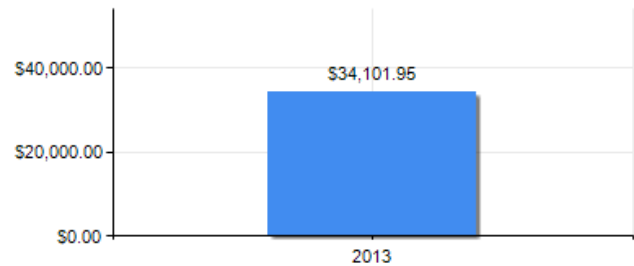
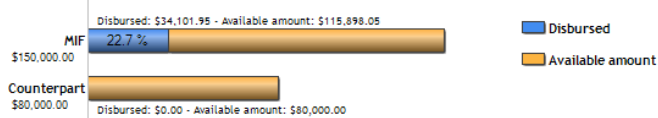
Design Team Leader: Dookiesingh, Vashtie

Supervision Team Leader: Dookiesingh, Vashtie

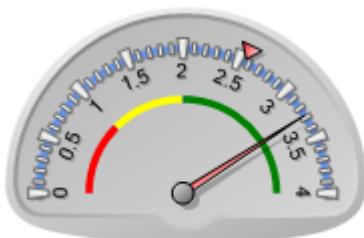
TIMELINE



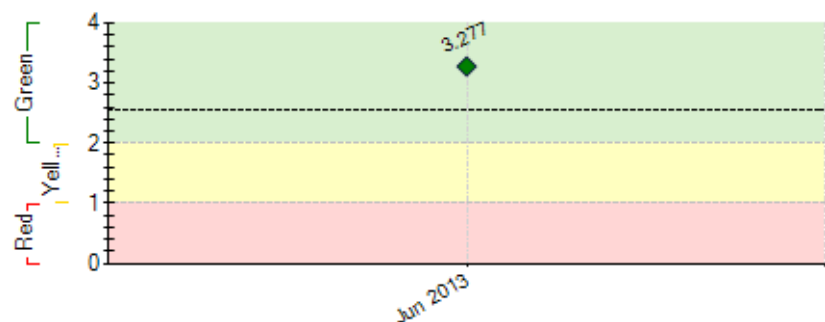
FUNDS



PERFORMANCE SCORE



Current score: Satisfactory: 3.277
MIF Average: 2.564



----- MIF performance average

EXTERNAL RISKS

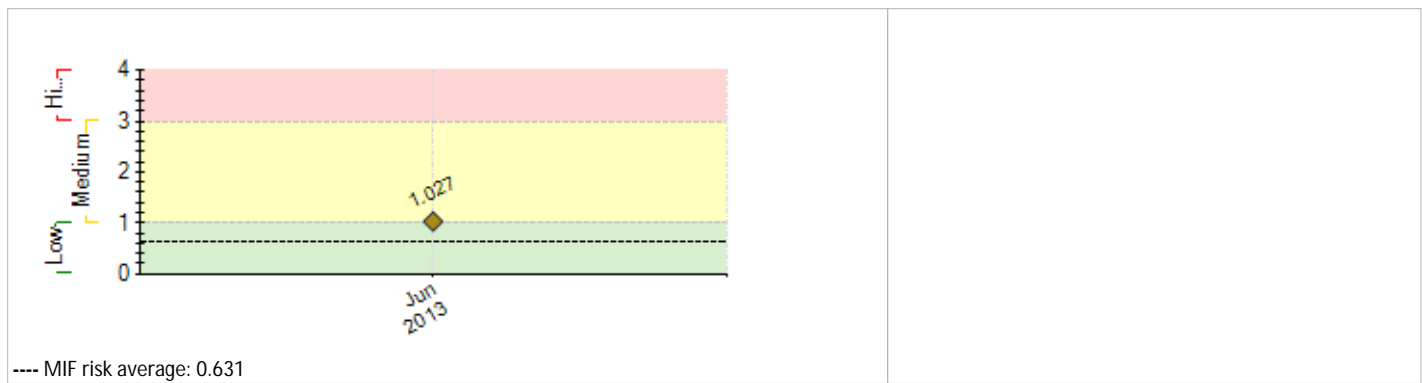
INSTITUTIONAL CAPACITY

Risk

Financial Management: High

Procurement: High

Technical Capacity: High



SECTION 2: PERFORMANCE

Summary of project performance in the last six months

The main results achieved are as follows: a) GBB specialist was hired; b) process of expanding current standards has begun; c) Baseline assessment was designed.

Indicators achieved: Comp. 1: a) GBB specialist contract signed; b) GBB Specialist quarterly report submitted; c) Revised *Milestones* submitted; Comp. 2: a) Sponsorship letters sent to request of financial support. Comp. 3: a) GBB specialist attended a "Green Financing" workshop with several local financial institutions and initiated the discussion of partnership with host organization on achieving this Component. The GBB specialist documented the proceedings of this workshop. Comp. 4: a) No progress has been made towards this component.

The project encountered difficulties primarily due to two changes of personnel within the Executing Agency. The FCT recruited individuals to fill these roles. These changes resulted in some delays, however project milestones have been readjusted and the executing agency sees no further reason for future delays.

The FCT will take the following critical actions in the next 6 months. The baseline report will be completed by September 30. This report will inform the training manual for Green Business certifiers and the marketing strategy. By November, 2013 the training consultant and marketing agency will be selected. Green Business Certifiers will be trained and program will be re-launched by Jan. 2014. The FCT will begin 10 Green Businesses certifications in January 2014.

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 | P.11 SMEs in Barbados have implemented systems and procedures to reduce waste, energy and water costs of their operations. | | | | Oct 2013 | No | |
| | | | | | | | |

guarantee economic returns over time.

| | | | | | | | | |
|--|--|----------|----------|----------|--|----------|----------|--|
| Component 7: Expand and Strengthen Green Business Barbados (GBB) Standard Weight: 59% Classification: Satisfactory | C7.11 Green Business Barbados program expanded and recognized by a relevant public or private agency | 0 | | | | 1 | | |
| | | Oct 2012 | | | | Mar 2015 | Jun 2013 | |
| Component 8: Implement the Revised Certification with 20 SMEs Weight: 12% Classification: Satisfactory | C8.11 Number of companies that commence GBB Certification | 0 | 10 | 10 | | 20 | | |
| | | Oct 2012 | Jun 2014 | Feb 2015 | | Apr 2015 | Jun 2013 | |
| Component 9: Develop Green Financial Products for Micro and Small Businesses Weight: 25% Classification: Satisfactory | C9.11 Financial Product launched for micro and small products seeking GBB certification | 0 | | | | 1 | | |
| | | Oct 2012 | | | | Mar 2015 | Jun 2013 | |
| Component 10: Case Studies developed and disseminated locally and regionally Weight: 4% Classification: Satisfactory | C10.11 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 | Jun 2013 | |

| Milestones | | Planned | Due Date | Achieved | Date achieved | Status |
|------------|--|---------|----------|----------|---------------|----------|
| M0 | [*] Conditions Prior | 5 | Jul 2013 | 5 | May 2013 | Achieved |
| M1 | Baseline Survey and Training Manuals Completed | 1 | Sep 2013 | 0 | Jun 2013 | |
| M2 | Number of GBB Certifiers selected and Trained in new GBB Certification | 5 | Jan 2014 | 0 | Jun 2013 | |
| M3 | Companies complete certification and an additional 10 companies commence GBB Certification Program; | 10 | Jun 2014 | 0 | Jun 2013 | |
| M4 | 10 companies complete certification and an additional 10 companies commence GBB Certification Program; | 10 | Feb 2015 | 0 | Jun 2013 | |

[*] 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:

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 | Although there are cost incentives to pursue greener business practices in Barbados the macroeconomic conditions have deteriorated and small enterprises may find it difficult to invest in Green Business Barbados certification. The project involves development of a financing mechanism for small enterprises which should mitigate this risk to sustainability |

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

Project is in a start-up stages and we are currently exploring relationships to support the sustainability of the project.

SECTION 6: PRACTICAL LESSONS

[No lessons learned added yet.]