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MULTILATERAL INVESTMENT FUND
NOT FOR PUBLIC USE

BRAZIL

**ESTRADA REAL—NETWORK OF TOURISM SMES
STATE OF MINAS GERAIS**

(BR-M1024)

DONORS MEMORANDUM

This document was prepared by the project team consisting of: Carmen Altés (RE1/EN1), Project Team Leader; Adriana Delgado (RE1/EN1); Santiago Soler (MIF/OPS); Maritza Vela (MIF/OPS); Gerardo Martínez (COF/CBR); Maria Elena Nawar (MIF/DEU); Cristina Price (LEG); and Alicia Maldonado (RE1/EN1).

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ABBREVIATIONS

AWP	annual work plan
FIEMG	Federação das Industrias do Estado de Minas Gerais [Industry Federation of the State of Minas Gerais]
IDB	Inter-American Development Bank
IER	Instituto Estrada Real
MIF	Multilateral Investment Fund
PCR	project completion report
PCU	project coordinating unit
PPMR	project performance monitoring report
SEBRAE	Serviço Brasileiro de Apoio à Micro e Pequena Empresa [Brazilian Microenterprise and Small Business Support Service]
SMEs	small and medium-sized enterprises

ESTRADA REAL—NETWORK OF TOURISM SMES (BR-M1024)

I. EXECUTIVE SUMMARY

Beneficiary country:	Brazil								
Beneficiaries/executing agencies:	Instituto Estrada Real (IER) and the Federação das Industrias do Estado de Minas Gerais [Industry Federation of the State of Minas Gerais] (FIEMG)								
Beneficiaries:	The direct beneficiaries will consist of: 150 businesses that will become network members, 300 businesses whose management improvement needs will be assessed, 250 businesses that will receive matching grants, and 450 professionals (150 per pilot area) who will participate in the 10 courses given throughout the project.								
Financing:	<table><tr><td>Modality:</td><td>Nonreimbursable (Facility III-a)</td></tr><tr><td>MIF¹</td><td>US\$1,701,740</td></tr><tr><td>FIEMG</td><td>US\$1,686,740</td></tr><tr><td>TOTAL</td><td>US\$3,388,480</td></tr></table>	Modality:	Nonreimbursable (Facility III-a)	MIF ¹	US\$1,701,740	FIEMG	US\$1,686,740	TOTAL	US\$3,388,480
Modality:	Nonreimbursable (Facility III-a)								
MIF ¹	US\$1,701,740								
FIEMG	US\$1,686,740								
TOTAL	US\$3,388,480								
Objectives:	The goal of the project is to help boost the competitiveness of small and medium-sized enterprises (SMEs) in the tourism sector and located along the Estrada Real. The purpose is to organize a network of tourism SMEs—a cluster of businesses working together to proactively develop and market tourism products tailored to market demands.								
Execution timetable:	Execution period: 36 months Disbursement period: 42 months								
Special contractual clauses:	Conditions precedent to the first disbursement of MIF resources <ul style="list-style-type: none">(i) Hiring of the project coordinator(ii) Hiring of the international technical advisor(iii) Entry into force of the project Operating Regulations								

¹ The MIF contribution includes US\$15,000 for coordination activities in the sustainable tourism cluster.

Special condition precedent for disbursement of the resources under components 2, 3, 4, and 5 (with the exception of the diagnostic assessments): in addition to fulfilling the conditions precedent to the first disbursement mentioned above, evidence will be submitted to the Bank that at least 75 enterprises are part of the network.

Exceptions to Bank policy:

None.

Coordination with other official development finance institutions:

No similar projects are currently being financed by other institutions. The executing agencies will make certain to coordinate with any future projects.

Environmental and social review:

The Committee on Environment and Social Impact (CESI) reviewed the project at its 18 March meeting and its recommendations were incorporated into the document (chapter VIII).

II. BACKGROUND

- 2.1 The Estrada Real is a tourism route developed along the transportation corridors that formerly connected the historical cities of Brazil's golden mining age. The route is 1,400 kilometers long, linking Diamantina and Ouro Preto with the coast of the states of São Paulo and Rio de Janeiro and passing through 177 municípios, most of which are in the state of Minas Gerais.
- 2.2 In 2003, IDB funds were used to prepare a strategic tourism plan for the state of Minas Gerais. The plan noted that despite the Estrada Real's proximity to the states of São Paulo and Rio de Janeiro, the largest domestic generating markets (33% of domestic trips—close to 20 million trips) and gateways for a sizable number of international tourists (almost 50% of foreign tourists arrive through São Paulo—1.6 million in 2002), its tourism potential had not yet been realized because of a lack of sector organization and effective promotion. Still, the Estrada Real has a critical mass of tourism services: 688 lodging establishments, of which 44% are hotels, 40% are small hotels called *pousadas*, and 7.7% are *fazenda* hotels (on rural properties); 494 restaurants and 300 small food vendors (*lanchonetes*); over 100 rooms suitable for meetings; and 270 tour guides.
- 2.3 One of the chief obstacles to the Estrada Real's establishing itself as a tourist destination is that most of its businesses are locally-owned small and medium-sized enterprises (SMEs) that are not very professionalized, do not belong to industry associations, and are not organized to carry out an effective marketing campaign.

As a result, they rely on spontaneous, mostly domestic demand that is concentrated during vacation periods, and the average occupancy rate for lodging establishments is quite low (25% to 30%). These SMEs need to establish partnering mechanisms and improve their ability to develop and market quality, competitive tourism products and services targeting national and international markets.

- 2.4 The Instituto Estrada Real (IER) is a private, nonprofit organization in Minas Gerais established in 1999 by the Industry Federation of the State of Minas Gerais (FIEMG) to promote tourism development along the Estrada Real. The FIEMG's mission is to guide the development strategy for the state's industrial sector, strengthen the competitiveness of its members and associates, and contribute to sustainable development. Thus far, the IER has actively promoted the Estrada Real trademark and has succeeded in positioning it in the domestic market. Still, it needs to build its capacity to support tourism development, particularly in terms of sector organization, product development, and marketing.
- 2.5 Support from the Multilateral Investment Fund (MIF) will provide the IER with the technical assistance and resources it needs to head up the creation of a network of tourism SMEs located along the Estrada Real (hereinafter called the "network") that will help enhance the competitiveness of these businesses and their ability to reach the market. This network will be structured around a system of product/service brands based on quality standards and distinctive offerings that will add value to the destination and its product range, thus facilitating the marketing campaign. The various brands will all be an outgrowth of the Estrada Real trademark, and the initiative will be complemented with a joint marketing system for the businesses that join the network. This approach of working in a cluster responds to the peculiarities of the tourism industry, in which the product is fragmented and operators of different services need to work together.
- 2.6 Creating a network of SMEs of the kind being proposed here entails an effort to professionalize, to enhance coordination among different actors, and to learn to negotiate with intermediaries, and it calls for more complex pricing structures. It is a process that takes some time; it is more difficult than selling individual services and meeting spontaneous demand, but in the long term it will enable the local tourism industry to have more control over its business. There are international examples of voluntary networks of tourism enterprises with different approaches, but initiatives of this sort are practically nonexistent in Brazil.
- 2.7 This MIF project will break new ground by creating a **model** for collaboration among tourism SMEs, adapted to local realities, that combines requirements and incentives to boost competitiveness. This model may be applied along the entire Estrada Real, and even in other destinations with similar characteristics. Another **differentiating and innovative feature** of the operation will be partnerships with large companies (not necessarily in the tourism industry) that might provide financing for the network's future operation in exchange for obtaining synergies

from promotional campaigns associated with the Estrada Real trademark. This is an area in which few examples exist, and one in which the executing agencies have experience, since the FIEMG enjoys a privileged relationship with business and industry. Lastly, as a private-sector initiative, the project is expected to have a significant **demonstration effect** and, by helping local SMEs develop and market products, should also succeed in raising awareness about this destination and enhancing its position in the market.

- 2.8 There are currently no similar projects nor other projects with which coordination would be necessary, though this possibility will be kept in mind over the course of the project.
- 2.9 This project falls under the MIF's sustainable tourism cluster, contributing to sustainable development along the Estrada Real by supporting local small businesses, encouraging them to make the most of business opportunities in the tourism market, and capitalizing on existing cultural and natural features, heightening their appeal and economic value. Notable cultural attractions include the historical cities of Ouro Preto and Diamantina, which have been declared World Heritage sites by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). The approach of working in a cluster is consistent with the Bank's competitiveness pillar.

III. OBJECTIVES AND COMPONENTS

- 3.1 The **goal** of the project is to help make tourism SMEs along the Estrada Real more competitive by building their capacity to attract visitors and increase their income. The **purpose** of the project is to organize a network of tourism SMEs—a cluster of businesses working together, with a long-term outlook, to proactively develop and market tourism products tailored to market demands.
- 3.2 The project will finance five components and, given the length of the Estrada Real, will focus its activities in three pilot areas comprising a central município and its area of influence: Ouro Preto, Santa Barbara, and São João del Rei.
- 3.3 **Component 1: Design and organization of a network of tourism enterprises (MIF: US\$367,000; local: US\$50,000)** The aim of this component is to define the concept and the operating procedures for the network of SMEs. The component will fund two activities: production of the network business plan and operating manual, and a campaign to publicize the initiative and generate interest in it amongst sector actors. The business plan and operating manual will include: (i) the mission and vision; (ii) legal status and bylaws; (iii) a proposal for denomination, positioning, and denying use of the Estrada Real trademark; (iv) an organizational chart and functions; (v) the member profile and membership standards; (vi) membership duties, fees, contributions, and benefits; (vii) product/market,

marketing-channel, pricing, and commission strategies; (viii) a proposed customer service and reservation system; (ix) a medium-term sustainable financing proposal; and (x) the design for a management information system that will include an internal communications plan. In addition, dissemination events will be organized to publicize the initiative within the sector and to invite prospective members to join the network, including a seminar to present international good practices relating to joint marketing systems.

- 3.4 **Component 2: Development of tourism products (MIF: US\$288,000; local: US\$155,000).** The aim of this component is for the members of the network to have a portfolio of tourism packages ready for marketing. The activities to be funded are: (i) technical assistance for the creation of a database of network members and of the area's tourist attractions; (ii) technical assistance in coordinating the joint development of tourism packages amongst network members; and (iii) a study of privately managed tourist attractions, since in recent years, consistent with market trends, there has been an increase in this type of attraction along the Estrada Real, particularly nature areas open to the public that are not sufficiently regulated. The project will fund a study to assess the situation and make recommendations for the orderly development of this subsector, including recommendations for public-sector regulation of private attractions, and rules for their joining the network. The study may also make recommendations on the subject of granting concessions to the private sector for visitor management at some publicly-owned attractions.
- 3.5 **Component 3: Promotion and marketing (MIF: US\$365,500; local: US\$518,200).** The aim of this component is to make the destination Estrada Real and the network's tourism packages known in commercial sales channels and to potential markets, to generate demand. Several basic promotional activities will be funded under this component to launch the network: (i) a website including a business plan; (ii) development and implementation of a reservation system; (iii) a local/national advertising campaign; (iv) production of two catalogues of network products for end consumers (one targeting the vacation market and another targeting the meetings market); and (v) production of a sales manual for travel agencies and tour operators. The component will also provide funds for a local marketing expert in charge of organizing familiarization tours for travel agencies, workshops for tour operators, and press tours. Lastly, a network marketing plan will be produced that will lay out actions for the three years following project completion.
- 3.6 **Component 4: Awareness-building, training, and dissemination (MIF: US\$248,000; local: US\$319,200).** The purpose of this component is to build the technical capacity of the network's members so it develops properly. Under this component, 10 new courses especially conceived for tourism SMEs will be designed and taught: five courses related to business management, including environmental management, aimed at owners and managers; a specialization course for tour guides; a course for new entrepreneurs; a course for municipal technical

staff; and courses in tourism English and Spanish. All of these courses will be given once in each of the three pilot areas, although the instructors' manuals may be used in the future to extend training to the rest of the Estrada Real. This component will also fund informational and monitoring workshops for network members and an end-of-project seminar to present outcomes and share lessons learned. The project coordinating unit will carry out its dissemination efforts through press releases and e-mail communications.

- 3.7 **Component 5. Matching fund for a pilot group of SMEs (MIF: US\$250,000; local: US\$77,500).** The aim of this fund is to facilitate assistance to address specific needs of tourism SMEs along the Estrada Real so they can compete in domestic and international markets. The component will fund: (i) a basic diagnostic assessment of management capacity and quality for 300 tourism enterprises, which will be mandatory for businesses wishing to join the network, as it will, in this initial phase, serve as a certification of compliance with standards; and (ii) 50% of the cost of technical-assistance services hired by individual business to address specific management issues identified in the diagnostic assessment.

IV. COST AND FINANCING

- 4.1 The estimated cost of the project is US\$3,388,480. The MIF will contribute US\$1,686,740 (50%) in nonreimbursable resources from Facility III-a; the FIEMG will be responsible for providing the balance of US\$1,701,740 (50%) as the local counterpart contribution, of which at least 50% will be in cash. In addition, the MIF will provide US\$15,000 for the Bank to use to carry out activities relating to coordination of the sustainable tourism cluster. This amount will be deducted from the MIF contribution on the effective date of the technical-cooperation agreement for this operation, without requiring a disbursement request from the executing agencies. The MIF will finance the cost of technical assistance and the design of promotional and training tools, and will also partially finance administrative expenses and the procurement of equipment. The table below shows the estimated project budget.

**Project Costs
(US\$)**

Components/budget items	MIF Contribution	Local Contribution	Total
Personnel	-	399,000	399,000
Logistics	22,450	167,840	190,290
Component 1	367,000	50,000	417,000
Component 2	288,000	155,000	443,000
Component 3	365,500	518,200	883,700
Component 4	248,000	319,200	567,200
Component 5	250,000	77,500	327,500
Subtotal	1,540,950	1,686,740	3,227,690
Contingencies 5%	45,790		45,790
Midterm and final evaluations	70,000	0	70,000
Audits	30,000	0	30,000
Subtotal	1,686,740	1,686,740	3,373,480
Cluster coordination activities	15,000		15,000
Total	1,701,740	1,686,740	3,388,480
Percentages (excluding cluster activities)	50%	50%	

- 4.2 A revolving fund of up to 10% of the MIF contribution will be set up to ensure an adequate flow of resources for project execution. The first disbursement will be contingent upon fulfillment of the following conditions: (i) the hiring of the project coordinator; (ii) the hiring of the international technical advisor; and (iii) the entry into force of the project Operating Regulations. As a special condition precedent for disbursement of the resources under components 2, 3, 4, and 5 (with the exception of the diagnostic assessments), in addition to fulfilling the conditions precedent to the first disbursement of the program, evidence will be submitted to the Bank that at least 75 enterprises are part of the network.
- 4.3 **Sustainability.** The hope is that project outcomes will be sustainable and that the network of SMEs will continue to work effectively and expand its presence into other areas of the Estrada Real. Toward this end, the project will finance business and marketing plans that should guide the network's actions once the execution period has ended. Given that the IER's capacity for supporting tourism development will have been reinforced by the hiring of specialists, and given existing marketing and management capacity, the network can be expected to continue operating in the future with a private-sector focus. To underscore the objective of sustainability, a sustainability workshop will be held one year before the project ends with the participation of staff from the executing agencies and Bank and sector representatives to discuss the actions necessary for the network to be able to continue its activities on its own after the three-year project.

V. EXECUTING AGENCY AND EXECUTION MECHANISM

- 5.1 The IER and the FIEMG will be the project **executing agencies**. The institutional analysis conducted by the Bank determined that although the IER works with the tourism industry directly, it would need the FIEMG² to provide the counterpart financing, and that the two organizations share financial services and contracting for the management of projects with international agencies. To ensure counterpart financing, good project management, and technical support, the FIEMG will therefore act as coexecuting agency together with the IER and will cosign the agreement with the Bank. The FIEMG will contribute the counterpart resources and its experience with project management; the IER will contribute its leadership and its staff's experience in the Estrada Real tourism industry.
- 5.2 The Instituto Estrada Real is a nonprofit entity created by the FIEMG to promote tourism development along the Estrada Real. The IER has a staff of 18 (15 full-time and 3 temporary employees). The FIEMG's 2004 operating budget was US\$11 million, and the IER's was US\$4.6 million. Although it is a relatively young institution, the IER has demonstrated a great capacity for building alliances and partnering with private businesses and the public sector.
- 5.3 The **project coordinating unit** (PCU) will be independent, will be physically located at IER headquarters, and will have: (i) a project coordinator, (ii) an assistant, and (iii) an accountant. The coordinator and assistant will work full time on the project, while the accountant may work part time. The cost of this staff (whether new hires or IER-FIEMG staff assigned to the project) will be covered by the local counterpart; whichever the case, the profiles of these specialists must be in keeping with the terms of reference contained in the Operating Regulations. The PCU will have the support of a team of consultants, hired with project funds, to carry out the activities. This team is described below.
- 5.4 When the project starts, representatives of the IER and the FIEMG will form an **Executive Committee** whose primary responsibilities will be the selection of the project coordinator, implementation of and compliance with the Operating Regulations, and the development of and adherence to execution timetables set out in annual work plans (AWPs). The Executive Committee's functions include approving the AWP and changes to the Operating Regulations, which must be submitted to the Bank for its no objection, and entering into agreements that contribute to the project's sustainability with private and public institutions.
- 5.5 An **Advisory Council** will also be set up consisting of representatives of the FIEMG system³ and other partners such as the Brazilian Microenterprise and Small

² See annex for a description of the FIEMG system.

³ See annex for description.

Business Support Service (SEBRAE), the State Tourism Department, the Ministry of Tourism, and local leaders from each of the three pilot areas. The IER (through the project coordinator) will serve as the technical secretariat of this council. It will meet at least once quarterly (four meetings per year) and as many additional times as needed for project execution. At least twice a year, the Advisory Council will organize open forums to inform the public at large about how the project is progressing. It may set up special working groups or technical committees to support its efforts, including whichever specialists and experts it deems necessary.

5.6 Lastly, the project will finance a team of five consultants specializing in tourism to help the PCU execute the various components and activities:

- **An international technical advisor**, who will act as the technical director, providing methodological support to the PCU and to the team of local consultants.
- **Local representatives (three total—one per pilot area)**, whose primary functions will be to coordinate the preparation of tourism packages and to represent the project to local stakeholders.
- **A national technical advisor**, specializing in marketing and promotion of tourist destinations, who will be in charge of launching the network onto the market.

The terms of reference for these experts are contained in the Operating Regulations.

5.7 **Terms.** The project is expected to be executed over three years (36 months), with a disbursement period of 42 months.

5.8 **Project readiness.** The terms of reference for the staff of the project coordinating unit and for the principal consultants have been prepared, and the Operating Regulations have been drafted. The FIEMG has committed in writing to contributing the counterpart resources, at least 50% of which will be in cash.

5.9 **Procurement.** Consulting services will be selected and hired and program equipment and materials procured in accordance with the provisions applicable set out in policy documents GN-2350-4 and GN-2349-4, respectively. Pursuant to these documents, the IER and the FIEMG have submitted the project procurement plan to the Bank's satisfaction. The Bank will conduct an ex post review of hiring and procurement processes for amounts below US\$10,000.

5.10 Activities will be programmed based on an AWP, as specified in the Operating Regulations. The PCU will carry out, and apply the corresponding budget funds for those actions that have been previously approved in the AWP.

VI. MONITORING AND EVALUATION

- 6.1 The Bank's Country Office in Brazil will be responsible for supervision and control and will monitor compliance with contractual clauses, process disbursement requests, and receive audited financial statements. IER/FIEMG will submit semiannual status reports to the Bank: they will send draft versions for review on 15 June and 15 December and submit the final reports 30 days after the end of each six-month period, i.e. on 31 January and 31 July.
- 6.2 An independent firm acceptable to the Bank will perform annual **audits** and a final audit of financial statements. The cost of the audits will be covered by the MIF contribution, according to established procedure.
- 6.3 The PCU will have a project **monitoring system** based on the timetable of activities, the logical framework indicators, and the AWP. This system will be the primary tool for tracking progress in execution, the accomplishment of objectives, and impacts. In addition, a closing workshop will be organized at the end of the execution period involving the participation of the executing agencies, Bank staff, and sector representatives, to assess outcomes and propose actions to enhance the project's sustainability.
- 6.4 The executing agencies will use MIF resources to hire an outside consultant at the start of the project to assemble baseline indicators and to devise the system for monitoring project outcomes.⁴ This consultant will also prepare the midterm and final evaluations and will participate in the closing workshop. The terms of reference for this consultant are contained in the Operating Regulations.
- 6.5 The **midterm evaluation** will be done 18 months after the execution period starts, or when 50% of the resources have been used, to ensure that the project is making adequate progress. The **final evaluation** will be conducted during the three months following the last project disbursement. Emphasis will be placed on identifying best practices and lessons learned so they can be shared with other projects in the sustainable tourism cluster.

VII. BENEFITS AND RISKS

- 7.1 **Benefits.** The project will help organize a network that will act as a *system*, enabling tourism SMEs to proactively develop and market tourism products, and making them better able to access domestic and international markets.
- 7.2 **Beneficiaries.** In principle, the network should comprise businesses in the tourism value chain, such as:

⁴ See terms of reference in the technical files.

- Service providers: lodgings, restaurants and the like, activities operators (sporting and other activities), tour guides, attractions (natural and cultural, private and public), artisans and souvenir shops, and transportation services
 - Destination marketing channels (inbound tourism): inbound operators and travel agencies
- 7.3 The network should also incorporate mechanisms for partnering with the municipal and State tourism administrations, as well as with large companies that could serve as sponsors (leveraging the IER's experience in this field). Specific profiles for members, and their role and degree of integration into the network, will be determined by the initial study financed under component 1.
- 7.4 In particular, the project will benefit tourism SMEs in the three pilot areas selected, encouraging the participation of women in all activities: 150 businesses that will belong to the network; 300 businesses for whom a diagnostic assessment will be done to determine the technical assistance they need to improve management; 250 businesses that will receive matching grants for technical-assistance activities; and 450 professionals (150 per pilot area) who will have participated in the 10 courses given throughout the project. This notwithstanding, the benefits of the network and the marketing system developed by this project may be extended, once the project is over, to other businesses along the remainder of the Estrada Real.
- 7.5 Also benefiting will be the Instituto Estrada Real, whose capacity to promote tourism development along the Estrada Real will increase and whose image among sector actors will be enhanced; and the team of local consultants, who will have gained valuable experience. Lastly, the project will benefit visitors to the Estrada Real, as it will make it easier to obtain information and to purchase tourism products tailored to their interests and demands.
- 7.6 **Risks.** The consultant hired by the Bank to prepare this project indicated that there is interest among the Estrada Real's tourism SMEs in an initiative of this kind, so no problems are anticipated in terms of lack of participation. Since the executing agencies' experience with product development and their dealings with businesses in this sector are limited, however, the project's success could be hampered if it does not have high-level specialized professionals capable of developing a concept for a network based on successful international models, yet adapted to local realities, and capable of contributing an understanding of international markets as well as sector know-how.
- 7.7 To avoid this risk, the network design study should be done by a multidisciplinary team including international experts who have experience with similar initiatives, and an international technical advisor should be hired to support the executing agencies and the team of local consultants. The project calls for the design of a *model* for organization and collaboration among tourism enterprises, which entails a

change in the way they do business—a process that necessitates a change in mentality and takes some time. The initial study should therefore propose a realistic model, adapted to local circumstances, and the strategy for the medium and long term should involve phases that become progressively more complex and demanding.

VIII. SOCIAL AND ENVIRONMENTAL IMPACT

- 8.1 No environmental or social impacts directly related to this operation are anticipated. If anything, the project is expected to generate a positive impact by raising the local population's awareness of the value of their natural and cultural heritage and by enhancing its capacity to benefit from the business opportunities tourism presents.
- 8.2 The Committee on Environment and Social Impact recommended that environmental standards be included in the membership requirements, that the study of private attractions take into account environmental considerations and propose proper management of visitor impacts, and that the campaign to recruit members for the network encourage the participation of women, as should other project activities. These recommendations are reflected in the Operating Regulations.

LOGICAL FRAMEWORK
ESTRADA REAL—NETWORK OF TOURISM SMEs
(BR-M1024)

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL			
The goal of the project is to help make tourism SMEs along the Estrada Real more competitive.	<p>Three years after project completion, the number of visitors has grown by 200%, overnight stays have increased by 100%, and hotel occupancy rates have climbed to 50%, contributing to a rise in the net income of SMEs belonging to the network</p> <p><i>* Indicators will be defined and their values projected by the evaluation consultant, who will be hired at the beginning of the project.</i></p>	<ul style="list-style-type: none"> – Ex post evaluation done by the IER through surveys of a sample of SMEs along the Estrada Real – Statistical data from the Minas Gerais State Tourism Department and the Ministry of Tourism <p><i>(It may be necessary to use proxies, which would be identified by the evaluation consultant)</i></p>	No extreme events occur that might negatively impact Brazil's tourism industry.
PURPOSE			
The purpose of the project is to organize a network/cluster of tourism SMEs to develop and market tourism products.	<ul style="list-style-type: none"> – The network is operating with a minimum of 150 members in the three pilot areas – By the end of the project, there are three product lines (nature, culture, and business meetings), and at least 10 tourism packages are being marketed 	<ul style="list-style-type: none"> – Midterm and final evaluations – Project completion report (PCR) – Project performance monitoring report (PPMR) – Progress and final reports from the executing agency – Minutes from the sustainability and closing workshops 	<p>The federal government, the State of Minas Gerais, and municipal governments along the Estrada Real invest in or promote investment in maintaining and expanding basic infrastructure and services along this route.</p> <p>There is a commitment to participate among the main actors influencing the operation of the Estrada Real.</p>
COMPONENTS			
<p>1. Design and organization of the network of tourism enterprises</p> <p>The network's concept (mission, vision, business model, etc.), operating procedures, and member benefits are defined.</p>	<ul style="list-style-type: none"> – The network business plan and operating manual are prepared and approved by the Executive Committee in month 8 of year 1 – SMEs and other prospective network members are informed of the network initiative and of the procedures for joining in month 10 of year 1 (approximately 500 businesses and organizations along the Estrada Real—final number to be determined based on the database to be financed by the project) 	<ul style="list-style-type: none"> – Formal document - manual – Records of participation in awareness-building events – File of press articles covering project activities – Progress and final reports from the executing agency – Midterm and final evaluations – PCR 	Tourism SMEs show interest and ownership in the project.

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<ul style="list-style-type: none"> – The public in general, and decision makers in particular, are aware of the network initiative by month 10 of year 1. – The network has at least 100 members by the end of year 1, and 150 in the first quarter of year 2. 	<ul style="list-style-type: none"> – PPMR 	
2. Development of tourism products Network members jointly develop tourism packages.	<ul style="list-style-type: none"> – The database of SMEs, network members, and tourist attractions and a database of services offered for business meetings ready by month 8 of year 1. – A minimum of three tourism packages for each of the pilot areas are ready to be marketed by month 6 of year 2. – Recommendations (and action plan) are made to the public sector and the network on the use of private and public attractions by month 11 of year 1. 	<ul style="list-style-type: none"> – Databases (2) – Report with proposed tourism packages – Progress and final reports from the executing agency – Midterm and final evaluations – PCR – PPMR 	<p>There is a sufficient critical mass of members to develop tourism packages</p> <p>The destination's principal stakeholders continue to find consensus, share a vision, and act in concert.</p>
3. Promotion and marketing The Estrada Real destination and tourism packages offered by the network are known in commercial sales channels and in the potential market, generating demand.	<ul style="list-style-type: none"> – The website is up and running, with a proposal for financial feasibility, by the end of year 2. – The reservation system is up and running (generating reservations), with a proposal for financial feasibility, by the first quarter of year 3. – The advertising campaign is designed and launched in the first quarter of year 3. – The catalogue of vacation products is produced by the end of year 2 and distributed during year 3. – The catalogue of services for business meetings is finished by the end of year 2 and distributed during year 3. – The sales manual is produced by the end of year 2 and distributed to marketing channels in year 3. – At least 20 journalists, half of them foreign, participate in press tours by the end of year 3. 	<ul style="list-style-type: none"> – Website – Reservations generated through the system – Publications – Records of participation in events and participants' evaluation forms – Progress and final reports from the executing agency – Midterm and final evaluations – PCR – PPMR 	<p>The marketing channel strategy responds to commercial markets.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<ul style="list-style-type: none"> – Familiarization tours are given to 60 travel agency vendors in the domestic market by the end of year 3. – Two workshops are held during year 3, involving the participation of 20 tour operators (10 foreign). – The marketing plan for the three years following project execution is prepared midway through year 3. 		
<p>4. Awareness-building, training, and dissemination</p> <p>Network members are made aware of market opportunities and trained to develop and market tourism products that can compete in domestic and international markets.</p>	<ul style="list-style-type: none"> – 100% of network members have participated in awareness-building events by the first quarter of year 2. – 150 network members (managers) are trained by the end of the project. – Network members are working on product development by month 1 of year 2. – Local authorities and communities are aware of tourism-development issues. – The general public is informed about project progress. – Lessons learned and best practices are disseminated by the end of year 3. 	<ul style="list-style-type: none"> – Attendance records, satisfaction surveys, and records of events. – Instructors' manuals – Progress and final reports from the executing agency – Midterm and final evaluations – PCR – PPMR – Press file 	<p>There is interest among the target public in training and awareness-building.</p>
<p>5. Matching fund for a pilot group of SMEs</p> <p>A pilot group of SMEs belonging to the network receive technical assistance to address specific needs so they can compete in domestic and international markets.</p>	<ul style="list-style-type: none"> – A diagnostic assessment of technical-assistance needs is conducted for 300 businesses by the end of year 2. – Technical assistance is provided to 250 businesses during years 2 and 3. 	<ul style="list-style-type: none"> – By the end of the program, 150 SMEs have succeeded in marketing and/or expanding their services (new service and/or new market) – Progress and final reports from the executing agency – Midterm and final evaluations – PCR – PPMR 	<p>There is demand among SMEs for technical assistance and training, and they have the resources available to hire those services.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
ACTIVITIES			
1. Design and organization of the network of tourism enterprises 1.1 Preparation of a network business plan and operating manual 1.2 Actions to internally publicize the network along the Estrada Real 1.3., 2.4., 3.10., and 4.1. International technical advisor (prorated for components 1 through 4)	<ul style="list-style-type: none"> – The project is launched during the first two months with a kick-off event (100 people participate). – Promotional material is developed and begins to be distributed by the end of year 1. – Consulting services are hired, the manual is prepared, and meetings with the public and private sectors are held by month 7 of year 1. – 150 SMEs join the network by the first quarter of year 2. – Terms of reference are prepared, the timetable of activities is executed on time and to standard according to the AWP's required by the Operating Regulations, and IER staff are trained in tourism topics germane to the project during the 3 years of project execution. – The international technical advisor is hired in month 1 of year 1 for 30 months. 	<ul style="list-style-type: none"> – Financial reports – Progress reports – Event reports and records of beneficiary attendance – Project records and minutes of meetings – Terms of reference, consulting contracts, technical reports, and resulting outputs 	Experts are available.
2. Development of tourism products 2.1 Databases (2) 2.2 Product development 2.3 Study of tourist attractions	<ul style="list-style-type: none"> – A Brazilian business is hired to create the databases in month 3 of year 1. The work is finished by month 8 of that same year. – Three consultants are hired to work as local representatives (one per pilot area) on developing tourism products from month 3 of year 1 to month 8 of year 3. – A consultant is hired and the study of attractions is conducted between months 8 and 11 of year 1. 	<ul style="list-style-type: none"> – Financial reports – Progress reports – Consulting contracts and reports 	Same as 1.
3. Promotion and marketing 3.1 Website 3.2 Customer service and reservation system 3.3 Advertising campaign 3.4 Product catalogue for vacation market	<ul style="list-style-type: none"> – A web design firm is hired during month 6 of year 2, the website is up and running by the beginning of year 3, and website maintenance services are hired for 12 months starting in month 1 of year 3. – A firm is hired to design and maintain the customer service and reservation system in the first quarter of year 3. 	<ul style="list-style-type: none"> – Financial reports – Progress reports – Consulting contracts 	Same as 1.

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
3.5 Product catalogue for meetings market 3.6 Sales manual 3.7 Fam tours for travel agencies 3.8 Workshops for tour operators 3.9 Press tours 3.10 National technical advisor	<ul style="list-style-type: none"> – An advertising firm is hired in the first quarter of year 3. – The catalogues and sales manual are designed and printed by the end of year 2 and distributed during year 3. – The national technical advisor is hired in month 1 of year 3 for 12 months. 		
4. Awareness-building, training, and dissemination 4.1 Seminars 4.2 Workshops 4.3 Training courses in each pilot area and instructors' manuals for each course	<ul style="list-style-type: none"> – Events are held to disseminate lessons learned/best practices to the general public at the end of year 3. – 3 informational workshops are held for network members in each pilot area each year, according to the AWP. – 10 courses are developed, 50% by the middle of year 2 and 50% by the end of year 2, in accordance with the AWP, and 30 courses are given by the end of the project with the participation of 450 professionals and SMEs. 	<ul style="list-style-type: none"> – Financial reports – Progress reports – Event reports and records of beneficiary attendance in each country – Participant list in database 	Same as 1.
5. Matching fund for a pilot group of SMEs 5.1 Development of diagnostic tool. 5.2 Local consulting services for the diagnostic assessment. 5.3 Matching fund for SMEs for technical assistance	<ul style="list-style-type: none"> – A consultant is hired to prepare the diagnostic tool by the end of year 1. – 250 diagnostic assessments are done by the end of year 3 (75% of which are to be done by the end of year 2). – Independent consultants are hired by at least 150 SMEs during years 2 and 3. 	<ul style="list-style-type: none"> – Financial reports – Progress reports – Consulting contracts and reports 	Same as 1.

**ESTRADA REAL—NETWORK OF TOURISM SMES
STATE OF MINAS GERAIS
(BR-M1024)**

BUDGET SUMMARY

ITEM	MIF US\$	LOCAL US\$	TOTAL US\$
Personnel and logistics	22,450	566,840	589,290
Personnel			
<i>Personnel</i>	0	399,000	399,000
<i>Program coordinator</i>		210,000	210,000
<i>Assistant</i>		84,000	84,000
<i>Accounting/financial/procurement specialist</i>		105,000	105,000
Logistics	22,450	167,840	190,290
<i>Office space: central office and 3 offices in 3 pilot areas (US1000 x month)</i>		42,000	42,000
<i>Furniture for central office and 3 pilot offices</i>		5,000	5,000
<i>Supplies for central office and 3 pilot offices (US500 x month x 3.5 years)</i>		21,000	21,000
<i>Communications (US500/month x 3.5 years)</i>		21,000	21,000
<i>Courier service (100 shipments per month x US3)</i>		10,800	10,800
<i>1 PC and 5 laptops</i>	16,450		16,450
<i>4 printers</i>	2,000		2,000
<i>1 data show</i>	3,000		3,000
<i>1 photocopier</i>	1,000		1,000
Travel			
<i>Coordinator - 12 supervision trips per year to 3 pilot offices at US120/trip</i>		12,960	12,960
<i>Per diem for coordinator supervision (12 trips x 3 years x 4 days x US90)</i>		38,880	38,880
<i>Travel to participate in national and international events (3 trips x 3 years)</i>		9,000	9,000
<i>Per diem for participation in events (9 trips x 4 days x US200)</i>		7,200	7,200
Component 1: Product design and sustainability	367,000	50,000	417,000
<i>1.1 Preparation of network business plan and operating manual</i>	280,000	6,000	286,000
<i>1.2 Actions to internally publicize the network along the Estrada Real</i>	24,000	44,000	68,000
<i>1.3 International technical advisor (prorated)</i>	63,000		63,000
Component 2: Quality tourism seal	288,000	155,000	443,000
<i>2.1 Databases (2)</i>		78,000	78,000
<i>2.2 Product development</i>	225,000	45,000	270,000
<i>2.3 Study of private attractions</i>		32,000	32,000
<i>2.4 International technical advisor (prorated)</i>	63,000		63,000
Component 3: Marketing of the CTN	365,500	518,200	883,700
<i>3.1 Website</i>	120,000	21,600	141,600
<i>3.2 Customer service and reservation system</i>	80,000	81,600	161,600
<i>3.3 Advertising campaign</i>		100,000	100,000
<i>3.4 Product catalogue for vacation market</i>	3,500	119,000	122,500
<i>3.5 Product catalogue for meetings market</i>		25,500	25,500
<i>3.6 Sales manual</i>		13,500	13,500
<i>3.7. Fam-tours for travel agencies</i>		66,000	66,000
<i>3.8. Workshops for tour operators</i>		46,000	46,000
<i>3.9 Press tours</i>		45,000	45,000
<i>3.10. International technical advisor (prorated)</i>	126,000		126,000
<i>3.11. National technical advisor</i>	36,000		36,000

ITEM	MIF US\$	LOCAL US\$	TOTAL US\$
Component 4: Strengthening of the sector	248,000	319,200	567,200
<i>4.1. International technical advisor (prorated)</i>	63,000		63,000
<i>4.2. Seminars</i>	5,000		5,000
<i>4.3. Workshops</i>		7,200	7,200
<i>4.4. Training courses in each pilot area and course manuals</i>	180,000	312,000	492,000
Component 5: Matching fund for a pilot group of SMEs	250,000	77,500	327,500
<i>5.1. Diagnostic assessment</i>		77,500	77,500
<i>5.2. Matching grants for technical assistance and training</i>	250,000		250,000
SUBTOTAL	1,540,950	1,686,740	3,227,690
Contingencies 5%	45,790		45,790
Baseline, M&E system, and midterm and final evaluations	70,000		70,000
Audits (3)	30,000		30,000
TOTAL	1,686,740	1,686,740	3,373,480
<i>Cluster coordination activities</i>	15,000		15,000
GRAND TOTAL	1,701,740	1,686,740	3,388,480
<i>Percentages (excluding cluster activities)</i>	50%	50%	100%

**Proyectos relacionados en Brasil y del clúster de desarrollo sostenible
Brasil. Estrada Real- Red de PyMEs Turísticas Estado de Minas Gerais
(BR-M1024)**

A. Proyectos FOMIN similares o relacionados al proyecto.

Ninguno.

B. Proyectos similares o relacionados del Banco.

Número del proyecto y la fecha de aprobación	Título del proyecto, agencia ejecutora y monto	Fecha de firma y período de desembolsos en meses	Monto desembolsado	Comentarios
ATN/PT-9167-BR 31 de marzo de 2005	Socio-cultural Restoration in the Historic "Gloria" Neighborhood Baixo Santa do Alto Gloria (BSAG) US\$111.500 IDB Financiamiento de Fondos Fiduciarios	Aún no se ha firmado la carta convenio. 15 meses	0%	N/A
841/OC-BR 30 de noviembre de 1994	Tourism development program in northeastern Brazil Banco do Nordeste do Brasil, S.A. US\$400 millones Préstamo BID	12 de diciembre de 1994 60 meses	99%	El Programa tiene una clasificación insatisfactoria. La ejecución del Programa fue perjudicado por: i) la falta de capacidad fiscal de los Estados de las regiones para otorgar los préstamos y luego aportar los recursos de contrapartida local. Como consecuencia, el Programa la ejecución del programa se atraso demasiado, faltando US\$ 4 millones ya comprometidos por desembolsar.

C. Proyectos FOMIN relacionados al mismo sector o beneficiarios.

Número del proyecto y la fecha de aprobación	Título del proyecto, agencia ejecutora y monto	Fecha de firma y período de desembolsos en meses	Monto desembolsado	Comentarios
ATN/MH-6050-BR 15 de julio de 1998	Development of a skill standards and certification system for the tourism sector Instituto de Hospitalidad (IH) US\$2.500.000 Contribución FOMIN	29 de noviembre de 1998	100%	El programa concluyó con una clasificación muy satisfactoria. IH completó de manera muy satisfactoria un Programa FOMIN de Certificación Profesional, que fue co-financiando con SEBRAE. Desde su constitución en 1997, IH ha visto la importancia estratégica del Programa de Certificación Profesional como un medio para alcanzar estándares de excelencia en el sector turístico, y así mejorando la calidad, productividad y competitividad. A través del proyecto el IH pudo desarrollar de manera acelerada nuevas normas y procesos de certificación para 52 puestos de trabajo en solo 2 años. En muchos países, este proceso demora más de un año para desarrollar un conjunto de normas para un solo puesto de trabajo.
ATN/MH-5738-BR 29 de octubre de 1997	Basic skills certification program Federação das Indústrias do Estado de Minas Gerais (FIMEG) US\$850.000 Contribución FOMIN	27 de enero de 1998 18 meses (60 meses)	99%	La experiencia anterior con el FOMIN – Certificación de Habilidades Básicas (ATN/MH-5738-BR) ha recientemente terminado, luego de dos prórrogas en su período de ejecución. Una redirección en las prioridades de la institución ejecutora, delegada al Serviço de Aprendizagem da Indústria, resultaron en cambios que tuvieron un impacto sobre la ejecución y el periodo de desembolso originalmente planeado. No obstante, la operación tuvo un impacto significativo en avanzar las discusiones a nivel estatal y nacional sobre programas de certificación de competencias y dejó a SENAI-MG técnicamente fortalecida y como institución líder en el país en este sector.
ATN/MH-8032-BR 25 de setiembre de 2002	Project to establish a sustainable tourism certification system Instituto de Hospitalidad (IH)	5 de noviembre de 2002 42 meses (48 meses)	31%	El proyecto tiene una clasificación satisfactoria. A pesar de la dispersidad geográfica del programa, la diversidad de acuerdos que se tienen que formalizar con varias agencias, y de las dificultades que se han enfrentado en los proceso de articulación

	US\$1.675.000 Contribución FOMIN			institucional que deberá asegurar una amplia participación de distintos actores en el proceso de desarrollo de normas y de sistemas de certificación, el programa ha logrado mantener un ritmo de ejecución satisfactorio.
ATN/ME-8835-BR 13 de agosto de 2004	Tourism Microenterprise Integration into the Formal Economy Instituto Floresta Viva US\$46.870 Contribución FOMIN	18 de octubre de 2004 24 meses	30%	El proyecto tiene una clasificación satisfactoria al haber cumplido con todas las condiciones previas para el primer desembolso.

D. Proyectos del clúster de desarrollo sostenible.

Número del proyecto y la fecha de aprobación	Título del proyecto, agencia ejecutora y monto	Fecha de firma y período de desembolsos en meses	Monto desembolsado	Comentarios
ATN/ME-8382-RG 30 de julio de 2003	International accreditation system and consolidation of national systems for sustainable tourism certification to facilitate SME competitiveness and market access Asociación Alianza del Bosque Lluvioso US\$3.020.000 Contribución FOMIN	27 de octubre de 2003 54 meses	20%	El proyecto tiene una clasificación satisfactoria. Se mantienen los supuestos y las actividades se realizan sin problemas, superando las metas iniciales.
ATN/ME-8867-PE 22 de septiembre de 2004	Promoting the development of the Northeast Tourist Circuit to enhance MSME competitiveness Cámara Regional de Turismo de Cajamarca (CARETUR) US\$1.318.664 Contribución FOMIN	Aún no se ha firmado la carta convenio 54 meses	0%	CARETUR Cajamarca y ALAC son las entidades beneficiarias del convenio a cargo de la implementación del programa. A la fecha de este ISDP todavía no se ha firmado el convenio con el Banco. Ellas no han recibido la versión definitiva del Convenio a firmar, sin embargo, ambas entidades han estado activas en avanzar en el cumplimiento de las condiciones previas, en particular, en lograr la conformación de Consejo Directivo. Si bien hay una cierta dificultad en dos regiones es muy probable que esta se resuelva satisfactoriamente si afectar la viabilidad del proyecto.

ATN/ME-8977-SU 1 de diciembre de 2004	Sustainable tourism development Conservation International Suriname (CIS) US\$845.000 Contribución FOMIN	Aún no se ha firmado la carta convenio 36 meses	0%	N/A
ATN/ME-8987-RG 8 de diciembre de 2004	Competitive development of rural tourism in the Andes Fundación CODESPA US\$2.028.190 Contribución FOMIN	11 de marzo de 2005 54 meses	0%	Se están cumpliendo con las condiciones previas para el primer desembolso.

BRASIL MIF PORTFOLIO

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF	% Disb
1	MIF/AT-180	TC9607295	ATN/MT-6003-BR	Water Concession in Goias	AGR	I	10-Jun-98	Completed	350,000	100.00
2	MIF/AT-178	TC9703499	ATN/ME-6001-BR	Support for Technology-based Incubators SC	IELSC	IIla	10-Jun-98	In execution	3,500,000	87.72
3	MIF/AT-186	TC9801459	ATN/MH-6050-BR	Development of Skills, Standards and Certification System for the Tourism Sector	IH	II	15-Jul-98	Completed	2,500,000	100.00
4	MIF/AT-196	TC9803108	ATN/ME-6100-BR	Development of Small Technology-Based Companies	BIOMINAS	IIla	12-Aug-98	In execution	3,250,000	87.59
5	MIF/AT-196	TC9803116	EQU/MS-6099-BR	Development of Small Technology-Based Companies	BIOMINAS	IIlb	12-Aug-98	In execution	5,000,000	57.90
6	MIF/AT-200	TC9807156	ATN/MH-6211-BR	Job Skills Training of Urban Youth	AACS	II	30-Oct-98	Completed	5,150,000	100.00
7	MIF/AT-231	TC9802035	ATN/MH-6375-BR	Strengthening Consumer Protection in Public Utilities	IDEC	II	03-Feb-99	Completed	834,000	100.00
8	MIF/AT-235	TC9802358	ATN/MT-6378-BR	Alternative Dispute Resolution Methods	CAC	I	03-Feb-99	In execution	1,599,400	82.56
9	MIF/AT-247	TC9810476	EQU/MS-6535-BR	Equity Fund for Technology-based Industry	CRP	IIlb	02-Jun-99	In execution	3,000,000	69.93
10	MIF/AT-247	TC9904030	ATN/ME-6536-BR	Equity Fund for Technology-based Industry	CRP	IIla	02-Jun-99	Completed	10,280	100.00
11	MIF/AT-270	TC9607089	ATN/MT-6603-BR	Strengthening Negotiation & Mediation of Labor Disputes	SRT	I	04-Aug-99	Cancelled	0	0.00
12	MIF/AT-293	TC9901028	ATN/MT-6697-BR	Renewable Energy Service Delivery	PDEEM	I	13-Oct-99	In execution	2,250,000	12.04
13	MIF/AT-312	TC9702334	ATN/MT-6880-BR	Institutional Support for Competition Regulation	CADE	I	26-Jan-00	Cancelled	0	0.00
14	MIF/AT-320	TC9904027	ATN/MH-6951-BR	Trade Unions Leadership Training Program	DIEESE	II	26-Apr-00	In execution	1,534,000	96.86
15	MIF/AT-315	TC9808182	ATN/MT-6982-BR	Regulation of Private Health Plans	ANS	I	31-May-00	In execution	1,550,000	56.62
16	MIF/AT-335	TC0006012	ATN/MH-7045-BR	Training Program for Energy Regulators in Mercosur	CERME	II	12-Jul-00	Cancelled	0	0.00
17	MIF/AT-340	TC0005044	EQU/MS-7065-BR	Santa Catarina Equity Investment Fund	FMIEEBT	IIlb	26-Jul-00	In execution	3,300,000	12.71
18	MIF/AT-356	TC0008018	EQU/MS-7137-BR	MVP TechFund for Emerging Software Companies	MVP TECH	IIlb	20-Sep-00	In execution	4,500,000	13.35
19	MIF/AT-394	TC0011041	ATN/ME-7332-BR	Development of an Institutional Framework to Stimulate Venture Capital Investment	FEP	IIla	14-Feb-01	In execution	1,122,000	43.67
20	MIF/AT-410	TC0004002	EQU/MS-7425-BR	Remittance Fund for Entrepreneurs (Dekassegui Fund).	IDB	IIlb	16-May-01	In execution	5,000,000	34.61
21	MIF/AT-412	TC0009012	ATN/ME-7426-BR	Equity Fund for SMEs in Northeast Brazil	BNB	IIla	16-May-01	In execution	750,000	10.00
22	MIF/AT-412	TC0009014	EQU/MS-7427-BR	Equity Fund for SMEs in Northeast Brazil	BNB	IIlb	16-May-01	In execution	6,000,000	16.01
23	MIF/AT-413	TC0101064	ATN/ME-7466-BR	Information Technology Program "Rio Digital"	VIVA	IIla	27-Jun-01	In execution	860,000	70.79
24	MIF/AT-439	TC0007028	ATN/ME-7626-BR	Technology Transfer and Support for Agribusinesses	EMBRAPA	IIla	10-Oct-01	In execution	1,600,000	13.72
25	MIF/AT-435	TC0103043	ATN/ME-7619-BR	Investment Fund for Emerging Technology-based Companies(Stratus)	IDB	IIla	10-Oct-01	Approved	60,000	0.00
26	MIF/AT-435	TC0109008	EQU/MS-7620-BR	Investment Fund for Emerging Technology-based Companies(Stratus)	IDB	IIlb	10-Oct-01	In execution	3,000,000	68.49

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF	% Disb
27	MIF/AT-475	TC0106034	ATN/MT-7887-BR	Modernization and Institutional Strengthening of the Securities Exchange Commission (CVM)	CVM	I	29-May-02	In execution	2,000,000	10.00
28	MIF/AT-482	TC0109005	ATN/ME-7927-BR	Local Economic Development of Industrial Districts	SEBRAE-BR	IIla	26-Jun-02	In execution	2,075,000	10.00
29	MIF/AT-486	TC0205010	EQU/MS-7959-BR	Investment Fund for Emerging Technology-based Companies LatinTech Inovar	IDB	IIlb	24-Jul-02	Completed	0	0.00
30	MIF/AT-486	TC0205011	ATN/ME-7958-BR	Investment Fund for Emerging Technology-based Companies LatinTech Inovar	IDB	IIla	24-Jul-02	Cancelled	0	0.00
31	MIF/AT-490	TC0205012	EQU/MS-7976-BR	Investment Fund for Emerging Technology-based Companies Rio Bravo Investech II	IDB	IIlb	07-Aug-02	Approved	3,000,000	0.00
32	MIF/AT-490	TC0205013	ATN/ME-7977-BR	Investment Fund for Emerging Technology-based Companies Rio Bravo Investech II	IDB	IIla	07-Aug-02	Approved	60,000	0.00
33	MIF/AT-495	TC0111042	ATN/ME-8031-BR	Promotion of Socially Responsible Market Opportunities	VMB	IIla	25-Sep-02	In execution	975,000	10.00
34	MIF/AT-496	TC0203001	ATN/MH-8032-BR	Sustainable Tourism Certification System	IH	II	25-Sep-02	In execution	1,675,000	29.96
35	MIF/AT-519	TC0206018	ATN/MH-8134-BR	Support to the Microfinance Sector Program	ARCA	II	11-Dec-02	Approved	925,000	0.00
36	MIF/AT-557	TC0201026	ATN/ME-8512-BR	Promotion Trade of Family-Based Agriculture	FLS	IIla	19-Nov-03	Approved	1,125,000	0.00
37		BR-M1012	ATN/ME-8595-BR	Support to Community-based Microenterprises in Alagoas	OCEANUS	IIla	04-Dec-03	In execution	88,130	30.00
38	MIF/AT-572	TC0207027	EQU/MS-8549-BR	Strengthening the Guarantee System	SGSG	IIla	10-Dec-03	Approved	1,800,000	0.00
39	MIF/AT-572	TC0207027	ATN/ME-8548-BR	Strengthening the Guarantee System	SGSG	IIla	10-Dec-03	Approved	600,000	0.00
40		BR-M1003	ATN/ME-8647-BR	Virtual Incubator for Fruit-Processing Microenterprises	SENAI/DR-CE	IIla	05-Jan-04	In execution	27,700	30.00
41		BR-M1004	ATN/ME-8643-BR	Quality Enhancement through Human Resource	IPT	IIla	05-Jan-04	In execution	95,000	30.00
42		BR-M1006	ATN/ME-8644-BR	Development of a Distribution System for Auto	FENABRAVE	IIla	05-Jan-04	In execution	77,050	69.54
43		BR-M1007	ATN/ME-8646-BR	Worker-Managed Microenterprise Network	ANTEAG	IIla	05-Jan-04	In execution	89,850	30.00
44		BR-M1008	ATN/ME-8645-BR	Implementation of Quality System in the Civil Construction Sector	SENAI/DR-BA	IIla	05-Jan-04	In execution	60,150	30.00
45		BR-M1010	ATN/ME-8648-BR	Strengthening the Cleaner Production Center in Bahia	SENAI/DR-BA	IIla	05-Jan-04	In execution	68,000	33.79
46	MIF/GN-62-2	BR-M1002	ATN/ME-8631-BR	Implementation & Certification of ISO 14001 Environmental Management System	EEPI	IIla	19-Feb-04	In execution	60,000	56.96
47		BR-M1005	ATN/ME-8698-BR	Microenterprise Development in the Agricultural Sector	APROCOCO	IIla	12-Apr-04	Approved	92,750	0.00
48		BR-M1009	ATN/ME-8699-BR	Competitiveness of the Productive Chain of the Rattan Sector	SEBRAE/SC	IIla	12-Apr-04	Approved	89,500	0.00
49	MIF/GN-62-2	BR-M1011	ATN/ME-8677-BR	Implementation & Certification of ISO 14001 Environmental Management System	FEAPI	IIla	13-Apr-04	Approved	65,000	0.00
50	MIF/AT-594	BR-M1001	ATN/MT-8724-BR	Public-Private-Association (PPA) Minas Gerais	SEDE	I	19-May-04	Approved	675,000	0.00

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF	% Disb
51		BR-M1016	ATN/ME-8745-BR	Support for the Cooperative Credit System in Tocantins	SICREDI	IIla	01-Jun-04	In execution	95,000	30.00

52		BR-M1019	ATN/ME-8835-BR	Microenterprise Integration into the Formal Economy	IFV	IIla	13-Aug-04	Approved	46,870	0.00
53		BR-M1018	ATN/ME-8836-BR	Implementation of Strategic Planning in Microcredit Institutions	PFB	IIla	16-Aug-04	Approved	45,000	0.00
54	MIF/AT-609	BR-M1013	EQU/MS-8865-BR	CRP Venture	CRPCP	IIla	22-Sep-04	Approved	3,700,000	0.00
55	MIF/AT-609	BR-M1013	ATN/ME-8866-BR	CRP Venture	CRPCP	IIla	22-Sep-04	Approved	75,000	0.00
56	MIF/AT-620	BR-M1014	EQU/MS-8947-BR	Investment Fund for Technology Companies, DVC II	DYNAMO	IIlb	17-Nov-04	Approved	4,000,000	0.00
57	MIF/AT-620	BR-M1014	ATN/ME-8948-BR	Investment Fund for Technology Companies, DVC II	DYNAMO	IIlb	17-Nov-04	Approved	75,000	0.00
58	MIF/AT-634	BR-M1022	ATN/ME-9001-BR	Women's World Banking	BDF	IIla	08-Dec-04	Approved	90,000	0.00
59	MIF/AT-634	BR-M1022	85/MS-BR	Women's World Banking	BDF	IIla	08-Dec-04	Approved	600,000	0.00
60	MIF/AT-649-1	BR-M1015	ATN/ME-9183-BR	Competitiveness Support Program for Software SMEs	SOFTEX	IIla	27-Apr-05	Approved	1,300,000	0.00
Total MIF Amount									82,469,680	

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND

PROPOSED RESOLUTION

Brazil. Nonreimbursable Technical Cooperation Estrada Real Project: Network
of Tourism SMEs in the State of Minas Gerais

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank or such representative as he shall designate is authorized, in the name and on behalf of the Bank, as Administrator of the Multilateral Investment Fund, to enter into such agreements as may be necessary with the Instituto Estrada Real (IER) and the Federação das Industrias do Estado de Minas Gerais (FIEMG), and to take such additional measures as may be pertinent for the execution of the project proposal contained in document MIF/AT-___ with respect to technical cooperation funding to support the Estrada Real Project: Network of Tourism SMEs in the State of Minas Gerais.

2. That up to the amount of US\$1,701,740, or its equivalent in other convertible currencies, shall be authorized for the purpose of this resolution, chargeable to the technical cooperation resources of the Small Enterprise Development Facility of the Multilateral Investment Fund.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.