

PROJECT STATUS REPORT

JULY 2012 - DECEMBER 2012

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Increasing Opportunities for the Majority through Business Plan Competitions

Project Number: RG-M1104 - Operation Number: ATN/ME-10509-RG

Purpose: Apoyar competencias de planes de negocios para empresas enfocados al mercado de la base de pirámide.

Country Administrator
UNITED STATES

Beneficiary Country
BOLIVIA, CHILE, COLOMBIA, ECUADOR,
PERU, VENEZUELA

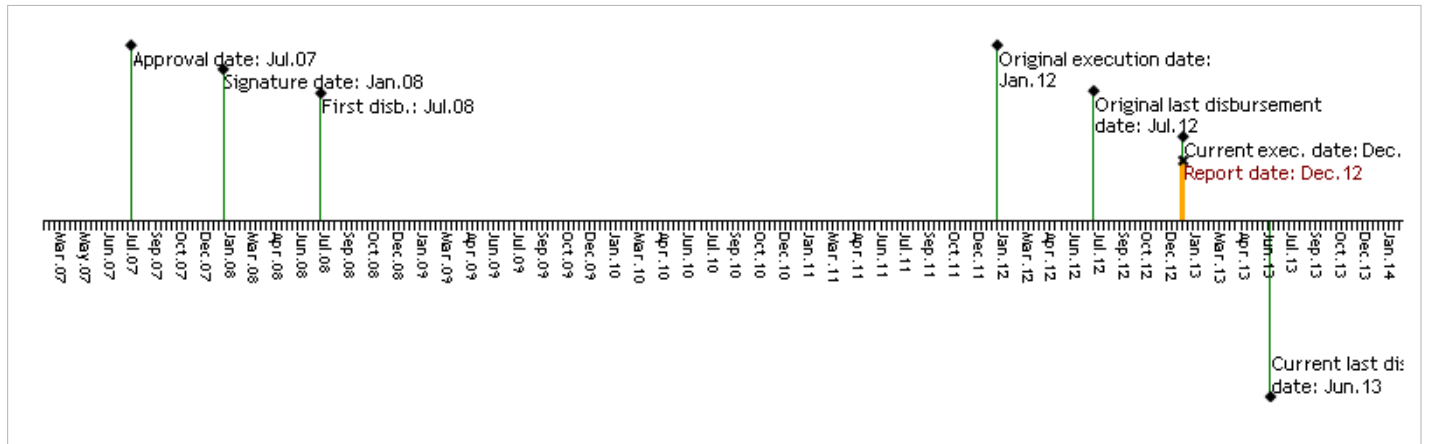
Group
SME - Small and Medium Enterprise
Development

Subgroup
BOPD - Economic Inclusion

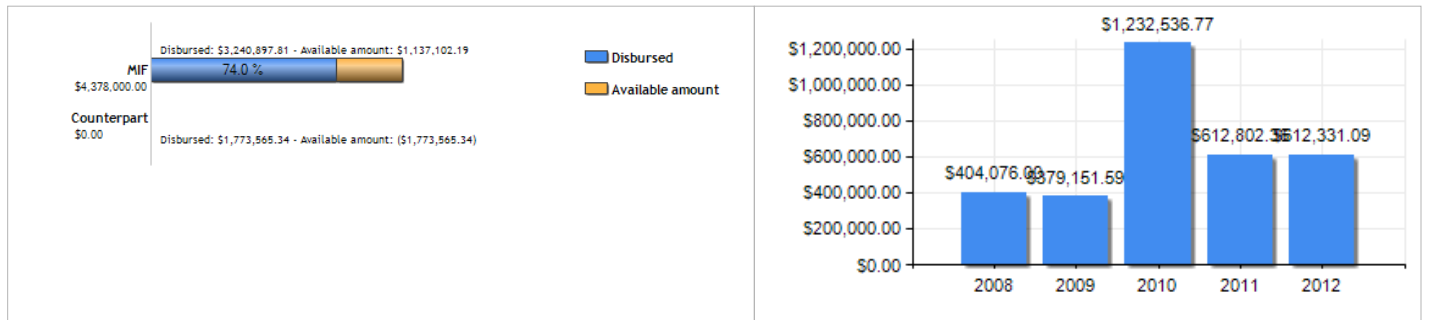
Executing Agency: TechnoServe

Design Team Leader: Shepherd, Daniel
Supervision Team Leader: Peinado-Vara, Estrella

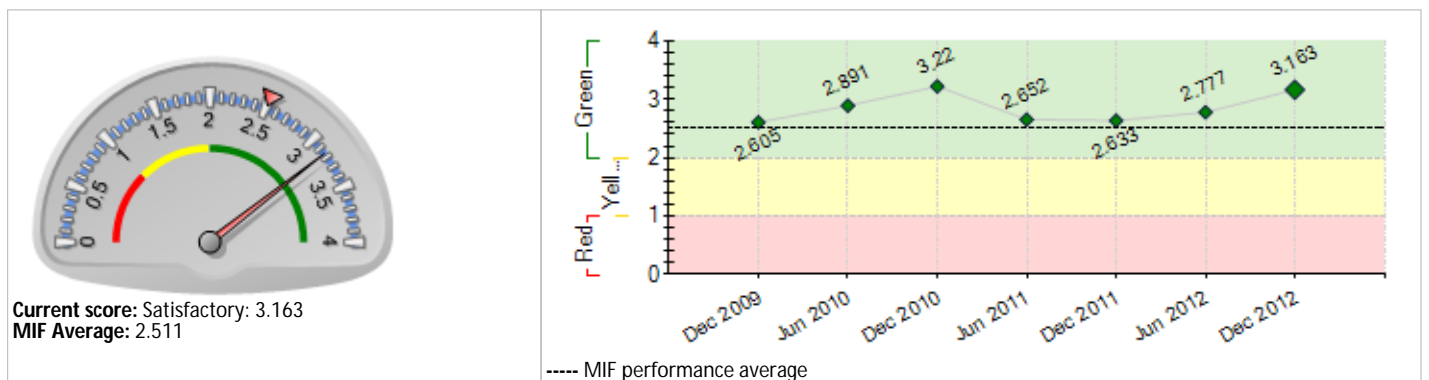
TIMELINE



FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS

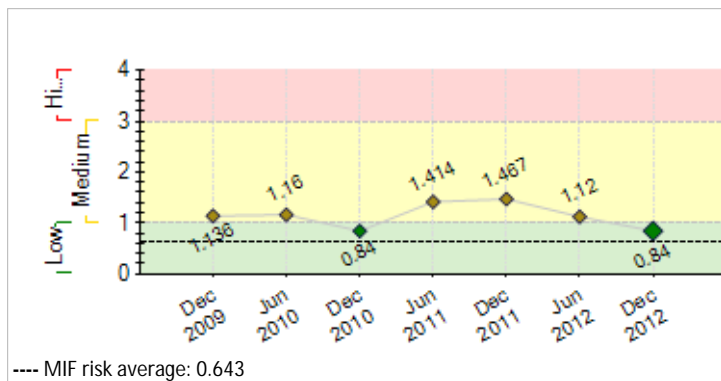
INSTITUTIONAL CAPACITY

Risk

Financial Management: 0

Procurement: 0

Technical Capacity: 0



SECTION 2: PERFORMANCE

Summary of project performance since inception

The program's cumulative performance has been very satisfactory. Target performance indicators are on track or exceeding expectations. The program had a positive impact in the entrepreneurs who participated in the BPC's. Both through quantitative (incremental sales, job creation, businesses operating with sales, etc.) as well as qualitative indicators (increase in own investment, confidence, book keeping, etc.). As of December 31st 2012, we finished all program activities. All entrepreneurs in the 6 countries have finalized the AfterCare Program, and Access to Markets & Finance specialized consultancy.

The project has now come to an end and has exceeded its final objectives.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Summary of project performance in the last six months

During the past semester, the project's performance has been highly satisfactory. The main achievements of the semester were:

Venezuela & Bolivia: 100% of the seed capital prizes have been disbursed against invoices that proved proposed investment in the business. The Closing Workshops (Caracas & La Paz) were carried out with representatives from all stakeholders to evaluate the program and analyze lessons learned from all perspectives. In this period we finished Aftercare and closed the program with positive results in both quantitative and qualitative indicators. In Bolivia 122 new direct jobs have been generated in the past semester and a high percentage of participating companies obtained financial resources.

Ecuador: A senior market specialist consultant was hired to help entrepreneurs to implement important marketing tools aiming to increase the reach and sales of their businesses, 10 of them successfully finished the consultancy, increasing sales and developing marketing strategies applying the BMG Canvas Model. Around 8,012 hours of one-on-one tailor-made consultancy were held.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: Apoyar competencias de planes de negocios para empresas enfocados al mercado de la base de pirámide.	P.I1 Número de planes de negocio premiados a través de las 12 competencias.	0 Jan 2008				120 Jul 2012	271 Dec 2012	
	P.I2 Número de participantes en las primeras nueve competencias con negocios operando con ventas.	0 Jan 2008				360 Jul 2012	324 Dec 2012	
	P.I3 Valor en US\$miliones de incremento en ventas por los nuevos negocios entre las empresas participantes en el proyecto, de lo cual, al menos 30% del mercado BOP.	0 Jan 2008				10 Jul 2012	13.4 Dec 2012	
	P.I4 Número de nuevos empleos generados por los nuevos negocios.	0 Jan 2008				1000 Jul 2012	1761 Dec 2012	
Component 1: Promoción y Preparación Weight: 20% Classification: High Satisfactory	C1.I1 Número de unidades del Programa y número de comités organizadores establecidos en diferentes países (una unidad y un comité por cada país). (Acumulado)	0 Jan 2008	6 Jan 2009			12 Jan 2010	11 Dec 2012	Finished
	C1.I2 Número de personas con conocimiento del Proyecto a través de seminarios, publicaciones, y su participación en el Proyecto.	0 Jan 2008				6000 Jul 2012	88483 Dec 2012	Finished
	C1.I3 Número de representantes de la empresa privada, medios de comunicación, e instituciones colaboradoras con conocimiento de los resultados del Proyecto a través de reuniones, informes, seminarios y publicaciones.	0 Jan 2008				1000 Jul 2012	2858 Dec 2012	Finished
Component 2: Competencias de Planes de Negocios	C2.I1 Número de consultores capacitados.	0 Jan 2008	60 Jan 2009			120 Jan 2010	164 Dec 2012	Finished

Weight: 50% Classification: High Satisfactory	C2.12	Número de postulaciones de negocios sometidas a los concursos.	0	900	2700		3600	9987	Finished
			Jan 2008	Jan 2009	Jan 2010		Jan 2011	Dec 2012	
	C2.13	Número de negocios seleccionados.	0	240			720	934	Finished
			Jan 2008	Jan 2009			Jan 2010	Dec 2012	
	C2.14	Número de planes de negocios premiados.	0	30	60		120	271	Finished
			Jan 2008	Jan 2009	Jan 2010		Jan 2011	Dec 2012	
Component 3: Seguimiento y Acompañamiento ("Aftercare") Weight: 30% Classification: Satisfactory	C2.15	Número de participantes en las primeras seis competencias con negocios operando con ventas.	0				280	324	Finished
			Jan 2008				Jan 2011	Dec 2012	
	C2.16	Número de postulaciones sometidas provenientes de cadenas de grandes empresas	0	15	45		60	134	Finished
				Jan 2009	Jan 2010		Jan 2011	Dec 2012	
	C3.11	Número de empresas con "aftercare" recibido.	0	170			500	538	Finished
			Jan 2008	Jan 2010			Jan 2011	Dec 2012	
	C3.12	Número de participantes en las primeras seis competencias con negocios operando con ventas.	0				120	324	Finished
			Jan 2008				Jan 2010	Dec 2012	

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M1 Previous Conditions	1	Jul 2008	1	Jun 2008	Achieved

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[None reported in this period]

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. It will be hard to do proper monitoring and evaluation of the program once the competitions are over.	Medium	We have created a continuous M&E effort led by two people in the team, where we aim at reviewing the impact created by the program after the intervention has finished. The first step has taken place with 200+ entrepreneurs in Colombia, Peru, Chile and Ecuador during July 2011.	Project Coordinator

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 7 **IN EFFECT RISKS:** 1 **NOT IN EFFECT RISKS:** 3 **MITIGATED RISKS:** 3

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of a sustainability plan or its inadequate implementation	Finalizando el plan de sostenibilidad para ser presentado

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

1. Regional closing conference, and country closing workshops to consolidate lessons learned from all stakeholders and create awareness of the BPC process and results.
2. In Venezuela, seed capital was disbursed against an invoice that proved that the money was going to be invested in the business.
3. In Bolivia and Venezuela, transfer of know how to local organizations working with SMEs (win-win negotiations and Keys to financial success were two of the workshops which were provided to consultants and were left with the material to replicate them in the future). Similarly, all the training material was provided to the local consultants.

SECTION 6: PRACTICAL LESSONS

	Relative to Implementación	Author
1. • Consolidation of knowledge: consultants may have good ideas to share with other consultants but since they are in different locations, there is rarely an opportunity to exchange experiences.		Rico, Andres
2. • To avoid high entrepreneur desertion rate: focus on entrepreneurs who are committed. Be much more critical in the selection process and interview the entrepreneur and not only focus in the business plan.	Diseño	Rico, Andres