

PROJECT STATUS REPORT

JULY 2013 - DECEMBER 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

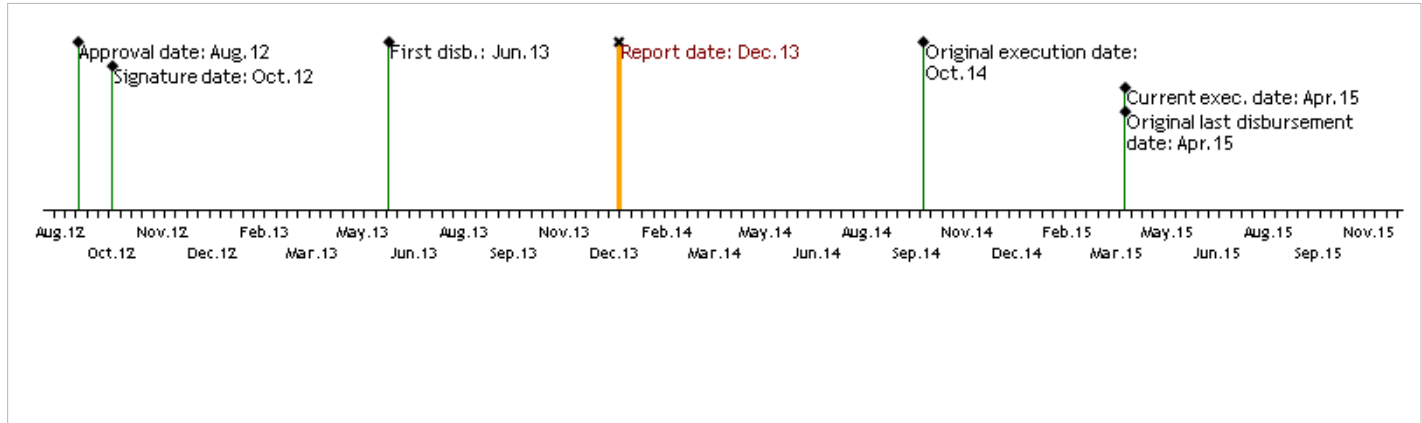
Beneficiary Country
BARBADOS

Executing Agency: Future Centre Trust

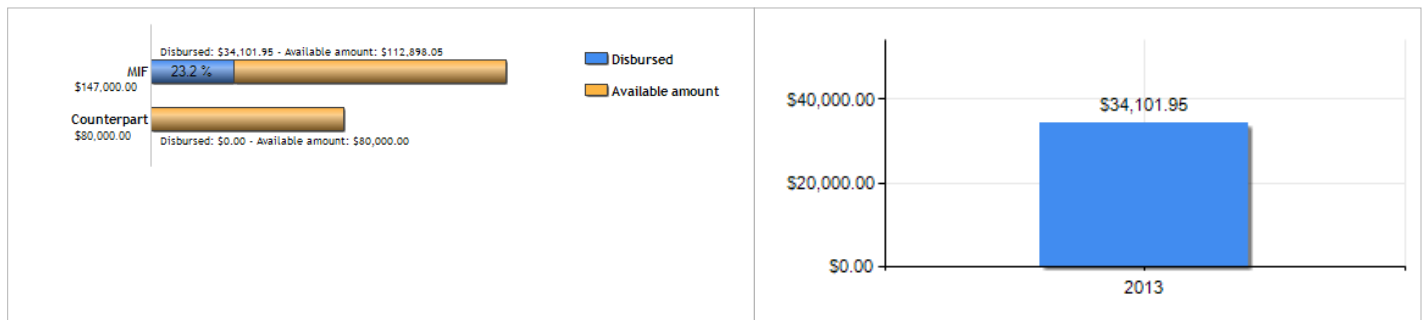
Design Team Leader: Dookiesingh, Vashtie

Supervision Team Leader: Dookiesingh, Vashtie

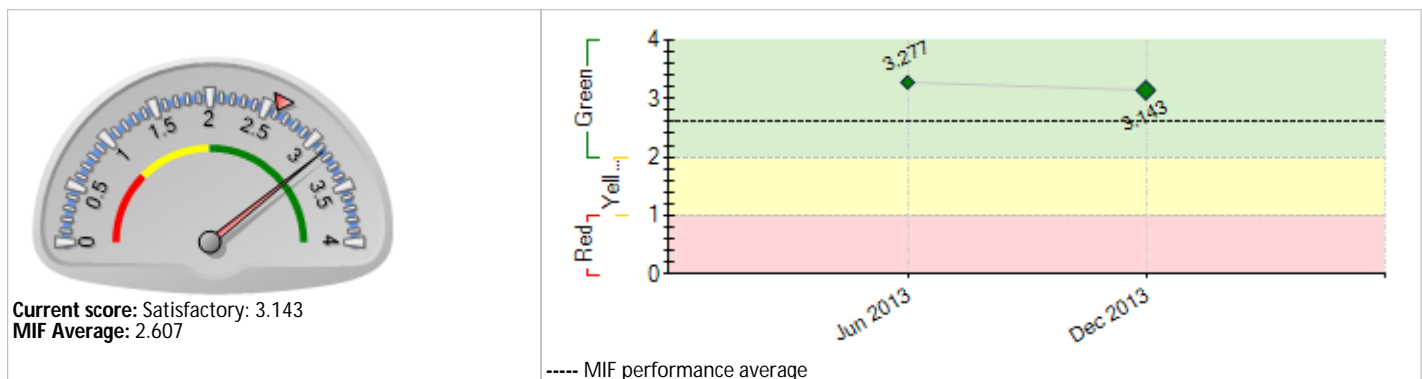
TIMELINE



FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS

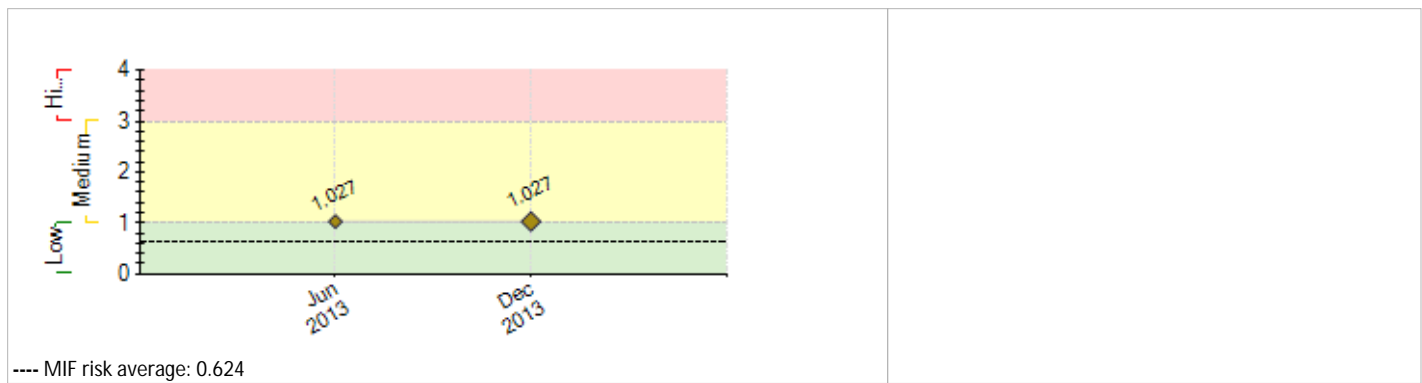
INSTITUTIONAL CAPACITY

Risk

Financial Management: High

Procurement: High

Technical Capacity: High



SECTION 2: PERFORMANCE

Summary of project performance since inception

The main results for the project are 1) The baseline study/monitoring system has been completed; 2) A marketing consultant has been contracted. 3) The GBB program has been re-launched 4) the process of elevating the GBB program to become a recognized certification program has begun with Barbados National Standards Institute. 5) A training consultant has been contracted to complete training manual; 6) GBB coaches have been selected 7) Axcel Finance will provide GBB micro-financing.

The project has encountered delays in finalizing the marketing plan due to the time of year (correlations with holidays) when we aimed for procurement. We explained this to the marketing team revised our original deliverable timeline.

The most important risks are that the private sector may not be willing to accept the cost associated with GBB Certification therefore the marketing plan must clearly communicate the tangible benefits of certification along with the financing options. In addition the GBB coaches will also recruit businesses which will add to an informed marketing strategy.

The likelihood of the project achieving its final objectives are moderately optimistic because overcoming the perceived cost of certification risk will also strongly depend on the types of financial products which we are able to tailor for use by Green Businesses.

Future critical projects actions will be the media launch of GBB advertisements, and the hosting of a GBB micro-financing community workshop.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Summary of project performance in the last six months

Semester main achievements identified by component level indicators: Component 1.2 : 1) Baseline report has been completed informing revision/expansion of GBB standard 2) Monitoring system has been included in GBB standard document and also through the use of an excel tracking sheet and two energy monitoring devices.

Component 1.3 : A marketing and communications consultant has been procured, contracts have been signed and the first deliverable invoiced and paid. The first phase of the website has been launched and is in operation and the logo has been designed. Component 2.1/2.2: 1) Training consultant has been contracted, the first draft of the training manual, syllabus and lesson plans for GBB coach training have been completed. 2) GBB training participants have submitted information which will be included in final training manual.

There have been no significant delays during this semester. Over the next six months, the GBB coach contracts will be finalized, the marketing team will complete the remaining deliverables and the GBB will host a mini-media launch for these products, the GBB will certify its first 10 businesses and lastly we will host our first fundraising public education workshop.

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.					Yes	
					Oct 2013	Sep 2013	
Component 1: Expand and Strengthen	C1.I1 Green Business Barbados program expanded and recognized	0			1		

Green Business Barbados (GBB) Standard	by a relevant public or private agency	Oct 2012				Mar 2015		
Weight: 59%								
Classification: Satisfactory								
Component 2: Implement the Revised Certification with 20 SMEs	C2.I1 Number of companies that commence GBB Certification	0	10	10		20		
Weight: 12%		Oct 2012	Jun 2014	Feb 2015		Apr 2015		
Classification: Satisfactory								
Component 3: Develop Green Financial Products for Micro and Small Businesses	C3.I1 Financial Product launched for micro and small products seeking GBB certification	0				1		
Weight: 25%		Oct 2012				Mar 2015		
Classification: Satisfactory								
Component 4: Case Studies developed and disseminated locally and regionally	C4.I1 5 case studies that measure the financial and business value of a Green Business certification program for participating SMEs.	0				5		
Weight: 4%		Oct 2012				Jan 2015		
Classification: Satisfactory								

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	1	Sep 2013	Achieved
M2 Number of GBB Certifiers selected and Trained in new GBB Certification	5	Jan 2014			
M3 Companies complete certification and an additional 10 companies commence GBB Certification Program;	10	Jun 2014			
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 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

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	Given the deteriorating macro economic and business conditions in Barbados in 2013-2014 capacity of targeted SME beneficiaries to pay for the services and certification may be questionable
[X] A market is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	Service and certification fees may prove a barrier to targeted SME beneficiaries if business conditions do not improve
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The Executing Agency is a very small NGO and will need to find a partner to mainstream the services and GBB certification program

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

The project involves development of a financing mechanism for small enterprises which should mitigate the risk to project sustainability. The GBB coordinator has already contacted a micro-financing company (Axcel Finance) which will allow the GBB certification fees to be covered by one of their loan products. In addition

the GBB program is working on finalizing a partnership with the Barbados Renewable Energy Association (BREA) in order to develop, promote and educate the public about the Green Business Implementation fund which must be sustained after IADB's initial financial contribution. The GBB coordinator has already submitted a letter of support in pursuit of USAID grant which will facilitate this partnership between the executing agency and BREA.

SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author Marshall, Ariana
<p>1. The main lesson learned throughout this past semester was that of the importance of solidifying partnerships, we were able to initiate three MOUs with Ensmart Inc., Barbados Renewable Energy Association and the Barbados Investment and Development Corporation (BIDC). Only one of these three have been finalized but all three have yielded benefits which align with GBB project goals. We have secured an energy monitoring device, begun the process of pursuing a joint grant and received the project's first in-kind donation of the use of BIDC facilities for the re-launch of the GBB program.</p>		