Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO

ENERO 2016 - JUNIO 2016

SECCIÓN 1: SÍNTESIS DEL PROYECTO

NOMBRE DEL PROYECTO: Sistema Biobolsa

Nro. Proyecto: RG-M1260 - Proyecto No.: ATN/ME-14422-RG

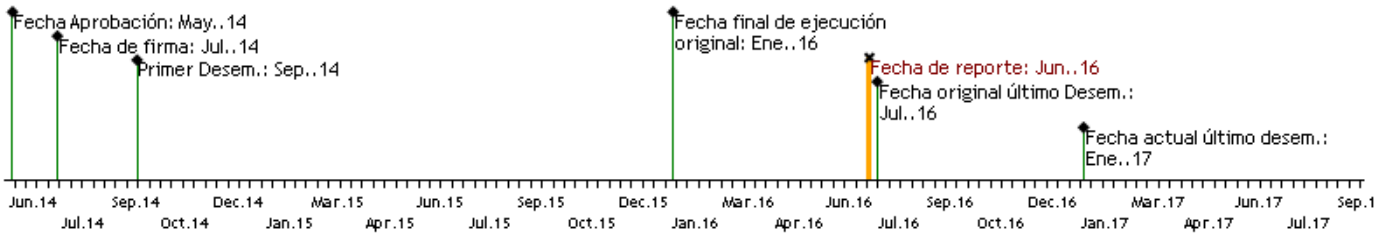
Propósito: Strengthen the fabrication and sales capacity of BMC to expand small holder farmers´ access to the Biobolsa System in Mexico, Honduras and Nicaragua

País Administrador	País Beneficiario
MÉXICO	HONDURAS, NICARAGUA

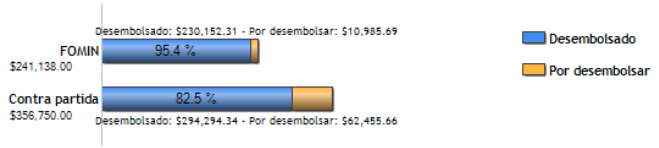
Agencia Ejecutora: Buen Manejo del Campo, S.A. de C.V.

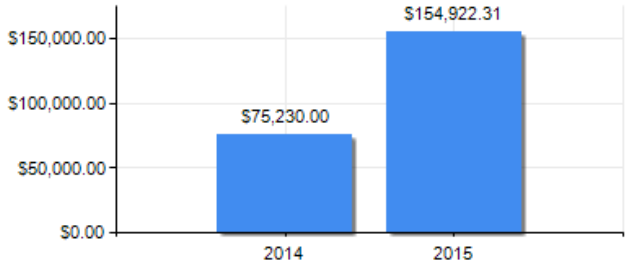
Líder equipo de diseño: DAVID BLOOMGARDEN
Líder equipo de supervisión: ALBERTO BUCARDO

CICLO DEL PROYECTO

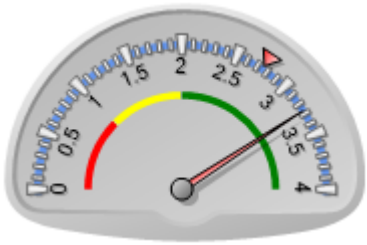


RECURSOS

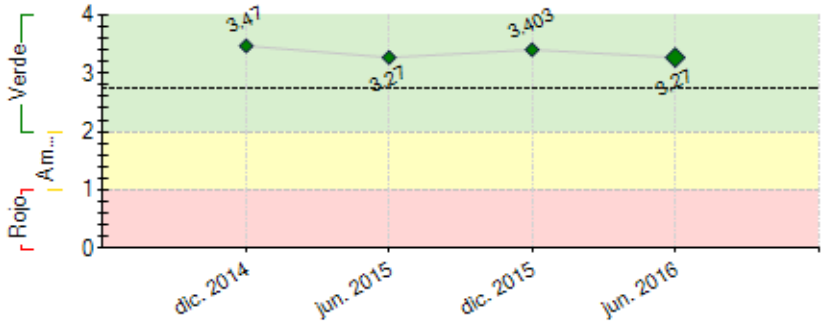




PUNTAJE DE DESEMPEÑO



Puntaje actual: Satisfactorio: 3.27
Promedio FOMIN: 2.753

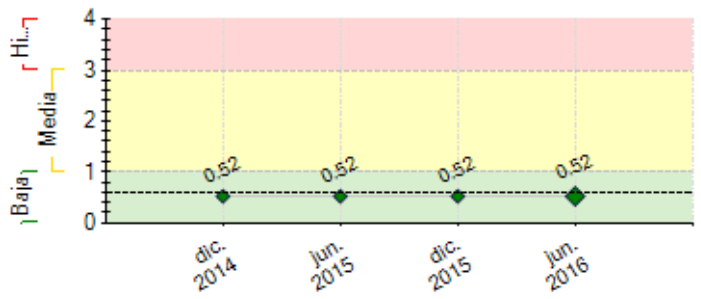


----- Promedio desempeño FOMIN

RIESGOS EXTERNOS

CAPACIDAD INSTITUCIONAL

	Riesgo
Administración Financiera:	Alto
Adquisiciones:	Alto
Capacidad Técnica:	Baja



---- Promedio de riesgo FOMIN: 0.604

SECCIÓN 2: DESEMPEÑO

Resumen del desempeño del proyecto desde el inicio

As the project is nearing completion, we would like to emphasize the key results achieved during the complete duration of the project.

1. Improved understanding and prioritization of key product and commercial expansion strategies, identification of new market segments

2. Re-creation of our full online strategy through the implementation of a new website with sales functionality, enhanced social networks strategy and additional analytical tools to better share the promotional material and graphic elements developed in parallel

3. More robust legal structure and strategy in Mexico and creation of a legal branch in Nicaragua

4. Strong launch in Nicaragua through field activities, monitoring visits and local capacity-building

5. Reinforcement of the company's financial strategy through the professionalization and growth of our microfinance unit and corporate finance department

6. Full configuration, development and implementation of an online data management platform for commercial and impact monitoring purposes, linked to a comprehensive offline mobile monitoring tool for data collection and our website for sales

7. Solid improvements in manufacturing processes through optimizing individual fabrication steps, testing and selecting the highest quality material and launching the ISO 9001 certification process.

No difficulties or delays besides those mentioned in previous PSRs

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
El proyecto ha alcanzado en lo general los resultados previstos, habiendo logrado un crecimiento en sus ventas a nivel nacional e internacional.

Resumen del desempeño del proyecto en los últimos seis meses

Main achievements specific to the first semester 2016

- We have developed a strong and professional internal microfinance unit, among others we developed a credit manual, implement credit and collections committees, created a credit evaluation questionnaire, defined goals and metrics with dashboards to monitor progress and updated all legal documents to represent the new structure

- We further integrated our website with our online commercial and impact platform

- We improved our online strategy by implementing adwords and other analytical tools

- We created a wholly-owned subsidiary in Nicaragua

- We did the first field trips to Nicaragua, hired staff, rented office space and launched technical and commercial operations

- We developed our international expansion strategy to be piloted in Nicaragua through our hybrid branch & Strategic partnerships model

- We improved our public-facing commercial and promotional material and created new video and graphic material

- We strengthened and fully implement our mobile based impact monitoring software across the country

- We have tested several new material providers to increase our manufacturing capacity and product quality

- We launched the ISO 9001 certification of the manufacturing plant

- We started the design of new factory protoypes and are developing new lean manufacturing processes

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
Se procedera al cierre del proyecto, realizando la justificacion de los fondos pendientes y realizando la evaluacion final respectiva, para lo cual se esta en busca de un evaluador.

SECCIÓN 3: INDICADORES E HITOS

		Indicadores	Línea de base	Intermedio 1	Intermedio 2	Intermedio 3	Planificado	Logrado	Estado
Propósito: Strengthen the fabrication and sales capacity of BMC to expand small holder farmers´ access to the Biobolsa System in Mexico, Honduras and Nicaragua	R.1	Potential number of Biobolsa digesters fabricated per year	1000	2000			5000	5000	
			Jul. 2014	Jul. 2015			Ene. 2016	Abr. 2016	
	R.2	Number of firms or farms that have adopted new technologies or practices – CRF 230100	0	1000			2500	3312	
			Jul. 2014	Abr. 2015			Ene. 2016	Dic. 2015	
Componente 1: Consolidation of Regional Growth Strategy **Peso:** 80% **Clasificación:** Satisfactorio	**C1.I1**	Complete distribution/marketing package for independent sales team	0				1	1	Finalizado
			Jul. 2014				Ene. 2016	Dic. 2015	
	C1.I2	Number of trained sales representatives reaching targeted regions (sex disaggregated, 25 women, 47 Men)	36				70	72	Finalizado
			Jul. 2014				Ene. 2016	Jun. 2016	
	C1.I3	Number of people trained in improved business skills (e.g. accounting, business practices, products/technologies) – CRF 110100	200	300			800	910	Finalizado
			Jul. 2014	Jul. 2015			Ene. 2016	Dic. 2015	
	C1.I4	Number of farms receiving training or otherwise strengthened - CRF 130100 (per year)	650	1000			2500	2650	Finalizado
			Jul. 2014	Jul. 2015			Ene. 2016	Dic. 2015	
	C1.I5	Number of stakeholders at awareness events in new regions	0	50			200	205	Finalizado
			Jul. 2014	Jul. 2015			Ene. 2016	Dic. 2015	
	C1.I6	Number of attendees present at awareness events/forums in new regions	0	500			1500	1700	Finalizado
			Jul. 2014	Jul. 2015			Ene. 2016	Jun. 2016	
Componente 2: Strengthening of the company´s data management and M&E capacity **Peso:** 8% **Clasificación:** Satisfactorio	**C2.I1**	Online Platforms Developed	0				1	1	Finalizado
			Jul. 2014				Jul. 2015	Jun. 2015	
	C2.I2	Percentage of targeted new regions covered by M&E data collection	0	40			90	100	Finalizado
			Jul. 2014	Jul. 2015			Ene. 2016	Jun. 2016	
Componente 3: Redesign of the Sistema Biobolsa production process **Peso:** 12% **Clasificación:** Satisfactorio	**C3.I1**	Number of Fabrication Plans Developed	0				1	1	Finalizado
			Jul. 2014				Jul. 2015	Jun. 2015	
Componente 4: Knowledge management and strategic communication **Peso:** 0% **Clasificación:** Satisfactorio									
Componente 4: Knowledge	**C4.I1**	Knowledge Products	0				1	1	Finalizado

management and strategic communications **Peso:** 0% **Clasificación:** Satisfactorio		Jul. 2014				Jul. 2015	May. 2016	

Hitos		Planificado	Fecha Vencimiento	Logrado	Fecha en que se logró	Estado
H1	Contract signed with marketing consultant	1	Dic. 2014	1	Ago. 2014	Logrado
H1	Conditions Prior	6	Ene. 2015	6	Ago. 2014	Logrado
H2	demonstration systems installed	50	Jun. 2015	247	Jun. 2015	Logrado
H3	Completed New Fabrication Plan	1	Dic. 2015	1	Jun. 2015	Logrado

FACTORES CRÍTICOS QUE HAN AFECTADO EL DESEMPEÑO

[No se reportaron factores para este período]

SECCIÓN 4: RIESGOS

RIESGOS MÁS RELEVANTES QUE PUEDEN AFECTAR EL DESEMPEÑO FUTURO

	Nivel	Acción de mitigación	Responsable
1. Other risks: External risks include a very dynamic political and social climate in Mexico, Honduras and Nicaragua that can have direct impacts on the company's ability to effectively promote and sell Sistema Biobolsa.	Baja	In order to mitigate this risk, the expansion into multiple markets will help insulate the company from acute social or political issues that may impact sales in one region or country.	Project Coordinator
2. Sector risk: Any factor that undermines the ability of the target market to pay, or makes the product less appealing—such as subsidies for competing chemical fertilizers or fossil fuels—poses an external risk for BMC. However, subsidies to the farmers are not expected to increase.	Baja	To mitigate this risk, marketing is directed to farmers that seek higher levels of self-sufficiency, want to serve organic market demand, and for whom the combination of energy and fertilizer production continue to provide an important return on investment regardless of competing subsidies.	Project Coordinator
3. Financial risk: The Company's current solvency is combination of credit from crowd funding sources, external investors, and its own revenue. As Sistema Biobolsa continues to make investments in growth and scaling, a significant reduction in these three funding sources combined with slow market conditions could provide a cash-flow problem in the long-run.	Baja	To mitigate this risk, BMC secured short term financial instruments that can insulate against short term cash flow issues, reduced fixed overhead costs and identified market niches that allow for a consistent sales profile across the course of the year. In addition, BMC ended 2014 with a positive net income and created an important cash reserve, which will allow it to keep the company cash positive throughout 2015.	Project Coordinator
4. Financial risk: The Company's current solvency is combination of credit from crowd funding sources, external investors, and its own revenue. As Sistema Biobolsa continues to make investments in growth and scaling, a significant reduction in these three funding sources combined with slow market conditions could provide a cash-flow problem in the long-run.	Baja	To mitigate this risk, BMC secured short term financial instruments that can insulate against short term cash flow issues, reduced fixed overhead costs and identified market niches that allow for a consistent sales profile across the course of the year. In addition, BMC ended 2014 with a positive net income and created an important cash reserve, which will allow it to keep the company cash positive throughout 2015.	Project Coordinator

NIVEL DE RIESGO DEL PROYECTO: Baja **NÚMERO TOTAL DE RIESGOS:** 4 **RIESGOS VIGENTES:** 4 **RIESGOS NO VIGENTES:** 0 **RIESGOS MITIGADOS:** 0

SECCIÓN 5: SOSTENIBILIDAD

Probabilidad de que exista sostenibilidad después de terminado el proyecto: MP - Muy Probable

FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO

[No se reportaron factores para este período]

Acciones realizadas o a ser implementadas relativas a la sostenibilidad:

As part of our constant focus on sustainability in all aspects of the project, we can report that we have been awarded the "Sustainability award" from one of our main suppliers from whom we purchase geotextile that is made out of recycled PET bottles.

SECCIÓN 6: LECCIONES PRÁCTICAS

	Relativo a	Autor
1. As we are nearing project completion and looking back, we are realizing that timing and coordination among the whole team has been crucial to implement the project on time. Although	Implementation	Altorfer, Esther

there have been some delays, we have completed all the milestones on time and maintained ongoing communication with the FOMIN team, allowing us both to be aligned on the project execution progress and challenges faced.