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MULTILATERAL INVESTMENT FUND

**REGIONAL**

**INTEGRATION OF CENTRAL AMERICAN MICROPRODUCERS  
INTO INTERNATIONAL VALUE CHAINS**

**(RG-M1026)**

**DONORS MEMORANDUM**

This document was prepared by the project team consisting of: Carlos Guaipatín (SDS/MSM), Project Team Leader; Bibiana Vásquez (MIF/OPS); María Teresa Villanueva (SDS/MSM); Marta Sarria (COF/CNI); Antonio Gaspar (MIF/DEU); Margarita Reyes (SDS/MSM); and María Cristina Landázuri (LEG).

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### **INFORMATION AVAILABLE IN THE MIF FILES**

- Approved project profile and MIF eligibility memorandum
- Operating Regulations, including terms of reference of the major consulting assignments
- MIF project performance monitoring report (MPPMR) on the project
- Bylaws of the Nicaraguan Association of Producers and Exporters of Nontraditional Products (APENN)
- Financial statements and annual report of APENN, Atuto, La Casa, and Oyanca
- Commitment letter between APENN and Atuto, La Casa, and Oyanca
- Final evaluation of project ATN/ME-7625-RG. “Facilitating sustainable linkages between Central American microproducers and US/regional markets.”

## ABBREVIATIONS

APENN	Asociación Nicaragüense de Productores y Exportadores de Productos No Tradicionales [Nicaraguan Association of Producers and Exporters of Nontraditional Products]
CEI	Exports and Investments Center
CESI	Committee on Environment and Social Impact
COSEP	Council on Private Enterprise of Nicaragua
FECAEXCA	Federation of Chambers and Associations of Central American and Caribbean Exporters
IDB	Inter-American Development Bank
IPADE	Institute for Development and Democracy
MIF	Multilateral Investment Fund
PEU	Project executing unit
PPMR	Project performance monitoring report
SMEs	Small and medium-sized enterprises

# INTEGRATION OF CENTRAL AMERICAN MICROPRODUCERS INTO INTERNATIONAL VALUE CHAINS

(RG-M1026)

## EXECUTIVE SUMMARY

<b>Executing agency:</b>	Nicaraguan Association of Producers and Exporters of Nontraditional Products (APENN)	
<b>Beneficiaries:</b>	1,000 microproducers in Guatemala, Honduras, and Nicaragua.	
<b>Amount and source:</b>	Modality:	Nonreimbursable
	MIF Facility IIIA:	US\$1,120,000 (44%)
	Local counterpart:	<u>US\$1,410,000 (56%)</u>
	Total:	US\$2,530,000 (100%)
<b>Terms:</b>	Execution:	36 months
	Disbursement:	42 months
<b>Objectives:</b>	The general objective is to enhance the competitiveness of microproducers in Guatemala, Honduras, and Nicaragua. The specific objective is to integrate 1,000 microproducers into international interior decoration and furniture chains with high value added in design.	
<b>Description:</b>	The project has three components designed to improve: (i) production processes and products; (ii) relationships among chains; (iii) institutional arrangements for assisting microproducers.	
<b>Special contractual clauses:</b>	<p>Special conditions for execution:</p> <p>(a) Conditions precedent to the first disbursement: (i) the Steering Committee has been established; (ii) project executing unit personnel have been selected as per paragraph 4.8; and (iii) the project Operating Regulations have been approved by the Steering Committee and are in effect.</p> <p>(b) Conditions precedent to the first disbursement for the activities in each participating country: prior to the disbursement of funds earmarked for each country and in respect of that country, an agreement must be signed by APENN and the three export enterprises as per paragraph 4.15 (Minutes 2.7).</p>	

**Exceptions to  
Bank policies:**

None.

**Environmental  
and social  
review:**

The Committee on Environment and Social Impact (CESI) reviewed and approved the project abstract at its meeting of 7 January 2005, and its recommendations were incorporated into this document.

**Coordination  
with other  
donors:**

The technical assistance activities targeting microproducers in Honduras will be coordinated with and complemented by the USAID/Honduras project “Support and strengthening of small and medium-sized handicrafts producers” through its executing agency, Fundación Ambos.

## I. BACKGROUND AND RATIONALE

### A. The setting: market, value chains, and exporters

- 1.1 Atuto in Honduras, Oyanca in Nicaragua, and La Casa in Guatemala are firms that export furniture and interior decoration items, with almost 20 years of combined experience and 2004 sales of nearly US\$2 million. Since they cannot compete with China's production costs, their business strategy has focused on differentiating their output by quality, incorporating value-added in the design, and responding swiftly to market trends by launching new collections practically every month. Their clients are global buyers in the United States and Europe,<sup>1</sup> which sell to exclusive retail stores, such as Pier 1, and do not deal in high volume like China, but rather with design-intensive products. According to the exporting firms and several global buyers, international demand for the latter type of products has grown steadily at an average annual rate of 10% for the past five years, and they expect it to continue at that pace for the next five years as well.<sup>2</sup> Central American products will remain competitive provided the producers are flexible enough to keep adjusting their designs (Minutes 2.1).
- 1.2 The chain operates as follows. The global buyers' designers or other independent designers send blueprints of products to the export firms for them to quote costs and prepare samples. The export firms commission the microproducers they normally work with to produce the samples and defray all the costs of making them. They give the microproducers designs with exact measurements, colors, and textures and constantly supervise the process until a piece is produced that matches the global buyers' requirements. The export firms then dispatch the sample, quoting a price,<sup>3</sup> and if an agreement is reached, the global buyers issue a purchase order. The global buyers then send a cash advance, which the export firm passes on to the microproducers in money and raw materials. The microproducers are normally organized in groups, in which a leader acts as the counterpart to the exporters and distributes the work among his fellow producers. Nevertheless, the export firm conducts onsite inspections of all the microproducers and, depending on the degree of sophistication of the product, takes responsibility for finishings, packaging, and shipping. On average, for each dollar earned by the microproducer, the export firm makes US\$1.5 to US\$2, the global buyer US\$3.75, and the retailer US\$7.<sup>4</sup> Among the microproducers, income is also distributed differently, and there may be technicians such as lathe operators and welders who earn up to three times the average. However, in no case does a microproducer or worker earn less than the minimum wage in the area. The export firms make sure that the price they quote to

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<sup>1</sup> Pier 1, Melange Collection, Eziba, New World Imports, Bitters Co., Eco-Brazil Corp., and Oxfam Australia.

<sup>2</sup> Based on interviews with exporting firms and global buyers, and Country Originals.

<sup>3</sup> Cost calculations are performed by the exporters and some of their microproducers that they have managed to train. The calculations are complex, given the wide range of products. Atuto's cost control tools are superior and could be replicated in other enterprises and microenterprises.

<sup>4</sup> The data are transparent and the producers are aware of this distribution of profits.



the global buyer guarantees sufficient profitability to preclude any temptation on the part of the producer to channel his output to other intermediaries, or to the tourist market, or devote his time to other activities.

**B. The problem: microproducers are excluded from value chains**

- 1.3 In 2002 and 2003 the three export firms participated jointly in a MIF project aimed at strengthening their ties with global buyers.<sup>5</sup> It resulted in 10 new clients and a sustained increase in sales for over 800 microproducers (90% rural and 60% women).<sup>6</sup> The project generated business above all for the more competitive microproducers. Even so, even the least competitive could become part of the chains if three problems are addressed:
- 1.4 **Weaknesses of the production process.** The three export firms and local institutions have identified over 1,000 microproducers<sup>7</sup> as having potential but also difficulties in delivering large, steady, and homogeneous volumes of products, with high design value-added that appeal to international markets. This is due to: (i) weak collective organization; (ii) lack of basic infrastructure (such as drying rooms, electric lathes, mechanical mixers, etc.); (iii) lack of know-how and skills for meeting international requirements with respect to designs, finishings, and quality control; and (iv) lack of business strategy and poor use of business management tools, such as accounting, cost analysis, human resource management, and management of inventory and raw materials and production flows. The export firms are keen to invest in these areas but need to share the high risk involved in associating with microproducers that have no experience of export chains, are located in remote areas, and have few organizational and management skills.
- 1.5 **Lack of cooperation among chains.** If they cooperated among themselves, the export firms could offer foreign markets a varied and more attractive set of

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<sup>5</sup> ATN/ME-7625-RG. "Facilitating sustainable linkages between Central American microproducers and US/regional markets", in the "Innovation initiatives in financial and business development services for the microenterprise sector" MIF/AT-438 Program. Unlike this project, in which the leading enterprises in the chain were involved in decision-making and risk-taking, previous interventions by the Bank on behalf of artisans focused on subsidizing technical assistance for them through nonprofit organizations. See: Mikkelsen, Goldmark and Hagen-Wood (1997), "IDB support to the handicrafts sector: 1965-2001" Working Paper, SDS, IDB.

<sup>6</sup> The project was successful in terms of income generation and sustainability. Eighty percent of the producers who began to export under the project are still exporting, without assistance.

<sup>7</sup> This figure includes on average for the three countries: 20% of microproducers that participated in the previous project but experienced difficulty in continuing to export their products; 60% microproducers that did not benefit from the project but occasionally sell abroad through the export firms and find it difficult to create value-added and raise productivity; and 20% microproducers that have no experience of working with international chains. The project budget is not divided in the same proportions, because the costs of incorporating microenterprises varies according to their competitiveness, the most expensive being those that have had no experience of exporting.

products, not just by adding different products but by developing unique collections that combine each country's skills and materials. Closer ties among the export firms would also facilitate ongoing exchange of trade information and client monitoring, which would generate new business opportunities for microproducers.

- 1.6 **Shortcomings of supporting institutions.** In the three countries, there are a dozen or so institutions<sup>8</sup> that provide effective technical and administrative support to microproducers but little support at the design phase. They also lack direct contact with businesses and the international market, and the constant commercial feedback that goes with it. These institutions and the three export firms are keen to help connect microproducers with international chains. At the same time, if the know-how that derives from a project involving export firms and global buyers is documented and passed on to local institutions, it would be easier to sustain and replicate its impact.

### C. Project rationale and approach

- 1.7 The project will address these issues and over the next four years will integrate over 1,000 microproducers into international chains, thereby increasing their sales to more than US\$4.6 million, a significant amount for that sector. The microproducers currently integrated into chains earn on average twice as much as workers of comparable standing.<sup>9</sup> Furthermore, the project has the following innovation and additionality features: (i) it directly supports the technical and management capacity of microproducers in cooperation with export firms, oriented toward international markets; (ii) it strengthens Central American institutions that support microproducers and will continue to do so after the project ends; (iii) it seeks to expand the base of existing microproducers, which otherwise could not enter the international market, through stronger microproducer-exporter ties; (iv) it mobilizes private investment, because the export firms finance over half the budget, a practice consonant with corporate social responsibility aimed at strengthening suppliers; and (v) it provides incentives to export firms to use resources efficiently and to support sustainable participation by microproducers in the chains (Minutes 2.2).

### D. MIF and Bank strategy

- 1.8 The project is consistent with the Bank's country strategies with Guatemala, Honduras, and Nicaragua, in that it supports the sustained growth of microproducers by encouraging them to export their products. It will form part of the MIF's "Small Business Networks and Supply Chains" project cluster. A novel

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<sup>8</sup> These include design schools and public and private institutions, financed by the State, producers, and donors.

<sup>9</sup> A survey of 60 microproducers integrated in the three chains showed that, generally speaking, their income was more than double the minimum living wage in effect in their area. On average, microproducers have a profitability ratio of 30%.

aspect of the project is that it will pursue a regional productive integration model focusing on the microenterprise sector, drawing on lessons learned regarding the participation of value chain leaders, market definition, demand-orientation, and institution-strengthening. It will also seek to complement the regional “learning through business partnerships” project (ATN/ME-8291-RG), which addresses SMEs, not microenterprises.

## **II. PROJECT DESCRIPTION**

### **A. Objectives**

- 2.1 The general objective is to enhance the competitiveness of microproducers in Guatemala, Honduras, and Nicaragua. The specific objective is to integrate 1,000 microproducers into international interior decoration and furniture chains with high value added in design.

### **B. Description and components**

- 2.2 The project will achieve economies of scale by promoting joint actions by the chains in the three countries for hiring consultants, marketing, client monitoring, participation in trade fairs, and the development of business strategies for each chain. To that end, the three project components will be executed simultaneously. The first comprises actions to improve the technical and management capacity of each microproducer as well as its capacity to work together and deliver large volumes of a homogeneous, high-quality product. The second component seeks to strengthen ties among the chains in the three countries, thereby facilitating the exchange of technical and business information and joint servicing of international markets. The third component is institution-strengthening, with actions to ensure that the experience gained in the project and exporter and global buyer knowledge of international markets are appropriated by the institutions supporting microproducers.

#### **1. Component I: Improvement of the collective production process. (MIF: US\$651,552; Counterpart: US\$696,158)**

- 2.3 The purpose of this component is to help at least 1,000 microproducers improve their production processes, administrative and managerial skills, and ability to work together and develop products. The additionality in this component stems from the fact that the technical support lent to microproducers by local institutions tends to bear little relation to international market requirements, and from the fact that export firms only work with the more competitive microproducers and so barely invest in these areas. The innovative feature of the component is that all the technical assistance to microproducers will be market-driven and the component will target the less competitive microproducers, where the export firm contribution

and exposure are high. The participation of export firms with direct access to international markets will ensure that resources are used effectively and efficiently. Four categories of activity will be undertaken:

- 2.4 (i) Business training. This comprises activities aimed at identifying and training microproducers selected for their potential to participate in productive chains in: occupational safety, health, and hygiene; environmental and waste management practices; strengthening collective action through workshops and by fostering efforts to organize joint production and marketing; and enhancement of business and negotiation skills.
- 2.5 (ii) Productive investments: to be financed with local counterpart resources, mostly from the export firms and local institutions that support microproducers. Funding will be provided for investments in basic infrastructure for collective use, which will remain the property of the microproducers and include drying rooms, electric lathes, mechanical mixers, and other infrastructure as appropriate.
- 2.6 (iii) Design and development of new products. Activities include hiring international experts in product design and development. Microproducers will receive help in preparing samples to be shown at international trade fairs and in promotional catalogues, and an effort will be made to combine the skills and materials of the three chains. All the products exported will be new designs generated by market demand, which avoids the risk of infringing copyright on local designs. Agreements will be reached with local universities and training institutes, to encourage the participation of students taking design courses and thereby strengthen local capacity, which means that after the project has ended microproducers will have access to a critical mass of local designers with contacts to international designers, who will continue to offer their services once the project is over.
- 2.7 (iv) Specialized technical assistance. These are activities carried out by international experts under the supervision of local technical personnel, aimed at solving specific problems encountered by microproducers working with ceramics, iron, leather, certified woods and rattan, wax, and molten glass. For the sake of efficiency, in some cases the technical assistance will be imparted to representatives of microproducers and to technical staff in the export firms and local institutions, so that they in turn can replicate the know-how among a much wider group of microproducers.
- 2.8 As outcomes of this component, at least: (i) 500 microproducers will reduce their average costs by 20% in Guatemala, and by 10% in Honduras and Nicaragua; (ii) 500 microproducers will increase average value-added by no less than 20%, compared to their baselines (Minutes 2.4); (iii) 500 microproducers will develop 40 new collections of products actually sold for export markets; and (iv) all the

beneficiary microproducers will introduce practices that will improve their health conditions, the environment, and waste management.

**2. Component II: Strengthening of relationships among chains  
(MIF: US\$145,568; Counterpart: US\$483,732)**

- 2.9 The purpose of this component is to strengthen ties between chains and global markets, use global buyer data to guide Component I activities, and promote regional integration of the three chains, based on the exchange of information and business contacts, joint product development, and joint participation in trade fairs.
- 2.10 To achieve this, the following activities will be carried out: (i) identification of markets by hiring an international consultant whose job will be to identify new global buyers and monitor trade on behalf of the three chains, manage relationships with existing clients, establish an ongoing presence in the U.S. market; and facilitate communication among the global buyers, export firms, and microproducers; (ii) business promotion, through individual and collective participation in international trade fairs; designing permanent exhibitions in each country; visits to clients, and preparation of joint promotional materials; and (iii) internships, enabling microproducers in Nicaragua and Guatemala to receive training at Atuto, learning from its advanced production processes and finishing techniques, as well as cost management.
- 2.11 The outcome is expected to take the form of economies of scale through sharing of business information and encouragement of integration, given that there are no taxes on trade between Central American countries under the recently implemented customs union. Collectively, the chains will: (i) export on a regular basis to over 40 new clients; (ii) develop and export at least ten collections combining products from all three chains; (iii) participate in three trade fairs; (iv) maintain three permanent exhibitions, with products offered by the three countries; (v) have and maintain a website; and (vi) take out 12 collective print advertisements. In addition, (vii) 120 microproducers in Guatemala and Nicaragua will undergo training at Atuto.

**3. Component III: Institution-strengthening and dissemination of outcomes  
(MIF: US\$260,600; Counterpart: US\$230,110)**

- 2.12 The objective is to strengthen institutions in the three countries, i.e., the public and private entities offering training and technical assistance services to both producers and marketers through export firms' and global buyers' familiarity with the market and the overall experience of the project. Furthermore, this component will take advantage of the presence of the international consultants engaged for Components I and II, and pay for additional days for them to train the institutions. The criteria for selecting the 10 institutions that will support APENN are: (i) evidence of having worked in the areas where the microproducers are located;

- (ii) interest in the project; and (iii) personnel who can absorb and take advantage of the training. The Project Steering Committee will select the institutions.
- 2.13 The following activities are envisaged: (i) using the export firms and hired consultants to train 10 producer-support institutions in ways they can help microproducers to access international markets; (ii) documenting and disseminating the experience and lessons learned in the project through Central American institutions whose goal is to boost exports; (iii) helping APENN to form a support committee for artisan microproducers, to continue offering them technical support, information, and contacts with export firms once the project is over; and (iv) promoting interagency relations in Central America.
- 2.14 As outcomes: (i) the experience acquired in the project will be documented and disseminated; (ii) a project management oversight and monitoring system will be put in place; (iii) a national dissemination seminar will be held in each country, along with one international meeting once the project is completed, to publicize outcomes and lessons learned; (iv) APENN will establish a standing commission to support artisan microproducers, and (v) at least 10 institutions that support microproducers will have been strengthened.

### III. COST AND FINANCING

#### A. Cost

- 3.1 The total budget for the project is US\$2.53 million. The MIF contribution will be US\$1.12 million (44%), and the local counterpart US\$1.41 million (56%). Of the latter, 70% will be in cash, as per the following budget:

**Table 1. Overall budget**

	<b>MIF</b>	<b>Counterpart</b>	<b>Total</b>	<b>%</b>
1. Component I. Improvement of the collective production process	651,552	696,158	1,347,710	55
2. Component II. Strengthening of relationships among chains	145,568	483,732	629,300	23
3. Component III. Institution-strengthening and dissemination of outcomes (includes PEU)	260,600	230,110	490,710	19
5. Evaluation and audits	27,000		27,000	1
6. MIF cluster activities	25,000		25,000	1
7. Contingencies	10,280		10,280	1
<b>TOTAL</b>	<b>1,120,000</b>	<b>1,410,000</b>	<b>2,530,000</b>	<b>100%</b>

- 3.2 APENN will be responsible for providing 100% of the counterpart funds, to be distributed as follows: La Casa US\$310,510 in cash and US\$82,600 in kind; Atuto US\$431,432 in cash and US\$201,560 in kind; Oyanca US\$246,018 in cash and US\$108,690 in kind; and APENN US\$8,640 in cash and US\$24,000 in kind.
- 3.3 The US\$25,000 earmarked for monitoring the MIF cluster will be administered by the Bank to carry out the activities related to the MIF's "Small Business Networks and Supply Chains" project cluster, pursuant to document MIF/GA-14-1 (paragraph 3.14). This amount will be deducted from the contribution as of the date that the technical-cooperation letter of agreement of this project enters into force, without the requirement of a disbursement request from the executing agency.

## **B. Sustainability**

- 3.4 Regarding the integration of microproducers into value chains, the project envisages a series of activities to enable microproducers that currently do not meet the requirements for participation in international chains, to do so by the end of the project. Furthermore, these activities will be headed and cofinanced by export firms with ties to global buyers and sufficient commercial incentives to guarantee that they will make every effort to ensure that these microproducers are sustainably connected with the chains.
- 3.5 With respect to the services available for microproducers, generally speaking, such services as credit, technical assistance, supplies, guarantees, advice on designs, and shipping are provided by export firms and local supporting institutions. This project aims to ensure that artisan groups with weak or nonexistent ties to export firms start doing business with them, and that the institutions helping them, continue to offer better service once they have been trained.

# **IV. EXECUTING AGENCY AND MECHANISM**

## **A. Executing agency**

- 4.1 The executing agency for this project is the Nicaraguan Association of Producers and Exporters of Nontraditional Products (APENN), which has 112 members, including other associations<sup>10</sup> and individual firms,<sup>11</sup> most of them in the aquaculture, dairy, industrial, agricultural, and handicrafts sectors. APENN is run by a 12-member executive board and has infrastructure, equipment, and personnel

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<sup>10</sup> Such as the Asociación de Industriales Nicaraguenses Exportadores (Association of Nicaraguan Manufacturers for Export), the Asociación de Plataneros (Banana Growers Association), the Asociación de Marañoseros (Cashew Growers Association), the Asociación de Pitayeros (Cactus Growers Association), and others.

<sup>11</sup> Among the firms in the association are three handicraft exporters, one of which is Oyanca.

to provide refrigerated storage, bulking, a microbiology laboratory, business information, advice on international trade, trade fairs, matchmaker events, commercial contacts, corporate office services, and project execution. Its 2005 Strategic Plan envisages establishing a special committee to promote exports of handicraft products. APENN is a member of the National Commission for Export Promotion, Nicaragua's Council on Private Enterprise (COSEP), the National Council on Science and Technology, the Institute of Agricultural Specialists, the Exports and Investments Center (CEI), and the Federation of Chambers and Associations of Central American and Caribbean Exporters (FECAEXCA). APENN is self-sustaining through revenue generated by its refrigerated storage service. Excluding projects, APENN handled revenue of nearly half a million dollars in 2004. It has experience executing projects with bilateral funding from the United States, Holland, and Denmark.

- 4.2 APENN is qualified to execute this project because: (i) it has experience working with producers and exporters, especially in Nicaragua; (ii) it has executed projects with the private sector with assistance from bilateral aid institutions; (iii) the Bank's Country Office recommends it after an institutional evaluation; and (iv) its strategy includes the establishment of an artisan support committee, which has synergies with the project objectives.
- 4.3 APENN's partners in the project will be three export firms that are working with microproducers in rural areas and with which it has signed a letter of commitment to cooperation and the contribution of counterpart resources: Atuto in Honduras, La Casa in Guatemala, and Oyanca in Nicaragua.
- 4.4 Atuto is a limited liability company established in 1995. It employs 115 workers and subcontracts over 300 workshops and microproducers in ceramics, iron, wood, and other natural fiber products for export. In 2004 its export revenue totaled over US\$1 million. It is currently carrying out a project with USAID with objectives that are compatible with those of this project.
- 4.5 La Casa was founded in 2000. It has 11 employees, and its 2004 export revenue totaled almost US\$500,000. Currently it subcontracts work to over 400 microproducers that make articles with designs provided mainly by its clients in the United States. It specializes in wood furniture, textiles, and natural fiber. It is beginning a project with USAID to make interior decoration items from recycled bottles, with objectives that are compatible with those of this project.
- 4.6 Oyanca was founded in 2001. It has 7 employees and its export revenue in 2004 was over US\$120,000. It is currently working with approximately 100 microproducers, mainly in ceramics. Its principal clients are in the United States and Europe. Its business consists mainly of distributing orders from its clients, supervising the collection of samples, and overseeing and assisting with



production and packaging. For its work in Nicaragua it will receive assistance in cash and in kind from the Institute for Development and Democracy, IPADE.

**B. Execution mechanism**

- 4.7 The executing agency will set up a Steering Committee as a regional coordination tool to supervise compliance with project targets and ensure proper management of resources for the benefit of microproducers. It will also decide on the allocation of resources and the hiring of the project director and consultants, and it will approve the annual business plans, semiannual performance reports, and the selection of beneficiary microproducers and institutions. It will have five members: a representative of APENN, assigned by its Executive Board, one representative of each of the three firms, and the project director, who will serve as committee secretary. A representative of the MIF may attend meetings as an observer. It is advisable to establish a regular schedule of meetings, three in the first year and two a year thereafter. Decisions will be taken by unanimous agreement of the members.
- 4.8 The project will be administered by a project executing unit (PEU), which must be established as a condition precedent to the first disbursement. The PEU will report to APENN management. It will comprise the project director and a project assistant, as well as a technical coordinator in each country appointed by each of the export firms (three in all) and an administrative/financial assistant. The members of the PEU will be chosen by the Steering Committee in accordance with Bank procedures. The job descriptions and duties of the members of the PEU are given in the Operating Regulations (OR).
- 4.9 The PEU will be responsible for: (i) preparing and executing annual work plans; (ii) coordinating project activities in the three countries, including the development of a monitoring and follow-up system built on the baseline studies; (iii) procuring and supervising goods and services; (iv) handling requests for disbursement of the contribution; (v) presenting financial statements and performance reports to the project's Steering Committee for delivery to the Bank; (vi) monitoring the performance indicators established in the Logical Framework; (vii) preparing semiannual performance reports; and (viii) having the technical coordinator in each country select beneficiary microproducers and institutions, based on market opportunities identified by the respective export firm (Minutes 2.3).
- 4.10 During execution of the project, there will be constant interaction among the members of the PEU, supported by the consultants. The three components will be executed simultaneously in accordance with diagnostic assessments by the director and technical coordinators.
- 4.11 If, for any reason, one of the export firms should withdraw from the project, the Steering Committee may submit a proposal for alternative use of the corresponding resources for approval by the Bank, in line with the project's original objectives.

**C. Project readiness**

- 4.12 The project is ready to be implemented, given that the first groups of microproducers have been selected on the basis of the criteria established in the Operating Regulations and terms of reference have been drawn up for the principal consultant services. Draft Operating Regulations have been agreed upon with the executing agency and the exporters.

**D. Execution period and disbursement schedule**

- 4.13 The project will be executed over a period of 36 months, with disbursements over 42 months. The Bank will establish a revolving fund for up to 20% of the MIF contribution, to be managed in an account separate from that for the total approved amount. APENN will receive the revolving fund and automatically allocate it approximately as follows: APENN 15%, Atuto 40%, La Casa 25%, and Oyanca 20%. These percentages may vary in accordance with the annual work plan and with Steering Committee approval.

**E. Procurement and contracting**

- 4.14 APENN will be responsible for procurement of goods and services and for the contracting of consultants in accordance with Bank and MIF policies and procedures. Contracting will be reviewed ex ante.
- 4.15 Each country's budget will be handled separately in such a way that any lag in execution of one does not affect execution of the others. Before a country receives a disbursement, an agreement will be signed between APENN and the export firm of the country concerned, stipulating the terms on which the funds are being transferred, what form the counterpart contribution will take, the appointment of the country coordinator for the project, as well as the other obligations of the parties with respect to execution. That agreement will specify what action APENN can take in the event that the export firms: (i) fail to provide the information required by the Bank within a reasonable time; (ii) fail to comply with the Bank's requirements; and (iii) delay or fail to contribute the planned counterpart resources (Minutes 2.7).

## **V. MONITORING AND EVALUATION**

**A. Monitoring**

- 5.1 **Monitoring reports.** APENN will deliver all project progress reports to the Bank's Country Office within 60 days after the end of each six-month period, and a final report within 60 days after the last disbursement. The reports will adopt a format previously agreed upon with the Bank and include a work plan and disbursement schedule for the following six-month period. They will address all project activities and funding to date and describe outcomes measured according to the indicators

and means of verification given in the logical framework for the project. The Bank will use these reports to keep track of project execution and to prepare the project completion report (PCR), which must be drawn up by the Bank's specialist within 90 days after the disbursement date.

## **B. Evaluation**

- 5.2 Project Component I calls for the design of a baseline model of the productivity and competitiveness of participating microproducers, based on information that they themselves have to give to the technical coordinator.
- 5.3 The midterm review will be contracted once 50% of the MIF contribution has been committed and will be performed by a supply chain consultant selected and hired directly by the Bank. This evaluation will review at least: (i) performance of the logical framework indicators; (ii) progress made on project execution; (iii) the institutional capacity of the executing agency, the export firms, and the other institutions involved in the project; (iv) counterpart contributions in line with the budget and Operating Regulations; (v) compliance by the microproducers and export firms with environment and occupational safety standards; and (vi) changes in producer margins and income. Based on the evaluator's recommendations, the Bank and the executing agency will agree on corrective action to ensure proper execution of the project.
- 5.4 The final evaluation will be carried out once 95% of the MIF funds have been disbursed. It will analyze: (i) the extent to which the program's specific purposes and objectives have been met, mainly with regard to the integration of the microproducers into international chains and their export sales, bearing in mind the baseline indicators and fulfillment of the indicators identified in the logical framework; (ii) microenterprise producer satisfaction, as determined by a survey; and (iii) the degree of sustainability of the actions undertaken in the program once the MIF contribution ends, including compliance with environmental, occupation safety, and waste management requirements.

## **VI. BENEFITS AND RISKS**

- 6.1 **The direct beneficiaries of the project** will be over 1,000 microproducers in Honduras, Guatemala and Nicaragua, which, given their socioeconomic conditions and limited capacity, could not currently access international export markets. Priority will be given to those producers that do not regularly sell to the three export firms, or supply parts with little value-added. Other beneficiaries include the three export firms, the suppliers of goods and services and raw materials to the microproducers, and at least 10 local public and private institutions that support microproducers, which will increase their capacity to interact with the local productive system and with the export market.

- 6.2 The microproducers will be identified by the technical coordinator in each country, in line with the judgment of the export firms, which have the best grasp of market opportunities. The selection will be approved by the Steering Committee, using the eligibility criteria set in the Operating Regulations (Minutes 2.3).
- 6.3 **Risks.** The project carries three main *risks*: (i) that the export firms run into financial difficulties that prevent them from providing the counterpart contribution; (ii) complications in the three chains working together; and (iii) a decline in international demand for the products to be supported by the project (Minutes 2.1).
- 6.4 The *first risk* is beyond the scope of this project. Nevertheless, to mitigate it, export firms were chosen that had demonstrated in the previous project that they are capable of undertaking a new initiative under these circumstances and that received favorable references from their principal global buyers. The fact that the project is to be executed in three countries attenuates the country risk, and in the event that one export firm runs into problems, the other enterprises' performance on the project will not be affected because they have separate budgets. The other export firms could also take over the share of the export firm in difficulties, or a fourth export firm could be found to replace it. The *second risk* is mitigated by the fact that APENN, the executing agency selected, has experience of working with exporters; moreover, the three export firms know each other and have worked together on the aforementioned MIF project. In addition, included in the budget are activities involving regular visits by the project director to the three chains and two meetings a year of the Steering Committee, which will facilitate coordination of activities. Finally, the representatives of the three export firms meet at international trade fairs and on other occasions and already carry out joint activities. The *third risk* is beyond the scope of the project. Nevertheless, it is mitigated by the inclusion of export firms whose sales have increased steadily in recent years and which are linked to global buyers, whose demand has also increased. Finally, the project's strategy is to differentiate products by means of ongoing innovation in designs, an advantage for international competition; such as with Chinese products (Minutes 2.1).

## VII. ENVIRONMENTAL AND SOCIAL REVIEW

- 7.1 The Committee on Environment and Social Impact (CESI) reviewed and approved the project abstract at its meeting of 7 January 2005, and its recommendations incorporated into this document. Specifically, (i) the project includes activities to improve waste management, as well as environmental, occupational safety, and risk control measures (paragraph 2.4.i), which are built into Components I and II and have budgets, as shown in Annex 2 (paragraphs 1.2.1, 1.2.2, and 1.3.2); (ii) the project relies on designs from international designers, which will not infringe the intellectual property rights of Central American communities (paragraphs 1.2 and 2.6); and (iii) the wood to be used will be certified (paragraph 2.7.iv).

**LOGICAL FRAMEWORK**  
**INTEGRATION OF CENTRAL AMERICAN MICROPRODUCERS INTO INTERNATIONAL VALUE CHAINS**  
**(TC-RG-M1026)**

Summary of Objectives	Indicators	Means of Verification	Assumptions														
Goal																	
To help enhance the competitiveness of Central American microproducers.	Three years after the end of the project: 1. The exporting firms have doubled the number of microproducers they work with. 2. The three Central American chains have combined export revenue of at least US\$5 million a year. 3. Institutions in all three countries have personnel trained to help exporting microproducers become more competitive.	1. Export records in the statistics systems of the three countries. 2. APENN reports and those of Atuto, La Casa, and Oyanca. 3. Project completion report (PCR), final evaluations, and expost monitoring of the project.	1. A stable regional macroeconomy.														
Purpose																	
To integrate 1,000 microproducers in Guatemala, Honduras, and Nicaragua into international interior decoration and furniture chains with high-value added in design.	1. By the end of year three of the project, the following numbers of microproducers have joined international export chains: <table><tr><td>Guatemala</td><td>Honduras</td><td>Nicaragua</td></tr><tr><td>600</td><td>300</td><td>100</td></tr></table> 2. During the first year, the microproducers have achieved at least the following increases in their sales revenue, in dollars: <table><tr><td>Year</td><td>Guatemala</td><td>Honduras</td><td>Nicaragua</td></tr><tr><td>1</td><td>300,000</td><td>300,000</td><td>100,000</td></tr></table>	Guatemala	Honduras	Nicaragua	600	300	100	Year	Guatemala	Honduras	Nicaragua	1	300,000	300,000	100,000	1. The executing agency’s semiannual reports on the project. 2. Midterm and final reports on the project. 3. Project management oversight and monitoring reports. 4. Project performance monitoring report (PPMR) 5. PCR for the project. 6. Benchmark information in baselines for microproducers.	1. The international market for design-intensive interior decoration items and furniture continues to grow. 2. Participating exporters remain interested in the project and the financial terms for counterpart contributions. 3. The three chains work well together.
Guatemala	Honduras	Nicaragua															
600	300	100															
Year	Guatemala	Honduras	Nicaragua														
1	300,000	300,000	100,000														

Summary of Objectives	Indicators	Means of Verification	Assumptions																
	<p>3. In percentage terms, microproducers show the following increases in export revenue vis-à-vis their exports at the end of year one:</p> <table border="1"> <thead> <tr> <th>Year</th><th>Guatemala</th><th>Honduras</th><th>Nicaragua</th></tr> </thead> <tbody> <tr> <td>2</td><td>20%</td><td>25%</td><td>30%</td></tr> <tr> <td>3</td><td>20%</td><td>25%</td><td>15%</td></tr> <tr> <td>4</td><td>20%</td><td>20%</td><td>15%</td></tr> </tbody> </table>	Year	Guatemala	Honduras	Nicaragua	2	20%	25%	30%	3	20%	25%	15%	4	20%	20%	15%		
Year	Guatemala	Honduras	Nicaragua																
2	20%	25%	30%																
3	20%	25%	15%																
4	20%	20%	15%																
<b>Components</b>																			
<b>Component 1. Improvement of production processes and products</b>	<p>1. Products: Each of the chains in the three countries exporting new collections developed by the project, as follows: Year 1: 12 new collections; year 2: 15 new collections; and year 3: 18 new collections.</p> <p>By the end of the project:</p> <p>2. At least 500 microproducers in the three countries have increased their value-added by on average at least 20% compared to their baseline (Minutes 2.4).</p> <p>3. 100% of beneficiary producers have improved their environmental and occupational safety practices, and comply with regulations in force in each country and those required in export markets.</p> <p>After 24 months of execution:</p> <p>4. Participating microproducers have reduced their costs, compared to their baselines, by 20% (GU), 10% (HO), and 10% (NI).</p>	<p>1. The executing agency's semiannual reports on the project.</p> <p>2. The three firms' export plans.</p> <p>3. Records of purchases by the three firms.</p> <p>4. PPMR.</p> <p>5. Midterm and final evaluations.</p> <p>6. Project management oversight and monitoring reports.</p>	<p>1. The prices of inputs remain stable.</p> <p>2. Availability of international experts to improve production.</p>																

Summary of Objectives	Indicators	Means of Verification	Assumptions								
<b>Component 2: Strengthening of relationships among chains</b>	<p>After 36 months of execution:</p> <p>1. The chains are regularly exporting to the following numbers of new clients, grouped by value of exports per client:</p> <table><tr><td>Exports worth:</td><td>No. of clients</td></tr><tr><td>&lt; US\$10,000/year</td><td>30</td></tr><tr><td>&lt; US\$50,000/year</td><td>10</td></tr><tr><td>&gt; US\$50,000/year</td><td>8</td></tr></table> <p>3. At least 120 producers in Guatemala and Nicaragua have been trained at Atuto in Honduras.</p> <p>4. The three chains have developed at least 10 joint collections.</p> <p>5. The three chains have participated jointly in three trade fairs and published 12 advertisements.</p> <p>After 18 months of execution:</p> <p>6. Three permanent group exhibitions in the three countries.</p> <p>7. Joint website posted.</p>	Exports worth:	No. of clients	< US\$10,000/year	30	< US\$50,000/year	10	> US\$50,000/year	8	<p>1. The executing agency’s semiannual reports on the project.</p> <p>2. Project management oversight and monitoring reports.</p> <p>3. PPMR.</p> <p>4. Midterm and final evaluations.</p>	<p>1. Agreements involving integration and liberalization of the Central American market are maintained.</p> <p>2. Producers are able to meet the quality, volume, and price conditions for entry into external markets.</p>
Exports worth:	No. of clients										
< US\$10,000/year	30										
< US\$50,000/year	10										
> US\$50,000/year	8										
<b>Component 3: Strengthened institutional arrangements for supporting microproducers</b>	<p>By the 24 month of execution:</p> <p>1. A Standing Committee of APENN has been established in Nicaragua to support producers and exporters of furniture and interior decoration items.</p> <p>2. 10 supporting institutions in the three countries have been incorporated into furniture and interior decoration item production chains.</p> <p>3. At least 30 officers in local supporting institutions have been trained in ways to lend support to exporting microproducers.</p> <p>4. At least three universities and/or institutes of higher education with design schools have received training.</p> <p>5. The experience acquired with the project has been documented and disseminated in a national circulation</p>	<p>1. The executing agency’s semiannual reports on the project.</p> <p>2. Project management oversight and monitoring reports.</p> <p>3. Satisfaction survey of institutions that support microproducers.</p> <p>4. Records of visits to the website.</p> <p>5. PPMR.</p> <p>6. Midterm and final evaluations.</p>	<p>1. Institutions that support microproducers are interested in learning from an integration model in which export firms and global buyers participate.</p>								

Summary of Objectives	Indicators	Means of Verification	Assumptions
	<p>publication in each country and at an international forum.</p> <p>6. A project management and control system is functioning.</p>		
<b>Activities</b>			
<p><b>Component 1. Improvement of the collective production process</b></p> <p>1.1 Development of the baseline and implementation of the control and monitoring system</p> <p><b>1.2 Business training</b></p> <p>1.2.0 Activities aimed at identifying new producers GU: based on AGEXPRONT, which has a country-wide list of producers. HO: field visit activities NI: based on sector institutions and field visits.</p> <p>1.2.1 Training in occupational safety, environment, health, and hygiene.</p> <p>1.2.2 NI: Consultant services in occupational security, environment, health, and hygiene.</p> <p>1.2.3 Training in business management</p> <p>1.2.4 Training in occupational and production aspects of business</p> <p>1.2.5 Basic training in business development</p> <p>1.2.6 Internships for producers in other countries</p>	<p>Total: US\$1,347,710 MIF: US\$651,552 Counterpart: US\$696,158</p> <p>1.1 Control and monitoring system implemented and baseline for at least 100 microproducers constructed prior to month 6. The project director, with the help of consultant services, will be responsible for adapting and implementing the monitoring system developed for the MIF cluster.</p> <p><b>1.2 Business training</b></p> <p>1.2.0 In the first 18 months, 80 new producers have been identified in Guatemala, 40 in Honduras, and 20 in Nicaragua.</p> <p>1.2.1 Training in occupational safety, the environment, health, and hygiene over the three years. GU: 600 microproducers trained. HO: 300 microproducers and heads of workshop trained. NI: 100 microproducers trained.</p> <p>1.2.2 NI: over the three years, 25 businesses receive advice on occupational safety, health, hygiene, and the environment.</p> <p>1.2.3 Training for groups of producers and leaders/intermediaries in the groups. GU: 5 1-day workshops per year. HO: 2 5-day workshops per year with at least 10 workshop managers/microentrepreneurs NI: 2-week course for 90 producers in the first 24 months.</p> <p>1.2.4 Training in occupational and production aspects of business</p>	<p>1. The program's work plan.</p> <p>2. Semiannual management reports.</p> <p>3. Baseline reports.</p> <p>4. Evaluations of training workshops.</p> <p>5. Equipment and installations.</p> <p>6. Product samples.</p> <p>7. Onsite inspections.</p>	



Summary of Objectives	Indicators	Means of Verification	Assumptions
<p><b>1.3 Productive investments</b></p> <p>1.3.1 Purchase of equipment and tools</p> <p>1.3.2 Adaptation of facilities</p>	<p>GU: 15 workshops per year. HO: 8 workshops per year attended by at least 15 workshop managers and their employees NI: 9 workshops per year.</p> <p>1.2.5 Basic training in business development for microproducers with less management capacity. Financed by local counterpart: GU: 75 microproducers over the 3 years. HO: 1 per month over 3 years at US\$100 * company staff. NI: Entrepreneurs program, 9 workshops per year (financed by IPADE).</p> <p>1.3 Over the 36 months:</p> <p>1.3.1 HO: Preparation of molds for metal products, natural fibers, clay. Welding and carpentry workshops. GU: Ovens, lathes, mixers, spray guns, saws for cutting wood, glass, polishers. NI: Ovens, lathes, mixers, molds, and sewing machines financed by IPADE.</p> <p>1.3.2 Adaptation of facilities NI: Producers' costs financed directly by IPADE</p>		
<p><b>1.4 Design and development of new products</b></p> <p>1.4.1 Technical assistance in product design: includes 10 joint (3-country) collections.</p> <p>1.4.2 Local design consultants</p> <p>1.4.3 Workshops on production processes/product development and dispatching of samples.</p> <p>1.4.8 Assistance with refining products, subsequent to sample design</p>	<p><b>1.4 Design and development of new products</b></p> <p>1.4.1 45 new collections developed over the 3 years:</p> <p>1.4.2 NI: with the assistance of the local technical coordinator, 5 design students provide consultant services to producers (in Nicaragua only).</p> <p>1.4.3 Over the 36 months, GU and NI: 100 microproducers trained in developing samples HO: 300 microproducers trained in developing samples</p> <p>1.4.8 GU: 150 days of product refinement technical assistance for producers.</p>		

Summary of Objectives	Indicators	Means of Verification	Assumptions
<b>1.5 Specialized technical assistance</b> 1.5.13 Producer training 1.5.15 Systematization of vertical processes: from receipt of the order to delivery of merchandise. 1.5.16 Specific technical assistance 1.5.17 Attendance at technology trade fairs for entrepreneurs and owners of workshops.	<b>1.5 Specialized technical assistance</b> 1.5.1 500 microproducers have received advice from international consultants on business management and specific production techniques. 1.5.13 Extension of training to microproducers. Training workshops following consulting services for all beneficiary microproducers over the three years. 1.5.16 Production management system implemented in Honduras. 1.5.17 NI: 100 microproducers have received assistance with respect to the production process. 1.5.19 1 entrepreneur and 1 workshop owner per country take part in a finishings trade fair each year.		
<b>Component 2. Stronger relationships among chains</b>  2.1 Advice on markets (will include marketing of joint collections) 2.2 Helping microproducers market their products 2.3 Assembling joint international exhibitions 2.4 Individual international exhibitions 2.5 Microproducers' regional exhibitions 2.6 Attendance at trade fairs and visits to clients 2.7 Visits to clients 2.8 Setting up international showrooms 2.9 Advertizing and promotional material 2.10 Joint advertizing and promotional material	Total: US\$629,300 MIF: US\$145,568 Counterpart: US\$483,732  2.1 Technical assistance provided in each country during the second half of year 1 and in year 2. 2.2 At least 200 microproducers per year have received marketing assistance in the three countries. 2.3 One trade fair a year in each country. 2.4 Participation in 1 international trade fair GU: Takes part twice a year in the New York Gift Show. 2.5 Microproducer participation in trade fairs: GU: 25 microproducers in two trade fairs in years 2 and 3. HO: Two trade fairs per year NI: EXPO APENN contribution for 15 microproducers in years 2 and 3. 2.6 Attendance at trade fairs and visits to clients GU: Participation in two trade fairs each year HO: Participation in four trade fairs per year and visits to clients NI: Participation in two trade fairs per year 2.7 Visits to clients paid for using local counterpart funds	1. Semiannual management reports. 2. Technical assistance reports. 3. Records of microproducer satisfaction with the technical advice they received. 4. Evaluations of training workshops. 5. Onsite inspections. 6. Sample monitoring reports for each country.	• Microproducers can meet quality, volume, and price requirements for entry into external markets.

Summary of Objectives	Indicators	Means of Verification	Assumptions
	HO: 6 2-person visits per year NI and GU: 3 clients a year for 3 years. 2.8 Permanent showrooms in each country for products from all three countries, as of month 6. 2.9 Catalogues of new products, brochures, website, etc. 2.10 Internships for microproducers in other countries, especially Honduras. GU: 15 microproducers in the three years. NI: 24 producers in the three years.		
<b>Component 3: Institution-strengthening and dissemination of outcomes</b>  3.8 Training for supporting institutions 3.10 Dissemination of outcomes and lessons learned.	Total: US\$490,710 MIF: US\$260,600 Counterpart: US\$230,110  3.8 APENN: Supporting institutions participate in environmental management and occupational safety workshops in the first 24 months. 3.10. Incorporation of new members in the interior decoration products committee. 3.10.b 1 regional seminar in year 2 of the project; 1 presentation of project outcomes in years 2 and 3 during the Microenterprise Forum. 3.10.c Incorporation of the project website into APENN's. Functioning by the fourth quarter of year 1. 3.10.d Dissemination of the project in the APENN magazine; the AGEXPRONT database available in the Masatepe chapter of IPADE; and establishment of a handicrafts committee, Fundación Ambos and others.	1. Semiannual management reports. 2. Case studies. 3. Routine reports of the project management oversight and monitoring system. 4. Publicity material. 5. Evaluation reports.	<ul style="list-style-type: none"> <li>• Other microproducers interested in taking part in the project.</li> </ul>

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

		HONDURAS						% IDB contr.per item	% IDB contr.
	Component/breakdown	Unit Cost	# days/ month	IDB	in kind	cash	Sub-Total		
1	Comp.1: Improvement of microproduction			316,770	39,600	246,150	602,520	79.7%	53%
1.1	Construction of baseline and adaptation of oversight and monitoring system						-	0.0%	0%
1.2	Business training			39,600	3,600	-	43,200	10.0%	92%
1.2.1	Training in labor safety, health and hygiene, and environment	1000	18	18,000			18,000	4.5%	100%
1.2.2	Counseling in occupational safety, health, hygiene, and environment						-	0.0%	0%
1.2.3	Training in business management	2000	6	12,000			12,000	3.0%	100%
1.2.4	Training in labor/production aspects of business development	400	24	9,600			9,600	2.4%	100%
1.2.5	Basic training in business development (entrepreneurs)	100	36		3,600		3,600	0.0%	0%
1.3	Productive investments			-	15,000	40,000	55,000	0.0%	0%
1.3.1	Equipment and tools					25,000	25,000	0.0%	0%
1.3.2	Adaptation of facilities				15,000	15,000	30,000	0.0%	0%
1.4	Design and development of new products			198,900	18,000	116,100	333,000	50.0%	60%
1.4.1	International technical assistance in product design (2 consultants)	420	360	100,800		50,400	151,200	25.4%	67%
1.4.2	External consultants airfares (2 consultants)	800	36	28,800			28,800	7.2%	100%
1.4.3	External consultants' per diem	50	180	4,500		4,500	9,000	1.1%	50%
1.4.4	Per diem for persons accompanying ext. cons.	50	720		18,000	18,000	36,000	0.0%	0%
1.4.5	Local consultants (In NI- design students)						-	0.0%	0%
1.4.6	Production processes/sample development workshops	200	360	64,800		7,200	72,000	16.3%	90%
1.4.7	Technical assistance in product refining						-	0.0%	0%
1.4.8	Shipment of samples	360	100			36,000	36,000	0.0%	0%
1.5	Specialized technical assistance			78,270	3,000	90,050	171,320	19.7%	46%
1.5.1	International consultant, high temp. ceramics						-	0.0%	0%
1.5.2	International consultant, low temp. ceramics	420	15	6,300			6,300	1.6%	100%
1.5.3	International consultant, welding	420	10	4,200			4,200	1.1%	100%
1.5.4	International consultant, finishings	420	10	4,200			4,200	1.1%	100%
1.5.5	International consultants, leather	420	6	2,520			2,520	0.6%	100%
1.5.6	International consultant, wood and rattan	420	15	6,300			6,300	1.6%	100%
1.5.7	Technical assistance in using wax for candles	420	10	4,200			4,200	1.1%	100%
1.5.8	Specialist in molten glass techniques	420	20	8,400			8,400	2.1%	100%
1.5.9	International consultants' airfares	800	16	12,800			12,800	3.2%	100%
1.5.10	International consultants local per diem	50	101	5,050			5,050	1.3%	100%
1.5.11	Per diem for local person accompanying consultant	50	101			5,050	5,050	0.0%	0%
1.5.12	Extension of training to producers	100	100		3,000	7,000	10,000	0.0%	0%
1.5.13	Consultant in production processes	420	15	6,300			6,300	1.6%	100%
1.5.14	Travel expenses of local consultants						-	0.0%	0%
1.5.15	Systematization of vertical processes	8000	3			24,000	24,000	0.0%	0%
1.5.16	Specific technical assistance in prod. process						-	0.0%	0%

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

		HONDURAS					% IDB contr.per item	% IDB contr.
Component/breakdown	Unit Cost	# days/ month	IDB	in kind	cash	Sub-Total		
1.5.17 Attendance at trade fairs, specialized technology for entrepreneurs and workshop owners	2000	6		-	12,000	12,000	0.0%	0%
1.5.18 Purchase of vehicle					24,000	24,000	0.0%	0%
1.5.19 Gasoline and maintenance, insurance	500	36	18,000		18,000	36,000	4.5%	50%
<b>2 Comp. 2: Strengthening of relationships among chains</b>			<b>44,018</b>	<b>107,960</b>	<b>149,182</b>	<b>301,160</b>	<b>11.1%</b>	<b>15%</b>
2.1 International consulting in market analysis	420	285	31,268		88,432	119,700	7.9%	26%
2.2 Entrepreneur representation at exhibitions	420	120		50,400		50,400	0.0%	0%
2.3 Joint international exhibitions	5000	3			15,000	15,000	0.0%	0%
2.4 Individual international exhibitions						-	0.0%	0%
2.5 Regional microproducer exhibitions	1000	6	6,000		3,000	9,000	1.5%	67%
2.6 Attendance at fairs and visits to clients	3000	12			36,000	36,000	0.0%	0%
2.7 Client visits to the countries	1160	36		41,760		41,760	0.0%	0%
2.8 International showrooms in the three countries	300	36		10,800		10,800	0.0%	0%
2.9 Advertizing and promotional material (catalogues, brochures, website, etc.)	0.3	45000	6,750	5,000	6,750	18,500	1.7%	36%
2.10 Joint advertizing materials						-	0.0%	#DIV/0!
2.11 Internships for producers in other countries						-	0.0%	#DIV/0!
<b>3 Institution-strengthening and dissemination of outcomes</b>			<b>36,700</b>	<b>54,000</b>	<b>36,100</b>	<b>126,800</b>	<b>9.2%</b>	<b>29%</b>
3.1 Project Director						-	0.0%	0%
3.2 Project manager's transportation expenses						-	0.0%	0%
3.3 Project manager's participation in MIF workshop								
3.4 Local technical coordinator	1800	36	36,700		28,100	64,800	9.2%	57%
3.5 Project administrative/financial assistant	1000	36		36,000		36,000	0.0%	0%
3.6 Accounting	500	36		18,000		18,000	0.0%	0%
3.7 Project director equipment and administrative expenses					2,500	2,500	0.0%	0%
3.8 Participation, project steering committee meetings					5,500			
3.9 Training courses for supporting institutions						-	0.0%	0%
3.10 Dissemination of outcomes and lessons learned						-	0.0%	0%
<b>4 Evaluations and audits</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0%</b>
4.1 Evaluations (2: 1 midterm, 1 final)						-	0.0%	0%
4.2 Monitoring of MIF productive integration cluster						-	0.0%	0%
4.3 Project completion audit						-	0.0%	0%
4.4 Contingencies						-	0.0%	0%
<b>TOTAL PROJECT</b>			<b>397,488</b>	<b>201,560</b>	<b>431,432</b>	<b>1,030,480</b>	<b>100%</b>	<b>96%</b>
<b>Share in the project</b>			<b>35%</b>	<b>48%</b>	<b>43%</b>	<b>41%</b>		
<b>Country share</b>			<b>39%</b>	<b>20%</b>	<b>42%</b>	<b>100%</b>		

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

		NICARAGUA							
	Component/breakdown	Unit Cost	# days/ month	IDB	in kind	cash	Sub-Total	% IDB contr.per item	% IDB contr.
1	Comp.1: Improvement of microproduction			125,487	53,730	178,818	358,035	31.6%	35%
1.1	Construction of baseline and adaptation of oversight and monitoring system						-	0.0%	0%
1.2	Business training			20,450	-	21,600	42,050	5.1%	49%
1.2.1	Training in labor safety, health and hygiene, and environment	400	8	3,200			3,200	0.8%	100%
1.2.2	Counseling in occupational safety, health, hygiene, and environment	50	75	3,750			3,750	0.9%	100%
1.2.3	Training in business management	150	90	13,500			13,500	3.4%	100%
1.2.4	Training in labor/production aspects of business development	400	27			10,800	10,800	0.0%	0%
1.2.5	Basic training in business development (entrepreneurs)	400	27			10,800	10,800	0.0%	0%
1.3	Productive investments			-	3,000	40,000	43,000	0.0%	0%
1.3.1	Equipment and tools					30,000	30,000	0.0%	0%
1.3.2	Adaptation of facilities				3,000	10,000	13,000	0.0%	0%
1.4	Design and development of new products			54,378	-	31,005	85,383	13.7%	64%
1.4.1	International technical assistance in product design (2 consultants)	462	54	24,948			24,948	6.3%	100%
1.4.2	External consultants airfares (2 consultants)	700	9	6,300			6,300	1.6%	100%
1.4.3	External consultants' per diem	90	54	2,430		2,430	4,860	0.6%	50%
1.4.4	Per diem for persons accompanying ext. cons.	50	54	2,700			2,700	0.7%	100%
1.4.5	Local consultants (In NI- design students)	45	135			6,075	6,075	0.0%	0%
1.4.6	Production processes/sample development workshops	200	180	18,000		18,000	36,000	4.5%	50%
1.4.7	Technical assistance in product refining						-	0.0%	#DIV/0!
1.4.8	Shipment of samples					4,500	4,500	0.0%	0%
1.5	Specialized technical assistance			50,659	50,730	86,213	187,602	12.7%	27%
1.5.1	International consultant, high temp. ceramics	462	45	-	20,790		20,790	0.0%	0%
1.5.2	International consultant, low temp. ceramics	462	20	9,240			9,240	2.3%	100%
1.5.3	International consultant, welding	-	-	-	-		-	0.0%	0%
1.5.4	International consultant, finishings	462	10	4,620	-		4,620	1.2%	100%
1.5.5	International consultants, leather	462	6	2,772			2,772	0.7%	100%
1.5.6	International consultant, wood and rattan	462	45		20,790		20,790	0.0%	0%
1.5.7	Technical assistance in using wax for candles						-	0.0%	0%
1.5.8	Specialist in molten glass techniques						-	0.0%	0%
1.5.9	International consultants' airfares		11	3,500	7,800		11,300	0.9%	31%
1.5.10	International consultants local per diem	90	126	6,577		4,763	11,340	1.7%	58%
1.5.11	Per diem for local person accompanying consultant	50	126	-		6,300	6,300	0.0%	0%
1.5.12	Extension of training to producers	100	45		1,350	3,150	4,500	0.0%	0%
1.5.13	Consultant in production processes	1,000	7	5,950			5,950	1.5%	100%
1.5.14	Travel expenses of local consultants						-	0.0%	0%
1.5.15	Systematization of vertical processes						-	0.0%	0%
1.5.16	Specific technical assistance in prod. process					30,000	30,000	0.0%	0%

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

	Component/breakdown	NICARAGUA					% IDB contr.per item	% IDB contr.
		Unit Cost	# days/ month	IDB	in kind	cash	Sub-Total	
1.5.17	Attendance at trade fairs, specialized technology for entrepreneurs and workshop owners	2,000	1			2,000	2,000	0.0% 0%
1.5.18	Purchase of vehicle					22,000	22,000	0.0% 0%
1.5.19	Gasoline and maintenance, insurance	500	36	18,000		18,000	36,000	4.5% 50%
<b>2</b>	<b>Comp. 2: Strengthening of relationships among chains</b>			<b>51,700</b>	<b>40,800</b>	<b>31,000</b>	<b>123,500</b>	<b>13.0% 42%</b>
2.1	International consulting in market analysis	420	45	18,900			18,900	4.8% 100%
2.2	Entrepreneur representation at exhibitions	420	50		21,000		21,000	0.0% 0%
2.3	Joint international exhibitions	5,000	3			15,000	15,000	0.0% 0%
2.4	Individual international exhibitions						-	0.0% 0%
2.5	Regional microproducer exhibitions	500	30				-	0.0% 0%
2.6	Attendance at fairs and visits to clients	2,500	6			15,000	15,000	0.0% 0%
2.7	Client visits to the countries	1,000	9		9,000		9,000	0.0% 0%
2.8	International showrooms in the three countries	300	36		10,800		10,800	0.0% 0%
2.9	Advertizing and promotional material (catalogues, brochures, website, etc.)			4,000		1,000	5,000	1.0% 80%
2.10	Joint advertizing materials							
2.11	Internships for producers in other countries	1,200	24	28,800			28,800	7.2% 100%
<b>3</b>	<b>Institution-strengthening and dissemination of outcomes</b>			<b>36,700</b>	<b>14,160</b>	<b>36,200</b>	<b>87,060</b>	<b>9.2% 42%</b>
3.1	Project Director						-	0.0% 0%
3.2	Project manager's transportation expenses						-	0.0% 0%
3.3	Project manager's participation in MIF workshop							
3.4	Local technical coordinator	1,800	36	36,700		28,100	64,800	9.2% 57%
3.5	Project administrative/financial assistant	118	120		14,160		14,160	0.0% 0%
3.6	Accounting	225	36			8,100	8,100	0.0% 0%
3.7	Project director equipment and administrative expenses						-	0.0% 0%
3.8	Participation, project steering committee meetings							
3.9	Training courses for supporting institutions						-	0.0% 0%
3.10	Dissemination of outcomes and lessons learned						-	0.0% 0%
<b>4</b>	<b>Evaluations and audits</b>	-	-	-	-	-	-	<b>0.0% 0%</b>
4.1	Evaluations (2: 1 midterm, 1 final)						-	0.0% 0%
4.2	Monitoring of MIF productive integration cluster						-	0.0% 0%
4.3	Project completion audit						-	0.0% 0%
4.4	Contingencies						-	0.0% 0%
	<b>TOTAL PROJECT</b>	<b>-</b>	<b>-</b>	<b>213,887</b>	<b>108,690</b>	<b>246,018</b>	<b>568,595</b>	<b>54% 119%</b>
	<b>Share in the project</b>			19%	26%	25%		
	<b>Country share</b>			38%	19%	43%	100%	

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

	Component/breakdown	GUATEMALA						% IDB contr.per item	% IDB contr.
		Unit Cost	# days/m onth	IDB	in kind	cash	Sub-Total		
1	Comp.1: Improvement of microproduction			187,095	27,900	149,960	364,955	47.1%	51%
1.1	Construction of baseline and adaptation of oversight and monitoring system						-	0.0%	0%
1.2	Business training	37,781	2,101	31,200	3,600	-	34,800	7.8%	90%
1.2.1	Training in labor safety, health and hygiene, and environment	400	18	7,200			7,200	1.8%	100%
1.2.2	Counseling in occupational safety, health, hygiene, and environment						-	0.0%	0%
1.2.3	Training in business management	400	15	6,000			6,000	1.5%	100%
1.2.4	Training in labor/production aspects of business development	400	45	18,000			18,000	4.5%	100%
1.2.5	Basic training in business development (entrepreneurs)	100	36		3,600		3,600	0.0%	0%
1.3	Productive investments	-	-	-	10,500	45,500	56,000	0.0%	0%
1.3.1	Equipment and tools					35,000	35,000	0.0%	0%
1.3.2	Adaptation of facilities				10,500	10,500	21,000	0.0%	0%
1.4	Design and development of new products	1,798	702	62,520	7,200	33,420	103,140	15.7%	61%
1.4.1	International technical assistance in product design (2 consultants)	462	60	27,720			27,720	7.0%	100%
1.4.2	External consultants airfares (2 consultants)	800	12	9,600			9,600	2.4%	100%
1.4.3	External consultants' per diem	90	60	2,700	2,700		5,400	0.7%	50%
1.4.4	Per diem for persons accompanying ext. cons.	50	60			3,000	3,000	0.0%	0%
1.4.5	Local consultants (In NI- design students)						-	0.0%	0%
1.4.6	Production processes/sample development workshops	200	180	18,000		18,000	36,000	4.5%	50%
1.4.7	Technical assistance in product refining	150	60	4,500	4,500		9,000	1.1%	50%
1.4.8	Shipment of samples	46	270			12,420	12,420	0.0%	0%
1.5	Specialized technical assistance			93,375	6,600	71,040	171,015	23.5%	55%
1.5.1	International consultant, high temp. ceramics						-	0.0%	0%
1.5.2	International consultant, low temp. ceramics	462	21	9,702			9,702	2.4%	100%
1.5.3	International consultant, welding	462	15	6,930			6,930	1.7%	100%
1.5.4	International consultant, finishings	462	21	9,702			9,702	2.4%	100%
1.5.5	International consultants, leather	462	15	3,465		3,465	6,930	0.9%	50%
1.5.6	International consultant, wood and rattan	462	21	16,506			16,506	4.2%	100%
1.5.7	Technical assistance in using wax for candles						-	0.0%	0%
1.5.8	Specialist in molten glass techniques	420	10	4,200			4,200	1.1%	100%
1.5.9	International consultants' airfares	800	15	12,000			12,000	3.0%	100%
1.5.10	International consultants local per diem	115	103	6,870		4,975	11,845	1.7%	58%
1.5.11	Per diem for local person accompanying consultant						-	0.0%	0%
1.5.12	Extension of training to producers	100	100		3,000	7,000	10,000	0.0%	0%
1.5.13	Consultant in production processes	1,000	9	6,000		3,000	9,000	1.5%	67%
1.5.14	Travel expenses of local consultants	200	36	-	3,600	3,600	7,200	0.0%	0%
1.5.15	Systematization of vertical processes						-	0.0%	0%
1.5.16	Specific technical assistance in prod. process						-	0.0%	0%



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Integration of Central American Microproducers into International Value Chains

	Component/breakdown	GUATEMALA					% IDB contr.per item	% IDB contr.
		Unit Cost	# days/m onth	IDB	in kind	cash		
1.5.17	Attendance at trade fairs, specialized technology for entrepreneurs and workshop owners	1,500	6			9,000	9,000	0.0% <b>0%</b>
1.5.18	Purchase of vehicle					22,000	22,000	0.0% <b>0%</b>
1.5.19	Gasoline and maintenance, insurance	500	36	18,000		18,000	36,000	4.5% <b>50%</b>
<b>2</b>	<b>Comp. 2: Strengthening of relationships among chains</b>			<b>46,350</b>	<b>46,300</b>	<b>88,450</b>	<b>181,100</b>	<b>11.7%</b> <b>26%</b>
2.1	International consulting in market analysis	420	45	18,900			18,900	4.8% <b>100%</b>
2.2	Entrepreneur representation at exhibitions	420	50		21,000	-	21,000	0.0% <b>0%</b>
2.3	Joint international exhibitions	5,000	3			15,000	15,000	0.0% <b>0%</b>
2.4	Individual international exhibitions	9,000	6			54,000	54,000	0.0% <b>0%</b>
2.5	Regional microproducer exhibitions	2,500	2		2,500	2,500	5,000	0.0% <b>0%</b>
2.6	Attendance at fairs and visits to clients	2,500	6			15,000	15,000	0.0% <b>0%</b>
2.7	Client visits to the countries	1,000	9		9,000		9,000	0.0% <b>0%</b>
2.8	International showrooms in the three countries	300	36		10,800		10,800	0.0% <b>0%</b>
2.9	Advertizing and promotional material (catalogues, brochures, website, etc.)	3,300	3	4,950	3,000	1,950	9,900	1.2% <b>50%</b>
2.10	Joint advertizing materials							
2.11	Internships for producers in other countries	1,500	15	22,500			22,500	5.7% <b>100%</b>
<b>3</b>	<b>Institution-strengthening and dissemination of outcomes</b>			<b>36,700</b>	<b>8,400</b>	<b>72,100</b>	<b>117,200</b>	<b>9.2%</b> <b>31%</b>
3.1	Project Director						-	0.0% <b>0%</b>
3.2	Project manager's transportation expenses						-	0.0% <b>0%</b>
3.3	Project manager's participation in MIF workshop							
3.4	Local technical coordinator	1,800	36	36,700		28,100	64,800	9.2% <b>57%</b>
3.5	Project administrative/financial assistant	1,000	36			36,000	36,000	0.0% <b>0%</b>
3.6	Accounting				8,400		8,400	0.0% <b>0%</b>
3.7	Project director equipment and administrative expenses					2,500	2,500	0.0% <b>0%</b>
3.8	Participation, project steering committee meetings					5,500		
3.9	Training courses for supporting institutions						-	0.0% <b>0%</b>
3.10	Dissemination of outcomes and lessons learned						-	0.0% <b>0%</b>
<b>4</b>	<b>Evaluations and audits</b>	-	-	-	-	-	-	<b>0.0%</b> <b>0%</b>
4.1	Evaluations (2: 1 midterm, 1 final)						-	0.0% <b>0%</b>
4.2	Monitoring of MIF productive integration cluster						-	0.0% <b>0%</b>
4.3	Project completion audit						-	0.0% <b>0%</b>
4.4	Contingencies						-	0.0% <b>0%</b>
	<b>TOTAL PROJECT</b>	-	-	<b>270,145</b>	<b>82,600</b>	<b>310,510</b>	<b>663,255</b>	<b>68%</b> <b>108%</b>
	<b>Share in the project</b>			24%	20%	31%		
	<b>Country share</b>			41%	12%	47%	100%	

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

	Component/breakdown	Executing Agency			Total			TOTAL	
		IDB	In kind	In cash	IDB	In kind	In cash		%
1	Comp.1: Improvement of microproduction	15,000	0	0	651,552	121,230	574,928	1,347,710	53%
1.1	Construction of baseline and adaptation of oversight and monitoring system	15000			15,000	0	0	15,000	1%
1.2	Business training	-	-	-	98,450	7,200	21,600	127,250	5%
1.2.1	Training in labor safety, health and hygiene, and environment				28,400	0	0	28,400	1%
1.2.2	Counseling in occupational safety, health, hygiene, and environment				3,750	0	0	3,750	0%
1.2.3	Training in business management				31,500	0	0	31,500	1%
1.2.4	Training in labor/production aspects of business development				27,600	0	10,800	38,400	2%
1.2.5	Basic training in business development (entrepreneurs)				7,200	7,200	10,800	25,200	1%
1.3	Productive investments	0	0	0	0	28,500	125,500	154,000	6%
1.3.1	Equipment and tools				0	0	90,000	90,000	4%
1.3.2	Adaptation of facilities				0	28,500	35,500	64,000	3%
1.4	Design and development of new products	0	0	0	315,798	25,200	180,525	521,523	21%
1.4.1	International technical assistance in product design (2 consultants)				153,468	0	50,400	203,868	8%
1.4.2	External consultants airfares (2 consultants)				44,700	0	0	44,700	2%
1.4.3	External consultants' per diem				9,630	2,700	6,930	19,260	1%
1.4.4	Per diem for persons accompanying ext. cons.				2,700	18,000	21,000	41,700	2%
1.4.5	Local consultants (In NI- design students)				0	0	6,075	6,075	0%
1.4.6	Production processes/sample development workshops				100,800	0	43,200	144,000	6%
1.4.7	Technical assistance in product refining				4,500	4,500	0	9,000	0%
1.4.8	Shipment of samples				0	0	52,920	52,920	2%
1.5	Specialized technical assistance				222,304	60,330	247,303	529,937	21%
1.5.1	International consultant, high temp. ceramics				0	20,790	0	20,790	1%
1.5.2	International consultant, low temp. ceramics				25,242	0	0	25,242	1%
1.5.3	International consultant, welding				11,130	0	0	11,130	0%
1.5.4	International consultant, finishings				18,522	0	0	18,522	1%
1.5.5	International consultants, leather				8,757	0	3,465	12,222	0%
1.5.6	International consultant, wood and rattan				22,806	20,790	0	43,596	2%
1.5.7	Technical assistance in using wax for candles				4,200	0	0	4,200	0%
1.5.8	Specialist in molten glass techniques				12,600	0	0	12,600	0%
1.5.9	International consultants' airfares				28,300	7,800	0	36,100	1%
1.5.10	International consultants local per diem				18,497	0	9,738	28,235	1%
1.5.11	Per diem for local person accompanying consultant				0	3,600	14,950	18,550	1%
1.5.12	Extension of training to producers				0	7,350	17,150	24,500	1%
1.5.13	Consultant in production processes				18,250	0	3,000	21,250	1%
1.5.14	Travel expenses of local consultants								0%
1.5.15	Systematization of vertical processes				0	0	24,000	24,000	1%
1.5.16	Specific technical assistance in prod. process				0	0	30,000	30,000	1%

Itemized Budget  
Integration of Central American Microproducers into International Value Chains

	Component/breakdown	Executing Agency			Total			TOTAL	%
		IDB	In kind	In cash	IDB	In kind	In cash		
1.5.17	Attendance at trade fairs, specialized technology for entrepreneurs and workshop owners				0	0	23,000	23,000	1%
1.5.18	Purchase of vehicle				0	0	68,000	68,000	3%
1.5.19	Gasoline and maintenance, insurance				54,000	0	54,000	108,000	4%
<b>2</b>	<b>Comp. 2: Strengthening of relationships among chains</b>	<b>3,500</b>	<b>15,000</b>	<b>5,040</b>	<b>145,568</b>	<b>210,060</b>	<b>273,672</b>	<b>629,300</b>	<b>25%</b>
2.1	International consulting in market analysis				69,068	0	88,432	157,500	6%
2.2	Entrepreneur representation at exhibitions				0	92,400	0	92,400	4%
2.3	Joint international exhibitions				0	0	45,000	45,000	2%
2.4	Individual international exhibitions				0	0	54,000	54,000	2%
2.5	Regional microproducer exhibitions		15,000		6,000	17,500	5,500	29,000	1%
2.6	Attendance at fairs and visits to clients				0	0	66,000	66,000	3%
2.7	Client visits to the countries				0	59,760	0	59,760	2%
2.8	International showrooms in the three countries				0	32,400	0	32,400	1%
2.9	Advertizing and promotional material (catalogues, brochures, website, etc.)				15,700	8,000	9,700	33,400	1%
2.10	Joint advertizing materials	3,500		5,040	3,500	0	5,040	8,540	0%
2.11	Internships for producers in other countries				51,300	0	0	51,300	2%
<b>3</b>	<b>Institution-strengthening and dissemination of outcomes</b>	<b>150,500</b>	<b>9,000</b>	<b>3,600</b>	<b>260,600</b>	<b>85,710</b>	<b>144,400</b>	<b>490,710</b>	<b>19%</b>
3.1	Project Director	90,000			90,000	0	0	90,000	4%
3.2	Project manager's transportation expenses	15,000			15,000	0	0	15,000	1%
3.3	Project manager's participation in MIF workshop	3,000			3,000	0	0	3,000	0%
3.4	Local technical coordinator				110,100	0	84,300	194,400	8%
3.5	Project administrative/financial assistant	24,000			24,000	50,160	36,000	110,160	4%
3.6	Accounting				0	26,550	8,100	34,650	1%
3.7	Project director equipment and administrative expenses	2,500	9,000		2,500	9,000	5,000	16,500	1%
3.8	Participation, project steering committee meetings				0	0	11,000	11,000	0%
3.9	Training courses for supporting institutions			3,600			0		0%
3.10	Dissemination of outcomes and lessons learned	16,000			16,000	0	0	16,000	1%
<b>4</b>	<b>Evaluations and audits</b>	<b>62,280</b>	<b>-</b>	<b>-</b>	<b>62,280</b>	<b>-</b>	<b>-</b>	<b>62,280</b>	<b>2%</b>
4.1	Evaluations (2: 1 midterm, 1 final)	21,000			21,000	0	0	21,000	1%
4.2	Monitoring of MIF productive integration cluster	25,000			25,000	0	0	25,000	1%
4.3	Project completion audit	6,000			6,000	0	0	6,000	0%
4.4	Contingencies	10,280			10,280	0	0	10,280	0%
	<b>TOTAL PROJECT</b>	<b>231,280</b>	<b>24,000</b>	<b>8,640</b>	<b>1,120,000</b>	<b>417,000</b>	<b>993,000</b>	<b>2,530,000</b>	<b>100%</b>
	<b>Share in the project</b>	<b>21%</b>			<b>44.27%</b>	<b>16.48%</b>	<b>39.25%</b>	<b>100.00%</b>	
	<b>Country share</b>				<b>99%</b>	<b>94%</b>	<b>99%</b>		

**REGIONAL (GUATEMALA, HONDURAS AND NICARAGUA)**  
**INTEGRATION OF CENTRAL AMERICAN MICROPRODUCERS INTO INTERNATIONAL VALUE CHAINS**  
**RG-M1026**

**A. Other similar or related MIF projects**

<b>Project number / date of approval</b>	<b>Title of project, sector, executing agency and amount</b>	<b>Date of signing and original period of disbursement in months</b>	<b>Percentage disbursed</b>	<b>Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing- agency change, etc.</b>
ATN/ME-7625-RG  10 October 2001	Supporting Innovations in Financial and Business Development Services for Microenterprises  Weidemann Associates, Atuto (Honduras), Oyanca (Nicaragua) and La Casa (Guatemala)  US\$482,500 from the MIF	10 October 2001  26 months (extended by 16 months)	78%	Project rated satisfactory in respect of outcomes and development outlook (S/P). However, WAI has not delivered the final report on execution outcomes, nor has it been possible to make the last disbursement.
ATN/ME-6499-HO  12 May 1999	Microenterprises Network Expansion Centro de Recursos y Tecnología (CERTEC) [Resources and technology center]  US\$700,000 from the MIF	20 May 1999  60 months (extended by 6 months)	100%	Satisfactory project completion (S/P). The project completion workshop was held on 8 December 2004, and 33 networks were established.

## B. Other similar or related IDB projects

Project number / date of approval	Title of project, sector, executing agency and amount	Date of signing and original period of disbursement in months	Percentage disbursed	Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing- agency change, etc.
HO-0221  6 May 2003	Program to Foster Business Competitiveness  Secretariat of Industry and Trade  US\$10,000,000 from the IDB	2 July 2003  36 months	14%	Project rated satisfactory (S/P). Most targets for 2004 were met, despite some delays in processing of disbursements. A short-term (2005) action plan has been drawn up to make up for time lost.

## C. MIF projects related to the same sector or beneficiaries

Project number / date of approval	Title of project, sector, executing agency and amount	Date of signing and original period of disbursement in months	Percentage disbursed	Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing- agency change, etc.
ATN/ME-6355-RG  13 January 1999	Electronic Marketing of Artisan Products  Asociación para la Promoción del Comercio Equitativo (CRECER) [Association for the Promotion of Fair Trade]  US\$604,500 from the MIF	3 March 1999  48 months (extended by 16 months)	100%	Satisfactory project completion (HS/P). All program components were achieved with the funds disbursed (US\$540,330).
ATN/MH-6721-RG  27 October 1999	SME Entrepreneurship Development in Central America  Asociación de Gerentes de Guatemala [Managers Association of Guatemala]  US\$600,000 from the MIF	24 November 2000  48 months (extended by 12 months)	91%	Project rated highly satisfactory (HS/HP). Original targets were surpassed, thanks to the capacity and corporate training experience of the executing agency, AGG, PRETEC Uruguay, and UNCTAD.

<b>Project number / date of approval</b>	<b>Title of project, sector, executing agency and amount</b>	<b>Date of signing and original period of disbursement in months</b>	<b>Percentage disbursed</b>	<b>Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing- agency change, etc.</b>
ATN/MH-6576-HO  7 July 1999	Support for Productive Sector & Small Enterprise  Fundación para la Investigación y el Desarrollo Empresarial (FIDE) [Foundation for business research and development]  US\$1,700,000 reduced to US\$1,326,921 from the MIF	17 August 1999  48 months (extended by 14 months)	90%	Project rated satisfactory (S/P). Activities are being carried out according to plan agreed on when reprogrammed
ATN/ME-6465-NI  21 April 1999	Strengthening of Enterprises Services Market  Instituto Nicaragüense de Desarrollo [Nicaraguan development institute]  US\$975,000 from the MIF	9 June 1999  48 months (extended by 12 months)	100%	Satisfactory project completion (S/P). The project has promoted and sparked the interest of entrepreneurs in seeking to improve business performance and their competitiveness.
ATN/MT-6500-GU  12 May 1999	Institutional Development Micro, Small & Medium Enterprises  Ministry of Economy  US\$900,000 from the MIF	3 September 1999  24 months (extended by 44 months)	71%	Project rated satisfactory (S/P). The Bank granted a special extension until 3 June 2005 and implementation of the agreed upon work plan has been satisfactory.
ATN/ME-6537-GU  2 June 1999	Business Services Pilot Project  Chamber of Industry  US\$1,585,070 from the MIF	15 October 1999  42 months (extended by 46 months)	57%	Project rated satisfactory (S/P). Despite delays in execution, project objectives are deemed to be feasible.

#### D. Projects in the productive integration cluster

<b>Project number / date of approval</b>	<b>Title of project, sector, executing agency and amount</b>	<b>Date of signing and original period of disbursement in months</b>	<b>Percentage disbursed</b>	<b>Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing-agency change, etc.</b>
ATN/ME-7203-CO 17 October 2000	Development of the Productive Chain of Isabella Grape  Fundación Carvajal  US\$1,111,947 from the MIF	16 February 2001	97%	There were initial delays. Most of the scheduled activities achieved planned targets. A sustainability strategy is currently being worked out.
ATN/ME-7468-CH 27 June 2001	Productive chain integration for micro enterprises  SERCAL  US\$1,092,000 from the MIF	9 August 2001	98%	It took 8 months to meet conditions precedent. The last activities are now being carried out, including the closing event.
ATN/ME-7927-BR 26 June 2002	Development of industrial districts  SEBRAE  US\$2,075,000 from the MIF	10 September 2002	10%	Although disbursements have been slow, components initiated with the counterpart funds are being carried out and contribution resources have been committed.
ATN/ME-8112-AR 20 November 2002	Productive clusters for Cordoba  ADEC  US\$1,082,640 from the MIF	27 March 2003	28%	The project is proceeding without either delays or major changes.
ATN/ME-8291-RG  30 April 2003	Learning from business alliances  INCAE  US\$5 million from the MIF	17 June 2003  54 months	11%	Yellow flag. Project rated unsatisfactory U/P. 8 projects were supposed to be approved by the end of the first year. After 18 months, 5 proposals have been submitted.

<b>Project number / date of approval</b>	<b>Title of project, sector, executing agency and amount</b>	<b>Date of signing and original period of disbursement in months</b>	<b>Percentage disbursed</b>	<b>Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing-agency change, etc.</b>
ATN/ME-8432-ME 10 September 2003	Development of productive chains to promote exporting SMEs in Guanajuato  COFOCE-CIEX  US\$1 million from the MIF	1 December 2003	23%	Changes in the executing agency's instructions, formation of the project execution unit, and compliance with conditions precedent, delayed program activities. However, given that all the aforementioned issues have been solved, the project is now proceeding at the desired pace and originally established targets are expected to be met. Therefore current progress is deemed satisfactory.
ATN/ME-8456-DR 10 October 2003	Competitiveness of micro, small, medium enterprises in Santiago de los Caballeros  AIREN  US\$566,000 from the MIF	16 October 2003	15%	Satisfactory execution.
ATN/ME-8616-PE 21 January 2004	Supply chain for garment industry in Gamarra and Tourism in Cuzco  Comisión de Promoción de la Pequeña y Micro Empresa (Prompyme) [Committee for the promotion of microenterprise and small businesses]  US\$970,000 from the MIF	23 March 2004	5%	Following initial delays, progress is currently satisfactory.
ATN/ME-8541-UR December 2003	Support for the development of the wine supply chain  Asociación de Bodegas Exportadoras de Vinos Finos de Uruguay (ABE) [Association of fine wine exporting wineries of Uruguay]  US\$500,000 from the MIF	23 December 2004	34%	Planned activities have begun.



<b>Project number / date of approval</b>	<b>Title of project, sector, executing agency and amount</b>	<b>Date of signing and original period of disbursement in months</b>	<b>Percentage disbursed</b>	<b>Comments: Satisfactory execution or problems in execution, including delays, extensions, reformulation, executing-agency change, etc.</b>
ATN/ME-8601-UR January 2004	Development of the productive chain linked to the Ñandú  Asociación Uruguaya de Criadores del Ñandú (A.U.CRI.ÑA) [Uruguayan association of breeders in Nandú]  US\$ 463,000 from the MIF	16 April 2004	10%	Following initial delays, progress is currently satisfactory.
ATN/ME-8797-CO August 2004	Supporting cluster competitiveness  University of the Andes  US\$3,450,000 from the MIF	3 December 2004	N/A	In the processing of satisfying the conditions precedent.

MULTILATERAL INVESTMENT FUND										
ANEXO IV. GUATEMALA MIF PORTAFOLIO										
No.	Memo #	Project #	ATN #	Name	Exec.	FAC	Approval	Status	MIF Amount	% Disb
1	MIF/AT-130	TC9609176	ATN/MT-5594-GU	Private Sector Participation in the Civil Aviation Sector	ME	I	4-Jun-97	Completed	1,150,000	100.00
2	MIF/AT-142	TC9603029	ATN/MH-5736-GU	Project to Promote Private Sector Participation in Technical Training in Rural Areas	FUNDEMI	II	29-Oct-97	In execution	2,000,000	83.71
3	MIF/AT-151-1	TC9704299	ATN/MT-5783-GU	Strengthening of Capital Markets	ME	I	10-Dec-97	Completed	914,030	100.00
4	MIF/AT-161	TC9702425	ATN/ME-5911-GU	Technical Assistance to Non-traditional Agricultural Producers	AGEXPRO NT	IIIa	1-Apr-98	In execution	1,500,000	82.69
5	MIF/AT-204	TC9711278	ATN/MT-6210-GU	Commercial Mediation and Arbitration Center	CCG	I	29-Oct-98	Completed	447,108	100.00
6	MIF/AT-224	TC9809346	ATN/ME-6343-GU	Funding for the institutional strengthening of Génesis Empresarial	GE	IIIa	4-Jan-99	Completed	168,408	100.00
7	MIF/AT-250	TC9805443	ATN/MT-6500-GU	Institutional Development for Micro, Small & Medium Enterprises	ME	I	12-May-99	In execution	900,000	55.27
8	MIF/AT-255	TC9802192	ATN/ME-6537-GU	Business services pilot project	CIG	IIIa	2-Jun-99	In execution	1,585,070	52.59
9	MIF/AT-220	GU0140	23/MS-GU	Microenterprise Recovery Program	GE	IIIb	2-Jul-99	Completed	500,000	100.00
10	MIF/AT-220	GU0140	11/MS-GU	Microenterprise Recovery Program	GE	IIIb	2-Jul-99	Completed	50,000	100.00
11	MIF/AT-220	GU0141	12/MS-GU	Microenterprise Recovery Program	FUNDAP	IIIb	2-Jul-99	Completed	50,000	100.00
12	MIF/AT-220	GU0141	24/MS-GU	Microenterprise Recovery Program	FUNDAP	IIIb	2-Jul-99	Completed	350,000	100.00
13	MIF/AT-220	GU0142	25/MS-GU	Microenterprise Recovery Program	FENACOA	IIIb	2-Jul-99	Completed	500,000	100.00
14	MIF/AT-220	GU0144	34/MS-GU	Microenterprise Recovery Program	ADEPH	IIIb	31-Aug-99	Completed	100,000	100.00
15	MIF/AT-220	GU0145	35/MS-GU	Microenterprise Recovery Program	COINACE	IIIb	31-Aug-99	Cancelled	0	0.00
16	MIF/AT-287	TC9809023	ATN/MT-6664-GU	Strengthening Agricultural Commodity Exchange	BAN	I	21-Sep-99	In execution	428,000	92.72
17	MIF/AT-363	TC0005020	ATN/ME-7179-GU	Institutional Strengthening of BANCAF	BANCAFE	IIIa	19-Oct-00	In execution	254,000	95.94
18	MIF/AT-384	TC9810369	ATN/ME-7268-GU	Tourism Microenterprise Program	FDM	IIIa	13-Dec-00	In execution	520,000	87.11
19	MIF/AT-426	TC0004021	ATN/ME-7535-GU	ISO 9000 & 14000 FOR SMEs in the Construction Sector	CGC	IIIa	1-Aug-01	In execution	560,000	63.17
20	MIF/AT-453	TC0006010	ATN/MT-7736-GU	Modernization of Solid Waste Management in Guatemala City	MG	I	17-Dec-01	In execution	420,000	26.67
21	MIF/AT-460	TC9802449	ATN/MT-7827-GU	Strengthening the Superintendence of Banks and Microfinance Regulation	SUPERITE NDENCIA	I	3-Apr-02	In execution	1,000,000	18.69
22	MIF/AT-471	TC0201106	ATN/MT-7873-GU	Strengthening of Airport Security	DGAC	I	15-May-02	In execution	316,990	40.00
23	MIF/AT-483	TC0105023	ATN/ME-7950-GU	Redemif: Accounting Standards	REDIMIF	IIIa	18-Jul-02	In execution	330,000	44.77
24	MIF/AT-544	TC0211008	ATN/MT-8426-GU	Strengthening Unit Concesiones y Desincorp	MCTOP	I	9-Sep-03	In execution	500,000	4.00
No.	Memo #	Project #	ATN #	Name	Exec.	FAC	Approval	Status	MIF Amount	% Disb

25	MIF/AT-579	TC0202022	ATN/ME-8605-GU	Promotion of Cleaner Production Support	CIG	IIla	15-Jan-04	Approved	418,000	0.00
26	MIF/AT-600	GU-M1001	ATN/ME-8789-GU	Institutional Strengthening of Bancasol	BANCASO	IIla	26-Jul-04	In execution	285,000	10.00
27	MIF/AT-615	TC0003025	ATN/MT-8910-GU	Electricity Regul. Strengthening	CNEE	I	25-Oct-04	Approved	500,000	0.00
28	MIF/AT-619	TC0305008	ATN/ME-8944-GU	Merging Rural Credit Programs of Catholic Church in Guatemala	CRS	IIla	10-Nov-04	Approved	300,000	0.00
29	MIF/AT-640	GU-M1002	ATN/ME-9031-GU	Support to the Development of e-Commerce	CCG	IIla	17-Dec-04	In execution	285,000	10.00
							<b>Total MIF Amount</b>		<b>16,331,606</b>	

**MULTILATERAL INVESTMENT FUND**
**ANEXO V. HONDURAS MIF PORTAFOLIO**

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
1	MIF/AT-68	TC9506231	ATN/MH-5128-HO	Rural Entrepreneurship Development Program	EPZ	II	23-Jan-96	Completed	1,892,096	100.00
2	MIF/AT-82	TC9410440	ATN/MT-5235-HO	Strengthening of the Banking And Insurance Commission	CBS	I	29-May-96	Completed	1,525,113	100.00
3	MIF/AT-80	TC9503055	ATN/MT-5234-HO	Regulatory Agency for Energy and Telecommunications	CONATEL	I	29-May-96	Completed	777,548	100.00
4	MIF/AT-113	TC9602427	ATN/MT-5453-HO	Mediation and Arbitration Center	CCIT	I	16-Dec-96	Completed	415,662	100.00
5	MIF/AT-126	TC9609168	ATN/MH-5591-HO	Incentive for Private Sector Investment in Training	CADERH	II	4-Jun-97	Completed	465,750	100.00
6	MIF/AT-166	TC9802209	ATN/MT-5916-HO	LAC- Road Concession - SP	IMVMPS	I	7-Apr-98	Completed	31,986	100.00
7	MIF/AT-166	TC9803215	ATC/MT-5917-HO	LAC- Road Concession - SP	IMVMPS	I	7-Apr-98	Completed	243,940	100.00
8	MIF/AT-223	TC9805485	ATN/ME-6342-HO	Strengthen Institutional Capacity of FINSOL, S.A.	FINSOL	IIIa	4-Jan-99	Completed	266,411	100.00
9	MIF/AT-243	TC9810070	ATC/MT-6462-HO	Privatization of potable water and sewerage services	MPS	I	21-Apr-99	Completed	250,000	100.00
10	MIF/AT-243	TC9904043	ATN/MT-6467-HO	Privatization of potable water and sewerage services	MPS	I	21-Apr-99	Completed	498,490	100.00
11	MIF/AT-249	TC9810377	ATN/ME-6499-HO	Microenterprises Network Expansion	CERTEC	IIIa	12-May-99	Completed	700,000	100.00
12	MIF/AT-266	TC9906029	ATN/MH-6576-HO	Support to Productive Sector & Small Enterprises	FIDE	II	7-Jul-99	Completed	331,921	100.00
13	MIF/AT-266	TC9906029	ATN/ME-6577-HO	Support to Productive Sector & Small Enterprises	FIDE	II	7-Jul-99	In execution	995,000	80.79
14	MIF/AT-220	HO0147	13/MS-HO	Microenterprise Recovery Program	ODEF	IIIb	19-Jul-99	Completed	50,000	100.00
15	MIF/AT-220	HO0147	27/MS-HO	Microenterprise Recovery Program	ODEF	IIIb	19-Jul-99	Completed	350,000	100.00
16	MIF/AT-220	HO0157	28/MS-HO	Microenterprise Recovery Program	WRHO	IIIb	19-Jul-99	Completed	400,000	100.00
17	MIF/AT-220	HO0151	30/MS-HO	Microenterprise Recovery Program	FAMA	IIIb	21-Jul-99	Completed	100,000	100.00
18	MIF/AT-220	HO0154	29/MS-HO	Microenterprise Recovery Program	COVELO	IIIb	21-Jul-99	Completed	200,000	100.00
19	MIF/AT-220	HO0148	37/MS-HO	Microenterprise Recovery Program	FINCA	IIIb	28-Sep-99	Completed	300,000	100.00
20	MIF/AT-220	HO0150	38/MS-HO	Microenterprise Recovery Program	FH	IIIb	8-Oct-99	Completed	100,000	100.00
21	MIF/AT-220	HO0162	39/MS-HO	Microenterprise Recovery Program	INSOPROSA	IIIb	8-Oct-99	Completed	100,000	100.00
22	MIF/AT-220	HO0166	42/MS-HO	Microenterprise Recovery Program	COMIXPROL	IIIb	26-Nov-99	Completed	80,000	100.00

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
23	MIF/AT-220	HO0169	41/MS-HO	Microenterprise Recovery Program	COOMPOL	IIIb	26-Nov-99	Completed	150,000	100.00
24	MIF/AT-220	HO0163	43/MS-HO	Microenterprise Recovery Program	FACACH	IIIb	13-Dec-99	Completed	144,344	100.00
25	MIF/AT-220	HO0171	44/MS-HO	Microenterprise Recovery Program	FINSOL	IIIb	13-Dec-99	Completed	500,000	100.00
26	MIF/AT-220	HO0167	48/MS-HO	Microenterprise Recovery Program	LA	IIIb	7-Mar-00	Cancelled	0	0.00
27	MIF/AT-220	HO0177	47/MS-HO	Microenterprise Recovery Program	TAULABE	IIIb	7-Mar-00	Cancelled	0	0.00
28	MIF/AT-323	TC9904020	ATN/ME-6946-HO	Strengthening BANCOMER	XBDCZPB	IIIa	25-Apr-00	Completed	25,479	100.00
29	MIF/AT-351	TC9904022	ATN/ME-7118-HO	Strengthening BAHNCAF	BANHCAFE	IIIa	30-Aug-00	Completed	273,000	100.00
30	MIF/AT-355-1	TC9912014	ATN/MH-7185-HO	Enhance Competitiveness in the Apparel Sector	AHM	II	25-Oct-00	In execution	1,100,000	79.98
31	MIF/AT-375	TC9909024	ATN/MT-7240-HO	Strengthening the Financial Sector	BCH	I	29-Nov-00	In execution	1,456,872	66.67
32	MIF/AT-464	TC0001017	ATN/ME-7835-HO	Strengthening of the Agricultural Export Sector	FPX	IIIa	3-Apr-02	In execution	728,150	43.85
33	MIF/AT-500	TC0203019	ATN/ME-8046-HO	Savings Mobilization in Honduras	KH	IIIa	4-Oct-02	In execution	500,000	36.00
34	MIF/AT-504	TC0201099	ATN/MT-8077-HO	Airport Security Improvements	DGCA	I	24-Oct-02	In execution	118,000	40.00
35	MIF/AT-570	TC0206015	ATN/ME-8545-HO	Developmento of New Microfinance Productos for Cooperatives of Credit and	FACACH	IIIa	10-Dec-03	In execution	1,425,000	10.00
36	MIF/AT-603	TC0304029	ATN/MT-8802-HO	Adoption of International Accounting Standards	COHPUCP	I	5-Aug-04	Approved	490,000	0.00
37	MIF/AT-604	HO-M1001	ATN/MT-8806-HO	Water and Sanitation	ERSAPS	I	6-Aug-04	Approved	455,000	0.00
							<b>Total MIF Amount</b>		<b>17,439,762.20</b>	

MULTILATERAL INVESTMENT FUND										
ANEXO VI. NICARAGUA MIF PORTAFOLIO										
No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
1	MIF/AT-45	TC9407041	ATN/MT-4961-NI	Regulatory Framework for Expanding Private Investment in Infrastructure	CSREP	I	19-Jul-95	Completed	1,759,356	100.00
2	MIF/AT-62	TC9407166	ATN/MT-5064-NI	Strengthening Agricultural Commercialization	BAGSA	I	15-Nov-95	Completed	374,740	100.00
3	MIF/AT-131	TC9603079	ATN/MH-5611-NI	Training for Agricultural Business Development in the Departments of León and Chinandega	ATN	II	25-Jun-97	Completed	813,276	100.00
4	MIF/AT-193	TC9803322	ATN/MT-6088-NI	Support for the Restructuring of ENEL and the Introduction of the Private Sector	URE	I	5-Aug-98	Completed	1,186,684	100.00
5	MIF/AT-193	TC9803380	ATC/MT-6089-NI	Support for the Restructuring of ENEL and the Introduction of the Private Sector	URE	I	5-Aug-98	Cancelled	0	0.00
6	MIF/AT-199	TC9704174	ATN/MT-6157-NI	Capital Markets Modernization Program	BCN	I	23-Sep-98	Completed	863,383	100.00
7	MIF/AT-221	TC9809338	ATN/ME-6340-NI	Institutional Strengthening of the Fundación CHISPA	FCHISPA	IIIa	4-Jan-99	Completed	224,067	100.00
8	MIF/AT-229	TC9812011	ATC/MT-6365-NI	Private Participation in the Electricity Sector	ENEL	I	15-Jan-99	Cancelled	0	0.00
9	MIF/AT-234	TC9812038	ATC/MT-6373-NI	Promotion of private sector participation in the ports of Nicaragua	ENAP	I	2-Feb-99	Completed	130,208	100.00
10	MIF/AT-220	NI0119	14/MS-NI	Microenterprise Recovery Program	FDL	IIIb	10-Mar-99	Completed	500,000	100.00
11	MIF/AT-220	NI0118	15/MS-NI	Microenterprise Recovery Program	FAMA	IIIb	15-Mar-99	Completed	287,762	100.00
12	MIF/AT-245	TC9805451	ATN/ME-6465-NI	Strengthening of enterprises services market	INDE	IIIa	21-Apr-99	In execution	975,000	98.09
13	MIF/AT-245	TC9904029	ATN/MH-6464-NI	Strengthening of enterprises services market	INDE	II	21-Apr-99	Completed	425,000	100.00
14	MIF/AT-220	NI0129	17/MS-NI	Microenterprise Recovery Program	ASODERI	IIIb	14-May-99	Completed	200,000	100.00
15	MIF/AT-220	NI0130	18/MS-NI	Microenterprise Recovery Program	FJN	IIIb	14-May-99	Completed	270,000	100.00
16	MIF/AT-220	NI0124	19/MS-NI	Microenterprise Recovery Program	CAC-	IIIb	15-May-99	Completed	33,019	100.00
17	MIF/AT-220	NI0120	20/MS-NI	Microenterprise Recovery Program	UCOOM-	IIIb	2-Jun-99	Completed	85,000	100.00
18	MIF/AT-220	NI0123	21/MS-NI	Microenterprise Recovery Program	CAC-DIPILTO	IIIb	4-Jun-99	Completed	100,000	100.00
19	MIF/AT-220	TC9906020	ATN/ME-6561-NI	Microenterprise Recovery Program	DIPILTO	IIIa	4-Jun-99	Completed	16,500	100.00
20	MIF/AT-220	NI0132	22/MS-NI	Microenterprise Recovery Program	FL2000	IIIb	15-Jun-99	Completed	170,000	100.00
21	MIF/AT-220	TC9906021	ATN/ME-6566-NI	Microenterprise Recovery Program	FL2000	IIIa	15-Jun-99	Completed	20,339	100.00
22	MIF/AT-260-1	TC9902010	ATN/MT-6573-NI	Legal Framework of New Pension System	STP	I	7-Jul-99	In execution	1,200,000	64.17
23	MIF/AT-220	NI0127	31/MS-NI	Microenterprise Recovery Program	CAHCFIRL	IIIb	12-Aug-99	Completed	50,000	100.00
24	MIF/AT-220	NI0131	32/MS-NI	Microenterprise Recovery Program	FINDE	IIIb	16-Aug-99	Completed	150,000	100.00
25	MIF/AT-220	NI0137	36/MS-NI	Microenterprise Recovery Program	FUDESI	IIIb	17-Sep-99	Completed	155,000	100.00
26	MIF/AT-286	TC9805378	ATN/MT-6669-NI	Support to property conflict resolution	CSJ	I	22-Sep-99	In execution	982,456	89.13
27	MIF/AT-296-1	TC9901025	ATN/MT-6714-NI	Strengthening Auditing Standards	CCPNI	I	27-Oct-99	In execution	531,000	75.87
28	MIF/AT-296-1	TC9901025	ATN/MH-6715-NI	Strengthening Auditing Standards	CCPNI	I	27-Oct-99	In execution	392,000	68.63

	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
29	MIF/AT-298	TC9905037	ATN/MH-6717-NI	Human Development: Pilot Project Construction Sector	CNCON	II	27-Oct-99	Completed	444,525	100.00
30	MIF/AT-220	NI0133	40/MS-NI	Microenterprise Recovery Program	CARUNA	IIIb	8-Nov-99	Completed	150,000	100.00
31	MIF/AT-220	NI0138	45/MS-NI	Microenterprise Recovery Program	PRODECOOP	IIIb	6-Dec-99	Completed	500,000	100.00
32	MIF/AT-344	TC0004019	ATN/MH-7081-NI	Quality Management and Food Safety Standards	CADIN	II	2-Aug-00	In execution	674,258	85.00
33	MIF/AT-361	TC0107002	ATN/MT-7158-	Strengthening of Private Health Care Services	INSSB	I	4-Oct-00	In execution	379,000	58.72
34	MIF/AT-361	TC0107003	ATN/ME-7159-	Strengthening of Private Health Care Services	INSSB	IIIa	4-Oct-00	In execution	587,000	68.02
35	MIF/AT-365	TC0003010	ATN/ME-7181-NI	Strengthening of FINDE	FINDE	IIIa	20-Oct-00	Completed	243,627	100.00
36	MIF/AT-369	TC0003009	ATN/MT-7187-NI	Strengthening of INAA, Rgulatory Agency Potable Water and Sewage	INAA	I	25-Oct-00	In execution	700,000	79.27
37	MIF/AT-402	TC0003000	ATN/ME-7390-NI	Systematization of Network of Credit	CACFA	IIIa	6-Apr-01	In execution	200,000	85.05
38	MIF/AT-414	TC0010013	ATN/MT-7467-NI	Development and Implementation of National Purchasing and Contracting System	STP	I	27-Jun-01	Completed	37,651	100.00
39	MIF/AT-433	TC9909008	ATN/ME-7594-NI	Improving Quality of SME's in the Tourism Sector	INT	IIIa	19-Sep-01	In execution	817,000	40.28
40	MIF/AT-447	TC0106041	ATN/ME-7701-NI	Development of a Sustainable Wheelchair Industry	SOLIDEZ	IIIa	5-Dec-01	In execution	304,600	64.48
41	MIF/AT-466	TC0202015	ATN/MT-7844-NI	Airport Security Improvements	DGAC	I	17-Apr-02	In execution	497,939	94.84
42	MIF/AT-481-1	TC9912013	ATN/MT-7975-NI	Strengthening the Superintendency of Banks	SBOIF	I	7-Aug-02	In execution	1,238,000	12.26
43	MIF/AT-534	TC0203015	65/MS-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIb	30-Jul-03	Approved	1,000,000	0.00
44	MIF/AT-534	TC0203015	EQU/MS-8380-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIb	30-Jul-03	In execution	500,000	79.62
45	MIF/AT-534	TC0203015	ATN/ME-8379-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIb	30-Jul-03	In execution	250,000	10.00
46	MIF/AT-534	TC0203015	65/MS-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIa	30-Jul-03	Approved	1,000,000	0.00
47	MIF/AT-534	TC0203015	ATN/ME-8379-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIa	30-Jul-03	In execution	250,000	10.00
48	MIF/AT-534	TC0203015	65/MS-NI	Equity Investment in Financiera Nicaraguense de Desarrollo	FINDESA	IIIb	30-Jul-03	Approved	1,000,000	0.00
49	MIF/AT-541	TC0302006	ATN/ME-8427-NI	Adopting Cleaner Production to Improve Competitiveness	UNI	IIIa	10-Sep-03	In execution	700,000	10.00
50	MIF/AT-545	TC0303003	ATN/MT-8428-NI	Improving Security Transaction Framework	SCEP	I	10-Sep-03	Approved	700,000	0.00
51	MIF/AT-551	TC0206031	ATN/MT-8457-NI	One-Stop Shop for New Businesses	MINFIC	I	1-Oct-03	In execution	980,000	15.24
52	MIF/AT-563	NI-M1001	ATN/ME-8536-NI	Support for Expansion of Rural Microfinance	ASOMIF	IIIa	8-Dec-03	In execution	470,000	21.36
							<b>Total MIF Amount</b>		<b>25,518,390</b>	