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MULTILATERAL INVESTMENT FUND

COLOMBIA

BUSINESS DEVELOPMENT FOR SHOPKEEPERS IN CARTAGENA

(CO-M1018)

DONORS MEMORANDUM

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ABBREVIATIONS

BDS	Business development services
CCC	Cartagena Chamber of Commerce
DADIS	Departamento Administrativo Distrital de Salud [District Health Management Department]
DIAN	Dirección de Impuestos y Aduanas Nacionales [National Taxes and Customs Department]
GDP	Gross domestic product
ICT	Information and communication technology
MSMEs	Micro, small, and medium-sized enterprises
PCR	Project completion report
PEU	Project executing unit
PPMR	Project performance and monitoring report
SENA	Servicio Nacional de Aprendizaje [National Training Service]
SMEs	Small and medium-sized enterprises
UNDETCO	Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena]

BUSINESS DEVELOPMENT FOR SHOPKEEPERS IN CARTAGENA

(CO-M1018)

EXECUTIVE SUMMARY

Executing agency:	Cartagena Chamber of Commerce (CCC)	
Beneficiaries:	The direct beneficiaries will be the 200 shops in Cartagena that will receive comprehensive services under the project. Also benefitting will be their trade association—the Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO) with its 850 members—and those receiving technical training. The lowest-income sectors of Cartagena and customers of the shops will benefit indirectly from the project because as a result of the technical training the shopkeepers receive, they will have access to better goods and services.	
Financing:	Modality:	Nonreimbursable
	MIF Window IIIA:	US\$351,400 (60%)
	Local counterpart:	US\$229,470 (40%)
	Total:	US\$580,870 (100%)
Execution timetable:	Execution period:	36 months
	Disbursement period:	42 months
Objectives:	The general objective of the project is to help make microenterprise in Colombia more competitive. Its specific objective is to improve the business management capacity of 200 shopkeepers in Cartagena.	
Description:	The project is divided into three components: (i) assessing the sector and motivating shopkeepers; (ii) providing training and technical assistance to improve business management; and (iii) strengthening the sector.	

Special contractual conditions:	As a condition precedent to the first disbursement, the CCC must submit, to the Bank's satisfaction, evidence that: (i) a project director has been selected, in accordance with Bank procedures; (ii) an advisory committee has been created; and (iii) the advisory committee has approved the project operating regulations. In the month following the first disbursement, the executing agency must: (i) establish the project executing unit (PEU); and (ii) submit to the Bank's satisfaction, the annual work plan for year one of the project.
Exceptions to Bank policy:	None
Environmental and social review:	The Committee on Environment and Social Impact (CESI) reviewed and approved the project abstract on 28 October 2005, without making any specific recommendations.
Coordination with other donors:	N/A

I. BACKGROUND AND RATIONALE

A. The retail trade

- 1.1 In Colombia, the service sector industry accounts for approximately 50% of the gross domestic product (GDP) and employs 60% of the economically active population; commerce, in particular, is one of the activities that contributes most to the national economy. In the 1990s, because of economic liberalization and market globalization, Colombia, like the rest of Latin America, was invaded by international supermarket chains such as Casino, Carrefour, and Makro, which arrived to compete in a market largely occupied by national chains. The 1999 crisis, during which GDP plunged 4.05%, halted the spread of these chains, however, thus preventing small shops from disappearing as they had in Argentina, Brazil, and Chile. This is why traditional stores, where people continue to shop *en masse*, still constitute an important intermediary in the distribution chain in the national trade apparatus. In Colombia, there are an estimated 700,000 neighborhood shops that directly provide more than one million jobs. These shops account for 62% of the sector's businesses and 60% of the national market of products of mass consumption.¹
- 1.2 The objective of distribution is to transfer a product from its place of origin—site of production—to the end consumer in the quantity required, when the consumer needs it, and where he/she wishes to purchase it. Small retail businesses, particularly neighborhood shops, constitute an important link as a distribution channel in the marketing chain between producers/suppliers, wholesalers, and end consumers.
- 1.3 One important consideration regarding the distribution chain is that supermarket chains impose ever-more difficult conditions on suppliers in terms of prices, terms, sales, etc. This new situation makes it increasingly necessary for producers and suppliers to strengthen the traditional channel, namely that of shops that make cash purchases from manufacturers, suppliers, and wholesalers. This means producers/suppliers are potential strategic partners in developing the business capacity of shopkeepers..
- 1.4 Shops have also served as an alternative in the distribution chain for members of low and middle social strata by enabling them to purchase basic products within their families' budgets. In general terms, small Latin American businesses have responded to these changes, not necessarily by identifying a market opportunity, but rather because their social and economic role has been to respond to need, act as a restraining force, and serve as a neighborhood resource for those most vulnerable members of the community. In Colombia, food accounts for 45% of the shopping basket.

¹ Londoño, Emperatriz; Business Manager, Expert in Marketing, University of Cartagena.

B. The retail sector in Cartagena de Indias

- 1.5 The city of Cartagena de Indias, located in northern Colombia, has a population of approximately one million people. According to data from the Cartagena Chamber of Commerce's (CCC) business registry, 91% of Cartagena's businesses are microenterprises,² of which, 53% are wholesalers or retailers that generate approximately 40% of formal jobs in this type of business and account for 6.17% of the city's GDP. Thirty-two percent of Cartagena's microenterprises are retailers: small shops, sellers of grains and dry goods, and grocers, providing 6,406 formal jobs, which account for 18% of all employment in the city. This means that microenterprises is the third most important economic activity in terms of the number of jobs it creates in the city.
- 1.6 According to the information available in the CCC's business registry, in August 2005 there were 1,827 stores registered in Cartagena, of which 99.3% were microenterprises; it is estimated that there is at least an equivalent number of informal shops. The Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO) brings together 850 formal shops. Stores, including suppliers, wholesalers, supermarkets, and retail specialists, agree that these shops account for an estimated 70%-75% of the market in Cartagena, as well as 80% of the sales of some of the primary suppliers that are active in export markets.
- 1.7 According to economic and social indicators, 75% of the population of Cartagena de Indias belong to the poorest strata (1, 2, and 3) and have unmet basic needs, while an estimated 50% of the population live below the poverty line. Restricted employment (unemployment and under-employment) affects more than 50% of the population.
- 1.8 The neighborhood shops, therefore, the only place where these families can procure the basic necessities, and pay on account depending on their means, without the expense of travel because of its proximity, with personalized service and extended hours. In some cases, shops offer interest-free credit to their customers for up to one month, thereby enabling many families to meet their basic daily subsistence needs. Eighty percent of the stores are located in the poorest neighborhoods. In Colombia, 53% of the population are limited to shopping at their neighborhood stores, while another 21% do most of their shopping there. The percentages are estimated to be even higher in Cartagena.³

² Law 905 of 2004 on promoting the development of micro, small, and medium-sized enterprises defines a microenterprise as a business having: (a) a staff of no more than ten employees; or (b) total assets, excluding living areas, worth less than 500 minimum wages.

³ Londoño, Emperatriz; Business Manager, Expert in Marketing, University of Cartagena.

- 1.9 Shops also generally represent an alternative to unemployment, that is they are a source of employment requiring little investment, located in the home, tended to with the support of the family, and with the positive externality of providing for their own subsistence. Many of these shops are not businesses as much as survival strategies. In the case of Cartagena, they serve mainly as a source of employment for the displaced or people who migrate to the city.

C. The problems faced by shopkeepers

- 1.10 Despite their economic and social importance, retailers in Cartagena face challenges that make them less competitive, less efficient, and less profitable, thus, preventing them from providing the best service to the low-income population and contributing to economic growth in the city. A shopkeeper's main internal weaknesses is that he/she: (i) has little schooling; (ii) has no or only some business education or experience; (iii) is small scale with little bargaining power; (iv) has deficient and inadequate facilities; (v) is not very familiar with labor legislation and the laws governing businesses, environmental standards, and methods of protecting the environment and handling foodstuffs; (vi) operates in isolation, thus missing the advantages of association development; (vii) does not employ effective marketing strategies for their businesses; (viii) does not incorporate new technologies as efficient management tools for the business; and (ix) has no ready access to credit. A limited number of shopkeepers have small lines of credit with some wholesalers. The lack of working capital forces shopkeepers to purchase in smaller quantities, and constantly replenish supplies, which affects the prices of their merchandise. Generally speaking, they have no access to credit from financial institutions because they lack banking histories, and they operate without checking or savings accounts because they are too costly. In extreme cases, when forced to take out a loan, they do so from lenders at a rate of 10% per day.
- 1.11 In view of the foregoing, these types of businesses must modernize by seeking sustainable options for growth. There are success stories, such as the Red Multi Market de Brazil [Multi-market Network of Brazil], which brought several shopkeepers in Rio de Janeiro together, giving them greater bargaining power with suppliers so that they could, in turn, offer fewer prices, higher quality, and better customer service, and thereby create a close and friendly relationship with the community, which enabled it to survive and become more competitive. Yet another success story is the MIF project in Uruguay, whereby local businesses not only recovered their previous market share, but even increased it to its current level of 70%, via a retraining process spearheaded by the Centro de Almaceneros Minoristas, Baristas, Autoservicistas y Afines de Uruguay [Association of Uruguayan Retailers, Bar Operators, Small-scale supermarkets and Allied Trades] (CAMBADU). Prices at neighborhood businesses have also been, on average, lower than prices at large supermarket chains for at least two years now.

- 1.12 Different government and private organizations are working with shopkeepers in Cartagena, but are targeting only certain needs and lack coordination amongst themselves. Among these organizations are: the CCC and UNDETCO, the Office of the Mayor of Cartagena, the Servicio Nacional de Aprendizaje [National Training Service] (SENA), the Dirección de Impuestos y Aduanas Nacionales [National Taxes and Customs Department] (DIAN), the Departamento Administrativo Distrital de Salud [District Health Management Department] (DADIS), Banco Popular, and Banco Caja Social. The proliferation and overlapping of these plans is not the ideal way to optimize resources.

D. Project focus and rationale

- 1.13 The sector needs a change in vision that enables shops to go from being survival strategies to becoming true businesses that are professional, efficient, profitable, and that use business applications and are flexible and able to adapt to an increasingly competitive market.
- 1.14 This proposal seeks to implement a specific project for retailers that will make it possible to position them competitively and professionally in the market and help to solve the problems that hinder their business development. With the support of UNDETCO, it will also be possible to offer shopkeepers specialized services on a permanent basis, strengthen their capacity to form associations and improve their technical training, project a common image, and allow them to make purchases on better conditions (economies of scale), which will, in turn, benefit lower-income customers.
- 1.15 The project's three levels (sector, institutional, and microenterprise) focus on efficiency and effectiveness in the creation of business networks, management training, the incorporation of technology, and the transformation from being a traditional sector to becoming one with more intensive know-how. Such a focus is built on the program's multiplier effect because of its impact on a sector, whose strategic importance is more than economic. It is also important in terms of employment, service to lower-income sectors, social responsibility, neighborhood bonding, and urban development.
- 1.16 The project will contribute to the integrated development of shopkeepers as well as improve both living conditions of the most vulnerable segments of the population and neighborhood integration, and contribute to urban commerce. The project will also play a significant role in coordinating the different institutional support efforts that currently lack such coordination. This will make it possible to maximize the use of the resources invested in the project, obtaining better outcomes and impacts by organizing the different efforts under a single objective and shared work plan.

E. MIF and Bank strategies

- 1.17 The project is consistent with the Bank's strategy with Colombia, which seeks to make the supply of goods and services more competitive in order to help jumpstart and strengthen the economy.
- 1.18 This project design has drawn on the lessons learned from and best practices of other MIF projects, particularly the project for the strengthening of the Centro de Almaceneros Minoristas, Baristas, Autoservicistas y Afines del Uruguay [Association of Uruguayan Retailers, Bar Operators, Small-scale supermarkets and Allied Trades] (CAMBADU). These include: (i) the importance of having a trade association with vision, a sector strategy, a multiplier effect, and an understanding of the sector execute the project; (ii) the importance of having a triple focus (sector, institutional, and microenterprise) that incorporates cultural, strategic, and operational considerations; (iii) specialization in the sector and the diversification of services; (iv) a specially-designed methodology that takes into account the sector's characteristics, scale, and needs; (v) the relevance and multiplier effect of working in an association; and (vi) the importance of measuring impacts and monitoring and evaluation as permanent management tools.
- 1.19 This project will exchange experiences with the network of Aguablanca shopkeepers project, being executed by Fundación Carvajal in Cali with funds from the Bank's Social Entrepreneurship Program. That project has some similar features to this one, but deals in greater detail with social considerations of the shop owners and their families. The CCC and Fundación Carvajal have already been in contact to share methodologies and ways to support the professionalization of shopkeepers.

II. DESCRIPTION

A. Objectives

- 2.1 The general objective of the project is to help make microenterprise in Colombia more competitive. Its specific objective is to improve the business management capacity of 200 shopkeepers in Cartagena.

B. Description and components

- 2.2 The project is divided into three components: (i) assessing the sector and motivating shopkeepers; (ii) providing training and technical assistance in business management; and (iii) strengthening the sector.

**1. Component I: Assessing the sector and motivating shopkeepers
(MIF: US\$10,000 and counterpart: US\$7,970)**

- 2.3 This component seeks to gain in-depth understanding of the conditions, characteristics, and specific needs of shopkeepers in order to be able to implement training and technical assistance modules tailored to their situation; gather the basic information needed to monitor the project; disseminate, launch, and promote participation in the project; and motivate shopkeepers, while promoting the integrated development of their skills.
- 2.4 Under this component, financing will be provided for activities aimed at: (i) conducting a survey of 80 shopkeepers, classified by strata (one half of whom will make up the project's control group), in order to assess the sector, and establish a baseline for the project and two groups to be monitored; (ii) disseminating the project through different media; (iii) discussing the program and meeting with 850 shopkeepers who belong to Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO), as well as with others who are not members of this association; (iv) holding a launch event; and (v) holding 14 motivational workshops for 400 shopkeepers on the characteristics of a successful enterprise and to cultivate the entrepreneurial spirit among those shopkeepers who view their businesses as a means of subsistence rather than as a profession.
- 2.5 This component will have the following outcomes: (i) a complete assessment of the sector and a baseline developed from a stratified sample of 80 shopkeepers, with two groups of 40 businesses each to be monitored (participants and observer); (ii) public information, calls for bids, and launch of the project; and (iii) 400 shopkeepers informed and motivated to improve their business skills.

**2. Component II: Training and technical assistance in business management
for shopkeepers (MIF: US\$ 176,300 and counterpart: US\$70,900)**

- 2.6 This component aims to design, develop, and implement specialized diverse and innovative training and technical assistance for shopkeepers as well as train instructors, advisors, and trainees under them. The component covers the entire process, from determining the most effective methodology, to preparing and evaluating courses/workshops, to developing subject matters and training manuals. Under the technical-assistance portion of the component, services types and formats will be determined and consultations will be evaluated.
- 2.7 Specific activities to be financed under this component are broken down by areas: training, technical assistance, and training for professionals and trainees. The following activities will be directly linked to training: (i) development of methodologies, courses/workshops, and training manuals; and (ii) 100 training courses/workshops (with 2,200 training slots) for 350 shopkeepers. Technical

assistance will include: (iii) development of methodologies and technical-assistance services; (iv) integrated business consultations for 100 enterprises; (v) 180 business consultations, by specific area, for 90 enterprises; (vi) monthly technical support for 40 enterprises; and (vii) quarterly technical support for 40 enterprises. Training for 75 instructors, advisors, and trainees is also included.

- 2.8 The expected outcomes of the component upon project completion are: (i) an ongoing specialized training project for shopkeepers implemented and operating under UNDETCO; (ii) at least 200 shopkeepers have increased their profit margins by some 12%; (iii) UNDETCO will have the capacity to provide business services to address the needs of its members; (iv) at least 60 instructors and advisors trained to tend to the needs of shopkeepers; (v) 100% of beneficiary shopkeepers have implemented hygiene and food-handling plans in their businesses; and (vi) 60% of shopkeepers who have received services incorporate new management tools in their stores.

3. Component III: Strengthening the sector and project dissemination (MIF: US\$81,500 and counterpart: US\$ 111,000)

- 2.9 The purpose of this component is to strengthen the retail sector in Cartagena—and UNDETCO as its representative, through the Cartagena Chamber of Commerce (CCC)—in different areas: staff training and education, access to sector data that makes it possible to predict scenarios and develop sector strategies, the incorporation of technology, promotion of associations, and the creation of a shared image among the sector's businesses. Furthermore, the component seeks to replicate this project in other Colombian cities in the future, in order to strengthen the retail sector nationwide.
- 2.10 The sector-strengthening activities include: (i) provide on-the-job training and traineeships to CCC and UNDETCO staff; (ii) gather relevant data for the sector; (iii) develop specialized software for shop management; (iv) support credit management for 100 shops so that they may purchase computer hardware; (v) develop an UNDETCO Shop Network comprised of 100 businesses, to include, among other things, the development of standards, specific quality seals and certification, and an image, as well as communication, dissemination, and support in shared points of sale; and (vi) provide support with data, logistics, and premises and advisory services for the creation and operation of “purchasing groups”, involving 150 shops.
- 2.11 Project dissemination activities include (i) monitor and systematically record project activities, progress, and impact in order to make the project replicable; and (ii) hold a workshop with the participation of chambers of commerce and other relevant trade associations in Colombia in order to disseminate the experience with the program and its outcomes, as well as the lessons learned once it concludes.

- 2.12 This is expected to produce the following: (i) to give the sector a management information system that serves as an ongoing monitoring tool; (ii) a professional and sustainable technical unit in UNDETCO responsible for developing sector strategies and managing its business development services (BDS) portfolio; (iii) implementation of joint activities by shopkeepers, including a quality seal for shopkeepers, a network of shops, and purchasing groups; (iv) computerization of the operations of at least 100 shopkeepers; and (v) development of a replicable business development model for shopkeepers.

III. COST AND FINANCING

A. Cost

- 3.1 The project will cost an estimated US\$580,870 equivalent, of which US\$351,400 (60%) will come from the MIF, and US\$229,470 (40%) from the local counterpart, broken down as follows: 52% in cash from the Cartagena Chamber of Commerce (CCC), the Office of the Mayor of Cartagena, and the Servicio Nacional de Aprendizaje [National Training Service] and 48%, in kind (see Annex II: Itemized budget). The following table summarizes the general budget:

Table 1- General budget				
	MIF	Counterpart	Total	%
1. Component I. Assessing the sector and motivating shopkeepers	10,000	7,970	17,970	3%
2. Component II. Training and technical assistance in business management for shopkeepers	176,300	70,900	247,200	43%
3. Component III. Strengthening the sector and project dissemination	81,500	111,000	192,500	33%
4. Executing unit	61,200	39,600	100,800	17%
5. Evaluations, audits, contingencies	22,400	0	22,400	4%
TOTAL	351,400	229,470	580,870	100%
	60%	40%	100%	

- 3.2 MIF resources will be used mainly to cover the costs of consulting services for the development, implementation, and delivery of specialized training and technical-assistance services for shopkeepers. MIF financing will also be important for strengthening the sector even though that will be done mostly using counterpart resources.

B. Project sustainability

- 3.3 There are plans to make the project sustainable from the outset, based on three key elements: (i) the creation of a business services market for shopkeepers; (ii) an institutional framework that provides effective services of the desired quality; and (iii) customers willing to demand and pay for such services.
- 3.4 A effective institutional framework to support these services once the project concludes will be developed; such a framework is needed to establish the “installed capacity” for making business services both professional and self-financing. In terms of the former, the project calls for instruction, specialization, and training in business services for the sector for both UNDETCO staff and training and advisory consultants; this should be combined with support for the experience of the CCC. With respect to the self-financing of services, the project envisions costs that are significantly below market, based on the scale represented by the critical mass of merchants to be served and on the contribution made by training, infrastructure, and development under the UNDETCO project.
- 3.5 It is essential to teach beneficiary shopkeepers about the “customer culture.” Although shopkeepers are not currently accustomed to using business services, nor paying for such services, it is important that, from the very beginning, these services carry a cost, albeit a low one, that increases during project execution. The shopkeepers’ higher anticipated earnings constitute another pillar of future sustainability.

IV. EXECUTING AGENCY AND EXECUTION MECHANISM

A. Executing agency

- 4.1 The executing agency for this project is the Cartagena Chamber of Commerce (CCC), a private, non-profit, legally constituted trade organization that works with area entrepreneurs to promote development in the region. The CCC was founded in 1915 by 45 merchants and its mission is to “promote business development in its area of influence in order to improve the quality of life based on the concept of the business community’s social responsibility.” Under its 2011 Vision, the CCC intends “to help lead the way in the business development and transformation of Cartagena de Indias and the region in order to make them more competitive and improve the quality of life.” The CCC’s strategic objectives are to: strengthen its institutional leadership; promote international trade relations in its area of jurisdiction; spur the development of the regional economy’s competitive sectors (industry, agroindustry, tourism, logistics, and trade); and foster the creation of a competitive model for the region in order to improve quality of life.

- 4.2 In 1931, the government delegated responsibility for managing the business registry to the CCC. The CCC subsequently became responsible for managing the registries of Prospective Bidders and Non-profit Organizations. As a result, 90% of the institution's budget comes from the government (for managing the above registries), and 10% from private sources, though it is currently working to increase sources of private funding. The CCC's 2005 budget was close to US\$2 million, of which US\$140,000 was earmarked for business promotion and development.
- 4.3 In 2004, the CCC created the Dirección de Servicios de Desarrollo Empresarial [Department of Business Development Services], which will be responsible for monitoring this project. The CCC has considerable experience in working on development projects financed with international assistance, having co-executed and run projects with the IDB, the European Union (it is certified as a Eurocenter), and the Organization of American States. It was involved as co-executing agency on a MIF project to simplify procedures for the business sector in Colombia (ATN/MT-7186-CO). The CCC's work in Cartagena was recognized by the IDB as the best successful practice in the city because of its excellent institutional and interagency management of the project. Project targets were more than met in terms of simplifying the procedures governing the creation of businesses, in that the time and number of steps it took to open a business in the city were reduced.
- 4.4 The CCC also served as co-executing agency on the MIF project "Support for business performance through the use of information and communication technologies (ICT)" (The Prymeros Project - ATN/ME-7978-CO), in which 58 enterprises took part, using tools to conduct B2B and strengthen their ICT. In addition, small and medium-sized enterprises (SMEs) became more productive and competitive through the use of ICT. A national corps of 24 specialized consultants was created to address the needs of SMEs in terms of information and communication technologies.
- 4.5 The Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO) is a trade association that was founded in 1999 by 29 shopkeepers. With a current membership of 850 entrepreneurs, UNDETCO is itself a member of the CCC, and its chairman sits on the CCC's board of directors. UNDETCO will be strengthened as a result of this project.

B. Execution mechanism

- 4.6 The project will operate from the CCC's headquarters and will be managed by a project executing unit (PEU), consisting of a project director, an administrative and accounting assistant, a CCC specialist, and the Executive Director of UNDETCO, with the latter two working only part time on the project. The project director and assistant will be selected by the executing agency in accordance with criteria established by the Bank. The PEU will be supported by consultants, who will be subcontracted according to demand, and who will be responsible for ICT, technical

assistance, training, support for association activities, and specific consulting projects. Detailed information on the profiles and functions of PEU staff and consultants is included in the Annex to the program Operating Regulations.

- 4.7 The PEU will be responsible for: (i) developing and executing the semiannual work plans and strategy; (ii) coordinating project activities, (iii) coordinating all of the public and private agents involved; (iv) designing a management information system, with a strong monitoring and evaluation component as a permanent management tool; (v) selecting, procuring, and monitoring goods and services; (vi) procedures for requesting loan disbursements; (vii) submitting statements of account and management reports to the project's Advisory Council to be forwarded to the Bank; (viii) monitoring the performance indicators in the logical framework; and (ix) preparing financial, progress, and final reports for submission to the IDB.
- 4.8 The executing agency will create an Advisory Council to monitor the indicators contained in the logical framework, authorize annual work plans and semiannual management reports, and assist with interagency coordination. The Council will have six members: a representative of the CCC, an UNDETCO director, one delegate each from the Office of the Mayor and the Servicio Nacional de Aprendizaje [National Training Service] (SENA), a representative of the universities taking part in the project, and the project director, who will act as secretary. A system of regular monthly meetings will be established; these meetings will also serve as an opportunity for institutional learning.

C. Project readiness

- 4.9 The project is ready to be implemented. Commitments have been made by the CCC (as executing agency) and UNDETCO, and agreements for implementing the project have been reached with strategic partners. The draft Operating Regulations have also been agreed with the executing agency and include the respective terms of reference for the main consulting assignments.

D. Execution and disbursement periods

- 4.10 The project will be executed over 36 months, with disbursements over 42 months. The Bank will set up a revolving fund for a maximum of 10% of the MIF contribution, which will be managed in an account separate from the other accounts held by the executing agency.

E. Procurement

- 4.11 **Procurement of goods and consulting services.** The procedures to be followed by the CCC for the procurement of goods to be financed by the project must be consistent with the Policies for selection and contracting of consultants financed by the IDB (document GN-2350-4). The CCC must also draft an itemized procurement

plan to be approved by the Bank. The preliminary procurement plan is in the project's technical files.

V. MONITORING AND EVALUATION

A. Monitoring

- 5.1 The Cartagena Chamber of Commerce (CCC) must: (i) directly supervise project progress and business involvement; (ii) compile and analyze relevant data in order to continuously monitor the logical framework indicators (Annex I); and (iii) submit semiannual status reports, in accordance with the Bank's standard information requirements. The Bank's Country Office in Colombia will be responsible for supervision and control, monitoring compliance with contractual clauses, processing disbursement requests, and receiving audited financial statements. A **closing workshop** will be scheduled for the end of the project in order to evaluate the outcomes and determine what actions are required to boost the project's impact.

B. Evaluation

- 5.2 Under Component I, the project calls for the establishment of a baseline in order to create a point of reference for monitoring and for the midterm and final evaluations.
- 5.3 Two evaluations are planned and will be conducted by an independent consultant specializing in business development services and development project evaluation and management, to be hired directly by the Bank. The first evaluation will be done once 50% of the MIF's contribution has been disbursed. This evaluation will, at a minimum, cover the following: (i) the degree of progress in the planned activities; (ii) the degree to which the logical framework indicators (Annex I) have been fulfilled; (iii) the institutional capacity of the executing agency and other institutions involved in the project; (iv) the status of the UNDETCO strengthening process; (v) the application and impact of business services on the enterprises, their willingness to pay for the services, and the levels of sustainability achieved through charging for the services; and (vi) the counterpart's *pari passu* compliance, in accordance with the Operating Regulations. This report should also include corrective actions to ensure proper project execution.
- 5.4 The final evaluation of the project, to be conducted once 95% of the MIF's contribution has been disbursed, will examine: (i) the degree to which the planned activities were executed; (ii) the degree to which the specific goals and purposes have been met; (iii) the impact of the project on the sector; (iv) user satisfaction, based on a survey of participating businesses; (v) the extent to which the actions spurred by the project will be sustainable once the MIF's involvement ends; and (vi) the relevance of the standardized model in terms of its future replicability.

VI. BENEFITS AND RISKS

- 6.1 **Project beneficiaries.** The direct beneficiaries will be the 200 shops in Cartagena that will receive comprehensive services under the project. Also benefitting will be their trade association—the Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO) with its 850 members—and trainers and advisory staff receiving training by and for the program. The indirect beneficiaries will be the lowest-income sectors of Cartagena and customers of the shops served by the project because as a result of the technical training the shopkeepers receive, they will have access to better goods and services.
- 6.2 The businesses that will take part in the project will be identified by the members of the executing unit and approved by the Advisory Council and must meet the eligibility criteria established in the Operating Regulations.
- 6.3 **Risks.** The project has two main risks: (i) it will not manage to arouse or maintain shopkeeper interest or produce results; and (ii) the lack of experience of UNDETCO.
- 6.4 In order to mitigate the first risk, the project intends to develop specialized services, tailoring them to the characteristics, needs, and scale of the sector, and provide for personalized attention from a multidisciplinary team of technical experts who will work with shopkeepers using a participatory “hands on” learning methodology. Similar contributions include support for the integrated development and strengthening of shopkeeper business capacity, as well as encouraging them to work in associations.
- 6.5 In terms of the second risk, the project seeks to strengthen UNDETCO in several ways: training the Executive Director through her involvement in the work of the project executing unit, the presence of a representative of the Advisory Council, the development of a specialized business services portfolio for the sector, and, upon project completion, the existence of a unit with a sustainable framework that will continue to provide the services created and implemented under the project. From the outset, the support of the Servicio Nacional de Aprendizaje [National Training Service] (SENA) and private banks has been sought because they will be jointly assisting in developing the business capacity of the city’s shopkeepers.

VII. SOCIAL AND ENVIRONMENTAL ANALYSIS

- 7.1 The Committee on Environment and Social Impact (CESI) reviewed and approved the project abstract on 28 October 2005, without making any specific recommendations.

**BUSINESS DEVELOPMENT FOR SHOPKEEPERS IN CARTAGENA
(CO-M1018)**

LOGICAL FRAMEWORK

Summary of objectives	Indicators	Means of verification	Assumptions
GOAL			
To help make microenterprises in Colombia more competitive.	Three years after the project ends: 1. Microenterprises' contribution to employment in Cartagena climbs by 5%. 2. Merchants contribute to the city's growth and orderly development.	1. Ex post evaluation 2. Production and employment statistics from the business sector	1. The macroeconomic situation does not change significantly.
PURPOSE			
The specific objective is to enhance the business management capacity of 200 shopkeepers in Cartagena.	On average, participating shopkeepers report, with respect to their baselines, the following outcomes: 1. Sales increases of 20%. 2. Cost reductions of 15%. 3. Profit margin increases of 12%. 4. 5% improvement in customer purchasing power.	1. Semiannual management reports from the executing agency 2. Midterm and final evaluation reports of the project 3. Baseline reference information 4. Reports on project monitoring and management control system 5. Project performance monitoring report (PPMR) and project completion report (PCR)	1. Shopkeepers are willing to cover part of the cost of the services developed and offered by the project. 2. There are no major increases in the basket of products offered by the shops. 3. Customer purchasing power remains the same or increases.
COMPONENTS			
1. Sector assessment and motivation of shopkeepers.	Six months after the first disbursement: 1.1 The baseline developed using a stratified sample of 80 shopkeepers, with two groups (participants and control group) of 40 enterprises each to be monitored.	1. Semiannual management reports 2. Sector assessments 3. Baseline study 4. PPMR and PCR 5. Midterm and final evaluation	1. Shopkeepers confirm their participation in the project. 2. Availability of staff qualified to establish the baseline.

Summary of objectives	Indicators	Means of verification	Assumptions
	<p>Six months after the first disbursement:</p> <p>1.2 An analysis of the sector has been made that makes it possible to establish lines of work that will support it.</p>		
2. Training and technical assistance in business management for shopkeepers.	<p>2.1 Seven months after the first disbursement, at least 50 shopkeepers have a business plan for their shops. Another group of at least 150 shopkeepers will join them as the project proceeds.</p> <p>2.2 Implementation of the business plans increases shopkeepers' sales (20%) and profit margins (12%).</p> <p>24 months after the first disbursement:</p> <p>2.3 A continuing training project has been established under the Unión de Tenderos y Comerciantes de Cartagena [Association of Shopkeepers and Merchants in Cartagena] (UNDETCO).</p> <p>36 months after the first disbursement:</p> <p>2.4 100% of beneficiary shopkeepers have implemented hygiene and food handling plans in their businesses.</p> <p>2.5 There are at least 60 instructors and advisors trained to assist shopkeepers.</p> <p>2.6 60% of shopkeepers who have received services use new efficient management tools in their shops.</p>	<p>1. Shopkeeper business plans</p> <p>2. Semiannual management reports</p> <p>3. PPMR and PCR</p> <p>4. Midterm and final evaluation</p>	<p>1. Shopkeepers receiving training and technical assistance are both predisposed and able to pay.</p> <p>2. Local or national institutions are willing to contribute the resources they have committed to supporting training and technical assistance.</p>
3. Strengthening of the sector and project dissemination	<p>36 months after the first disbursement:</p> <p>3.1 UNDETCO has a business development support unit that acts as a service intermediary.</p> <p>3.2 At least 100 shopkeepers work in associations (purchasing groups and shopkeeper networks).</p> <p>3.3 100 shopkeepers have been awarded the quality seal.</p>	<p>1. Semiannual management reports</p> <p>2. Reports on the project monitoring and management control system</p> <p>3. Shopkeeper satisfaction survey</p>	<p>1. Product price levels remain the same.</p> <p>2. Individual businesses remain committed to the group.</p> <p>3. Businesses are willing to pay for the services received.</p>

Summary of objectives	Indicators	Means of verification	Assumptions
	3.4 At least 100 shopkeepers use information technology tools to manage their businesses. 3.5 The project model is being replicated in three other Colombian cities.	4. Information technology systems and software for businesses 5. PPMR and PCR	4. Other associations and chambers of commerce are interested in replicating the model implemented in Cartagena.
ACTIVITIES			
Component 1. Sector assessment and motivation of shopkeepers <ul style="list-style-type: none"> Consulting on adaptation, survey analysis and processing, assessment, and baseline Consulting on application and tabulation of sector analysis results Dissemination in the press Public relations and meeting with shopkeepers 1 launch workshop 14 motivational workshops for shopkeepers 	Total: US\$17,970 MIF: US\$10,000 Counterpart: US\$7,970 <ul style="list-style-type: none"> Executing unit's team is formed by the end of month 1. Baseline before month 4. Sector analysis and assessment before month 4. Dissemination of the project from month 5 on. Launch workshop in month 5. Motivational workshops for shopkeepers in months 5, 6, 7, 14, 15, 22, 23, 29, and 30. 	<ul style="list-style-type: none"> Project work plan Semiannual management reports Baseline reports Assessments of shopkeepers Training workshop evaluations Inspection visits 	<ul style="list-style-type: none"> Availability of local experts trained in working with the group of shopkeepers. Shopkeepers are interested in participating in the project, including those who are not members of UNDETCO.
Component 2. Training and technical assistance in business management for shopkeepers <ul style="list-style-type: none"> Consulting on development of a training methodology Training workshops and courses on: business management, marketing and display, human resources, information technology applied to retail, legal issues, hygiene, food safety and handling 	Total: US\$247,200 MIF: US\$176,300 Counterpart: US\$70,900 <ul style="list-style-type: none"> Development of training manuals and methodology beginning in month 2 and ending in month 7. Training workshops and courses are held beginning in month 7. 80% of shopkeepers who receive training have taken part in at least 5 courses offered by the project. 	<ul style="list-style-type: none"> Semiannual management reports Technical assistance service reports 	<ul style="list-style-type: none"> Shopkeepers have the means to pay the fees for training and technical assistance services. Trainers and advisors are interested in supporting shopkeepers.

Summary of objectives	Indicators	Means of verification	Assumptions
<ul style="list-style-type: none"> Consulting services for the development of technical-assistance services and methodology Creation of interdisciplinary teams to offer integrated advisory services Monthly and quarterly advisory assistance consultations Training of instructors, advisors, and trainees 	<ul style="list-style-type: none"> Development of technical-assistance services and methodology beginning in month 2 and ending in month 7. Integrated advisory services by area beginning in month 7. Advisory services by area. Monthly and quarterly advisory assistance consultations beginning in month 12. Selection of instructors, advisors, and trainees: months 4 to 7, 14, and 15. 	<ol style="list-style-type: none"> Records of the level of business satisfaction with technical assistance services Training workshop evaluations Inspection visits Monitoring reports of a sample group of shopkeepers 	
<p>Component 3: Strengthening of the sector and project dissemination.</p> <ul style="list-style-type: none"> Training of one individual each from UNDETCO and the Cartagena Chamber of Commerce (CCC) Training of trainees Informational materials Participation in retail events Consumer focus groups Conferences Development of specialized software for shopkeepers Support for loans to purchase computer equipment 	<p>Total: US\$192,500 MIF: US\$81,500 Counterpart: US\$111,000</p> <ul style="list-style-type: none"> One individual each from UNDETCO and the CCC are trained in strengthening the retail sector throughout project execution. 2 computers with printers. Trainee training period in month 4. Compilation of informational materials in month 8. Participation in 9 retail events starting in month 6. 3 series of 10 focus groups in months 5, 14, and 23. 5 conferences on retail-related issues in months 11, 17, 23, 29, and 36 Software design for shopkeepers in month 16. 	<ol style="list-style-type: none"> Semiannual management reports Specialized advisory services reports Survey results Dissemination materials Inspection visits 	<ul style="list-style-type: none"> Agreements between the executing unit and financial support institutions. Shopkeepers are interested in joining. Other chambers of commerce or associations are interested in replicating the shopkeeper training model developed under the project.

Summary of objectives	Indicators	Means of verification	Assumptions
<ul style="list-style-type: none"> Consulting services for business association activities: UNDETCO Shop Network, development of quality standards, UNDETCO certification/seal, development of image and communication strategy for UNDETCO shops, communication tools for points of sale, launch and dissemination of the network Annual baseline monitoring surveys Consulting for the sustainability workshop National closing event 	<ul style="list-style-type: none"> Loans for the purchase of computer equipment starting in month 12. Consulting services for business association activities starting in month 8. Management system created in month 12. Sustainability workshop in month 30. National closing event in month 36. 		

BUDGET FOR THE BUSINESS DEVELOPMENT PROJECT FOR SHOPKEEPERS IN CARTAGENA

EXECUTION PERIOD = 36 MONTHS

US\$ DOLLARS

PRICE OF THE DOLLAR IN PESOS = 2,200

COMPONENTS	DESCRIPTION			TOTAL	MIF	LOCAL COUNTERPART						TOTAL COUNTERPART	TOTAL	% of the total
	UNIT	Quantity	Value/UNIT			CCC/UNDETCO			CASH	SUBTOTAL	TOTAL			
						CASH	IN KIND	SUBTOTAL						
COMPONENT 1				17,970	10,000	4,960	3,010	7,970	-	-	7,970	17,970	3%	
1.1. ASSESSMENT AND BASELINE														
1.1.1. Adaptation, survey analysis and processing, assessment, and baseline	Consultancy	1	6,000	6,000	6,000							6,000	1%	
1.1.2. Application and tabulation of survey results	Survey	80	12	960			960	960			960	960	0%	
1.2. LAUNCH AND PROMOTION													0%	
1.2.1. Advertising in the press	Newspaper and radio	2	200	400		400		400			400	400	0%	
1.2.2. Public relations and meetings with shopkeepers	Letters and telemarketing	1,000	1	1,000		1,000		1,000			1,000	1,000	0%	
	Event authorities, press, shopkeepers	1	3,800	3,800		3,560	240	3,800			3,800	3,800	1%	
1.3. MOTIVATION/INTEGRATED DEVELOPMENT														
1.3.1. Workshops	Workshops	14	415	5,810	4,000		1,810	1,810			1,810	5,810	1%	
COMPONENT 2				247,200	176,300	14,000	31,400	45,400	25,500	25,500	70,900	247,200	43%	
2.1. TRAINING														
2.1.1. Development of training manuals and methodology	Consultancies	5	4,000	20,000	10,000				10,000	10,000	10,000	20,000	3%	
2.1.2. Training workshops and courses	Courses/workshops	100	250	25,000	17,000		3,000	3,000	5,000	5,000	8,000	25,000	4%	
	Modules: business management, marketing and display, human resources, information technology applied to shops, legal issues, hygiene, food safety and handling.			-									0%	
	Rooms	Rooms per course/workshop	100	80	8,000		8,000	8,000			8,000	8,000	1%	
	Refreshments	Refreshments for 25 per course	100	100	10,000		10,000	10,000			10,000	10,000	2%	
2.2. TECHNICAL ASSISTANCE (T.A.)														
2.2.1. Development of technical-assistance services and methodology	Consultancy/consultancies	5	4,000	20,000	15,000				5,000	5,000	5,000	20,000	3%	
2.2.2. Integrated advisory services	T.A. and advisory services	100	700	70,000	66,000	4,000		4,000			4,000	70,000	12%	
2.2.3. Advisory services by area	T.A. and advisory services	180	140	25,200	22,700				2,500	2,500	2,500	25,200	4%	
2.2.4. Monthly support consultations	Months/monitoring company	540	70	37,800	27,000		10,800	10,800			10,800	37,800	7%	
2.2.5. Quarterly support consultations	Quarter/monitoring company	180	120	21,600	15,000		6,600	6,600			6,600	21,600	4%	
2.3. TRAINING OF INSTRUCTORS, ADVISORS, AND INTERNS	Workshops	6	1,600	9,600	3,600		3,000	3,000	3,000	3,000	6,000	9,600	2%	
COMPONENT 3				192,500	81,500	14,510	41,490	56,000	55,000	55,000	111,000	192,500	33%	
3.1. STRENGTHENING OF THE SECTOR AND UNDETCO														
3.1.1. Training of 2 individuals from UNDETCO and the CCC	Months	35	650	22,750			22,750	22,750			22,750	22,750	4%	
3.1.2. Training period to learn about successful experiences													0%	
3.1.2.1. Travel	Travel	2	1,000	2,000	2,000							2,000	0%	
3.1.2.2. Per diems	Per diem	12	100	1,200	1,200							1,200	0%	
3.2. INFORMATION AND TECHNOLOGICAL DEVELOPMENT														
3.2.1. International and national information on the sector														
3.2.1.1. Participation in retail events	Event	9	800	7,200	7,200							7,200	1%	
3.2.1.2. Training materials: books and subscriptions to trade journals	Books and trade journals	100	15	1,500	1,500							1,500	0%	
3.2.1.3. Consumer focus groups	Focus Groups	30	150	4,500	4,500							4,500	1%	
3.2.1.4. Organization of conferences for shopkeepers	Conferences	5	1,000	5,000	4,500		500	500			500	5,000	1%	
3.2.2. Incorporating technology into the sector														
3.2.2.1. Development of specialized software for shopkeepers	Consultancy	1	10,000	10,000	5,000				5,000	5,000	5,000	10,000	2%	
3.2.2.2. Credit resources for the procurement of computer hardware	Loan amounts	1	50,000	50,000					50,000	50,000	50,000	50,000	9%	

COMPONENTS	DESCRIPTION			TOTAL	MIF	LOCAL COUNTERPART						TOTAL	% of the total
	UNIT	Quantity	Value/UNIT			CCC/UNDETCO			CASH	SUBTOTAL	TOTAL COUNTERPART		
						CASH	IN KIND	SUBTOTAL					
3.3. BUSINESS ASSOCIATIONS AND IMAGE													
3.3.1. UNDETCO Shop Network													
3.3.1.1. Development of quality standards	Consultancy	1	2,500	2,500	2,500							2,500	0%
3.3.1.2. UNDETCO certification/seal	Consultancy	100	150	15,000	15,000							15,000	3%
3.3.1.3. Development of image and advertising-- UNDETCO shops	Consultancy	1	2,500	2,500	2,500							2,500	0%
3.3.1.4. Communication tools for points of sale	Tool kit per sales point	150	200	30,000	15,000	10,000	5,000	15,000			15,000	30,000	5%
3.3.1.5. Communication and dissemination tools	Monthly bulletin	33	200	6,600	5,000	1,600		1,600			1,600	6,600	1%
3.3.1.6. Launch and dissemination	Event	1	2,150	2,150		1,910	240	2,150			2,150	2,150	0%
3.3.2. Support for the establishment of purchasing groups				-									0%
3.3.2.1. Information and advising for training and operation	Advisory service	20	150	3,000	3,000							3,000	1%
3.3.2.2. Advisory service for negotiations	Advisory service	20	150	3,000	3,000							3,000	1%
3.3.2.3. Support for shopkeepers and logistical support	Local/services per/month	60	100	6,000			6,000	6,000			6,000	6,000	1%
				-									0%
3.4. REPLICABILITY				-									0%
3.4.1 Annual monitoring of the baseline	Surveys	240	12	2,880			2,880	2,880			2,880	2,880	0%
3.4.2 Systematic recording of the experience in order to replicate it	Monthly cost	30	124	3,720	600		3,120	3,120			3,120	3,720	1%
3.4.3 Sustainability workshop	Consultant	1	5,000	5,000	5,000								
3.4.4 National project closing event	Event	1	6,000	6,000	4,000	1,000	1,000	2,000			2,000	6,000	1%
				-									
4.1. EXECUTING UNIT				-	61,200	7,200	32,400	39,600	-	-	39,600	100,800	17%
4.1.1. project director	Month/person	36	1,500	54,000	54,000							54,000	9%
4.1.2. project assistant	Month/person	36	500	18,000			18,000	18,000			18,000	18,000	3%
4.1.3. Equipment	PC with printer	2	1,200	2,400	2,400							2,400	0%
4.1.4. Laptop computers	Laptops	2	1,200	2,400	2,400							2,400	0%
4.1.5. Lease	Local/services per month	36	400	14,400			14,400	14,400			14,400	14,400	2%
4.1.6 Operating expenses	Expenses/month	36	200	7,200		7,200		7,200			7,200	7,200	1%
4.1.7. Travel and per diems	Travel and per diem	4	600	2,400	2,400							2,400	0%
				22,400	22,400	-	-	-	-	-	-	22,400	4%
5.1. EVALUATIONS				-									
5.1.1. Midterm evaluation	CONSULTANT	1	7,000	7,000	7,000							7,000	1%
4.1.2. Final evaluation	CONSULTANT	1	7,000	7,000	7,000							7,000	1%
				-									0%
5.2. AUDITS	AUDITOR	1	5,000	5,000	5,000							5,000	1%
Contingencies				3,400	3,400								
TOTAL				480,070	351,400	40,670	108,300	148,970	80,500	80,500	229,470	580,870	100%
SHARE OF CONTRIBUTIONS PER ENTITY					60%	7%	19%	26%	14%	14%	40%	100%	

Suppliers' contribution

RELATED PROJECTS IN COLOMBIA
BUSINESS DEVELOPMENT FOR SHOPKEEPERS IN CARTAGENA
CO-M1018

A. Similar or related Bank projects

Project number / date of approval	Project name, sector, executing agency, and amount	Date of signature and original disbursement period, in months	% Disbursed	Comments: execution satisfactory, or problems with execution, including delays, extensions, reformulation, change in executing agency, etc.
ATN/ST-8540-CO 10 Dec. 2003	Network of Aguablanca shopkeepers Fundación Carvajal US\$245,000	27 Feb. 2004 36 months	27%	Execution is satisfactory.

B. Projects related to the same sector or beneficiaries

Project number / date of approval	Project name, executing agency, and amount	Date of signature and original disbursement period and extensions, in months	Amount disbursed	Comments
ATN/MT-7186-CO 25 Oct. 2000	Procedure simplification program for the business sector Chamber of Commerce of Bogota US\$1.9 million	12 June 2001 36 months	100%	Project completed. Program outcomes in the six cities were exceptional.
ATN/ME-6213-CO 30 Oct. 1998	Technical advice and training services for microenterprise Corporación Acción por Antioquia-ACTUAR US\$1.8 million	24 Nov. 1998 54 months 24 months	100%	Project completed. Program outcomes were very satisfactory.

C. Portfolio of MIF projects in Colombia

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
1	MIF/AT-3	CO0149	3/MS-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	CMMM	IIIb	8-Dec-93	Completed	750,000	100.00
2	MIF/AT-3	CO0150	4/MS-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	CMM	IIIb	8-Dec-93	Completed	500,000	100.00
3	MIF/AT-3	CO0153	5/MS-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	CMM	IIIb	8-Dec-93	Completed	500,000	100.00
4	MIF/AT-3	TC9307499	ATN/ME-4410-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	WWBC	IIIa	8-Dec-93	Completed	80,000	100.00
5	MIF/AT-3	TC9310020	ATN/ME-4411-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	WWB/BOGOTA	IIIa	8-Dec-93	Completed	79,438	100.00
6	MIF/AT-3	TC9310038	ATN/ME-4412-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	CMMM	IIIa	8-Dec-93	Completed	80,000	100.00
7	MIF/AT-3	TC9310046	ATN/ME-4414-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	FMMB	IIIa	8-Dec-93	Completed	80,000	100.00
8	MIF/AT-3	TC9310054	ATN/ME-4413-CO	Affiliates of Women's World Banking in Cali, Bogotá, Medellín	FMM	IIIa	8-Dec-93	Completed	80,000	100.00
9	MIF/AT-8	TC9307051	ATN/MT-4481-CO	Strengthening of the Energy Regulatory Commission	CRE	I	30-Mar-94	Completed	1,627,000	100.00
10	MIF/AT-12	TC9308091	ATN/MH-4573-CO	Strengthening Non-Governmental Organizations to Provide Training and Services to Displaced Workers	F. CARVAJAL	II	29-Jun-94	Completed	787,709	100.00
11	MIF/AT-12	TC9407108	ATN/MH-4574-CO	Strengthening Non-Governmental Organizations to Provide Training and Services to Displaced Workers	CCOCG	II	29-Jun-94	Completed	879,044	100.00
12	MIF/AT-37	TC9307043	ATN/ME-4911-CO	Program to Establish Business Development Centers	ACOPI	IIIa	18-Apr-95	Completed	5,966,523	100.00
13	MIF/AT-43	TC9308116	ATN/MT-4910-CO	Alternative Methods of Settling Business Disputes	CCB	I	24-May-95	Completed	1,195,047	100.00
14	MIF/AT-53	TC9503229	ATN/MT-5022-CO	Strengthening of the Water Regulatory Commission	CRAPSB	I	27-Sep-95	Completed	990,000	100.00
15	MIF/AT-51-1	TC9308108	ATN/MH-5082-CO	Training Program for Women Heads of Household	FES	II	27-Nov-95	Completed	2,544,071	78.02

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
16	MIF/AT-179	TC9601338	ATN/MH-6002-CO	Technical Training for the Paper Industry	CENPAPEL	II	10-Jun-98	Completed	1,894,457	100.00
17	MIF/AT-203	TC9805419	ATN/ME-6213-CO	MIC/ Support for Competitive Microenterprises	ANTIOQUIA	IIa	30-Oct-98	Completed	1,280,997	100.00
18	MIF/AT-216	TC9308158	ATN/MH-6280-CO	Strengthening of the Credit Union System	MHCP	II	7-Dec-98	Completed	265,260	100.00
19	MIF/AT-216	TC9811013	ATN/MT-6279-CO	Strengthening of the Credit Union System	CONFECOOP	I	7-Dec-98	Completed	648,761	100.00
20	MIF/AT-246	TC9305261	ATN/MT-6498-CO	Private Enterprise in the Subsidized Health Programs	FCORONA	I	12-May-99	Completed	630,000	100.00
21	MIF/AT-284	TC9907024	ATN/ME-6658-CO	Accounting and financial information systems for Nonregulated Microfinance Institutions	EMPRENDER	IIa	17-Sep-99	Completed	330,000	100.00
22	MIF/AT-307	TC9904049	ATN/MH-6755-CO	Agricultural Technology Transfer Program	ACJ	II	10-Nov-99	Completed	640,000	100.00
23	MIF/AT-305	TC9906026	ATN/MH-6752-CO	Quality and Environmental Management Systems	ICONTEC	II	10-Nov-99	Completed	1,022,789	100.00
24	MIF/AT-332	TC9904001	ATN/ME-7006-CO	Marketing Company for Microenterprise Owners	FMARIO	IIa	14-Jun-00	In execution	850,000	98.35
25	MIF/AT-334	TC0003003	ATN/ME-7011-CO	Institutional Strengthening of Women's World Banking Affiliates	AWWB	IIa	15-Jun-00	Completed	500,000	100.00
26	MIF/AT-368	TC9905047	ATN/MT-7186-CO	Rationalization of Administrative Procedures	CCB	I	25-Oct-00	Completed	1,900,000	100.00
27	MIF/AT-371	TC9911104	ATN/ME-7203-CO	Isabella Grape Agribusiness Project	F. CARVAJAL	IIa	1-Nov-00	In execution	1,111,947	99.83
28	MIF/AT-374	TC0010027	ATN/MT-7238-CO	Bucaramanga Potable Water Project	MDE	I	29-Nov-00	In execution	420,000	16.43
29	MIF/AT-374	TC0010027	ATC/MT-7239-CO	Bucaramanga Potable Water Project	MDE	I	29-Nov-00	Approved	480,000	0.00
30	MIF/AT-380	TC0003033	ATN/MT-7253-CO	Internet Based Export Information System	PROEXPO	I	6-Dec-00	In execution	1,500,000	60.46
31	MIF/AT-385	TC0005006	ATN/MH-7269-CO	Environmental Management and Implementation of Cleaner Technologies for Colombian Enterprises	CINSET	II	13-Dec-00	Completed	1,423,000	100.00
32	MIF/AT-405	TC0006003	ATN/MT-7407-CO	Promoting Foreign Investment in Colombian Enterprises	COINVERTIR	I	25-Apr-01	In execution	900,000	73.58
33	MIF/AT-429	TC0103005	ATN/ME-7545-CO	Institutional Strengthening Compartir	FCOMPARTIR	IIa	9-Aug-01	In execution	210,000	99.54
34	MIF/AT-455	TC0103004	ATN/ME-7777-CO	Institutional Strengthening of Finamerica, S.A.	FINAMERICA	IIa	18-Jan-02	Completed	300,000	100.00
35	MIF/AT-457	TC0109022	ATN/MT-7793-CO	Strengthening Capital Markets in Colombia	BV	I	20-Feb-02	In execution	1,018,300	27.28

No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
36	MIF/AT-467	TC0106004	ATN/ME-7855-CO	Skill Standards and Training of the Garment Industry in the Eje Cafetero	MINUTO DE DIOS	IIla	1-May-02	In execution	1,100,000	31.24
37	MIF/AT-469	TC0108007	ATN/ME-7856-CO	Supply Chain Development and Promotion of Cooperative Ventures	ACOPI	IIla	1-May-02	In execution	1,092,400	91.77
38	MIF/AT-491-1	TC0106010	ATN/ME-7978-CO	Support for the Massive Use of It(smes)	CONFECAMARAS	IIla	7-Aug-02	In execution	1,000,000	79.56
39	MIF/AT-522	TC0210074	ATN/MT-8208-CO	Line of Activity for Airport Security	UAEAC	I	24-Jan-03	In execution	500,000	40.00
40	MIF/AT-524	TC0106021	ATN/ME-8204-CO	Technology Transfer and Quality Enhacement for the Jewelry Sector	CDP	IIla	21-Feb-03	In execution	375,000	28.52
41	MIF/AT-586	CO-M1001	ATN/MH-8618-CO	Promotion of Youth Entrepreneurship in Colombian	FCORONA	II	21-Jan-04	In execution	1,050,000	10.00
42	MIF/AT-601	CO-M1002	ATN/ME-8797-CO	Program to Support Clusters Competitiveness	UAN	IIla	4-Aug-04	In execution	3,450,000	10.00
43	MIF/AT-612	TC0305015	ATN/ME-8893-CO	SME's Integration in Public Procurement	ACIEM	IIla	13-Oct-04	In execution	720,000	10.00
44	MIF/AT-626-1	CO-M1003	ATN/ME-8975-CO	Program to Incorporate Corporate Responsibility Practices to PYMES	CONFECAMARAS	IIla	1-Dec-04	Approved	1,160,000	0.00
45	MIF/AT-634	CO-M1007	ATN/ME-8995-CO	Women's World Banking	WWW CALI	IIlb	8-Dec-04	Approved	57,500	0.00
46	MIF/AT-634	CO-M1008	ATN/ME-8996-CO	Women's World Banking	WWW POPAYAN	IIla	8-Dec-04	Approved	57,500	0.00
47	MIF/AT-634	CO-M1009	ATN/ME-8997-CO	Women's World Banking	FMMB	IIla	8-Dec-04	Approved	80,000	0.00
48	MIF/AT-634	CO-M1010	ATN/ME-8998-CO	Women's World Banking	CMM	IIla	8-Dec-04	Approved	80,000	0.00
49	MIF/AT-634	CO-M1011	ATN/ME-8999-CO	Women's World Banking	CMMM	IIlb	8-Dec-04	Approved	75,000	0.00
50		CO-M1013	ATN/ME-9220-CO	Standardization and Normalization of Panela Industry in the Rio Suárez Region	Camara de Ccio de Bucaramanga	IIla	5/25/2005	Approved	\$100,000	0.00
51		CO-M1014	ATN/ME-9221-CO	Commercial Linkages Between Food Microenterprises and Large Supermarkets	Corporacion Accion por Antioquia	IIla	5/25/2005	Approved	\$100,000	0.00
52		CO-M1015	ATN/ME-9222-CO	Development of SME Suppliers Cluster with Large Petrochemical Companies	ICONTEC	IIla	5/25/2005	Approved	\$100,000	0.00
53	MIF/AT-680	CO-M1017	ATN/MT-9452-CO	Positioning of New Companies in the Capital Market	Bolsa de Valores	I	10/12/2005	Approved	\$790,000	0.00
							Total MIF Amount		45,351,744	