

PROJECT STATUS REPORT (FINAL)

JANUARY 2013 - JUNE 2013

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

Result: 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

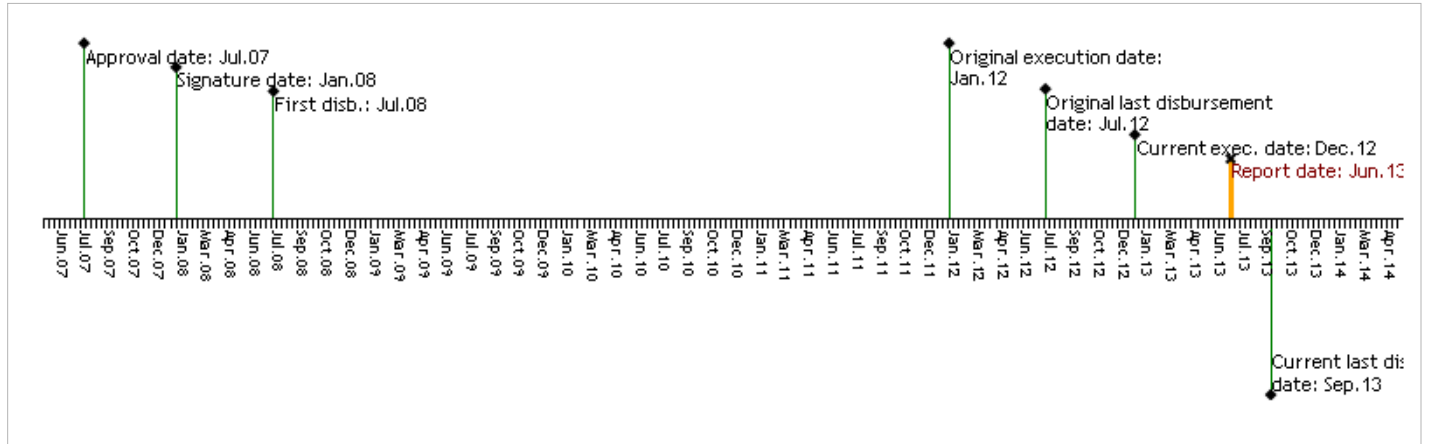
Group
SME - Small and Medium Enterprise
Development

Subgroup
BOPD - Economic Inclusion

Executing Agency:

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

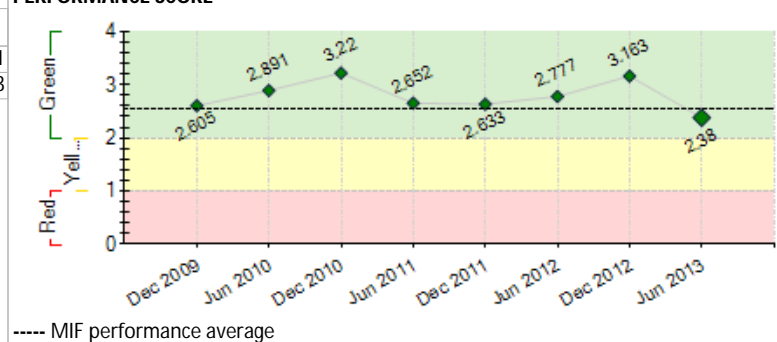
TIMELINE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$4,400,000.00	\$22,000.00	\$3,268,897.81
Counterpart	\$2,860,000.00	\$0.00	\$2,070,937.13

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

The program's cumulative performance has been very satisfactory. Target performance indicators have been achieved or exceeded. 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, as illustrated by the indicators below.

Comments from the Supervision Team Leader

El Proyecto ha conseguido en líneas generales los objetivos marcados por el marco lógico. Los resultados son meritorios si tenemos en cuenta la complejidad del proyecto regional en países con coyunturas tan diversas. Por este motivo, el enfoque del proyecto ha sido distinto en cada país lo cual ha supuesto debilidades y fortalezas. La fortaleza se refleja en la posibilidad de incorporar empresas micro, pequeñas y grandes, vinculadas o no a la cadena de valor, con negocios para/por/con la BOP en diversos sectores (agro, industrial, manufactura, servicios...), que facilita probar el modelo en diferentes circunstancias, sectores y entornos. La debilidad se traduce en una metodología demasiado heterogénea para ser estandarizada o para poder ser sistematizarla de forma sencilla. La razón de tanta diversidad se debe fundamentalmente a que TechnoServe tuvo que adaptar el proyecto a los requerimientos de las empresas ancla/patrocinadores del BPC en cada país.

TechnoServe ha cumplido notablemente su papel como ejecutor en términos de consecución de resultados, reportes y gestión financiera del proyecto.

Final evaluation

Los comentarios del evaluador fueron positivos, dando por cumplidos la mayoría de los objetivos del marco lógico. Las mayores críticas vinieron en cuanto a cómo medir algunos de los resultados del programa donde se encontraron problemas metodológicos reconocidos por la AE y solventados.

Comments from the Supervision Team Leader

Agree with the Evaluators comments

Excelente trabajo que permitio indagar en varios puntos relacionados con la sostenibilidad del programa. El alcance de la evaluacion se extendio mas alla de una simple evaluacion y se genero una guia para la realizacion de concursos similares con la BOP

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=37904627>

SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
Result: Apoyar competencias de planes de negocios para empresas enfocados al mercado de la base de pirámide. Classification: High Satisfactory	P.11 Número de planes de negocio premiados a través de las 12 competencias.	0	120	271	226 %
	P.12 Número de participantes en las primeras nueve competencias con negocios operando con ventas.	0	360	324	90 %
	P.13 Valor en US\$millones 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	10	13.4	134 %
	P.14 Número de nuevos empleos generados por los nuevos negocios.	0	1000	1761	176 %
Component 1: Promoción y Preparación Weight: 20% Classification: High Satisfactory	C1.11 Número de unidades del Programa y número de comités organizadores establecidos en diferentes países (una unidad y un comité por cada país). (Acumulado)	0	12	11	92 %
	C1.12 Número de personas con conocimiento del Proyecto a través de seminarios, publicaciones, y su participación en el Proyecto.	0	6000	88483	1,475 %
	C1.13 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	1000	2858	286 %
Component 2: Competencias de Planes de Negocios Weight: 50% Classification: High Satisfactory	C2.11 Número de consultores capacitados.	0	120	164	137 %
	C2.12 Número de postulaciones de negocios sometidas a los concursos.	0	3600	9987	277 %
	C2.13 Número de negocios seleccionados.	0	720	934	130 %
	C2.14 Número de planes de negocios premiados.	0	120	271	226 %
	C2.15 Número de participantes en las primeras seis competencias con negocios operando con ventas.	0	280	324	116 %
	C2.16 Número de postulaciones sometidas provenientes de cadenas de grandes empresas	0	60	134	223 %
Component 3: Seguimiento y Acompañamiento ("Aftercare") Weight: 30% Classification: Satisfactory	C3.11 Número de empresas con "aftercare" recibido.	0	500	538	108 %
	C3.12 Número de participantes en las primeras seis competencias con negocios operando con ventas.	0	120	324	270 %

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

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] National political changes
- [X] Lack of resources for the counterpart

SECTION 4: RISKS

CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. It will be hard to do proper monitoring and evaluation of the program once the competitions are over.

Level: Low

Responsible: Project Coordinator

Status: In effect

Comments: This inability to track the entrepreneurs beyond the project's duration period, will prevent us from knowing if the indicators 3 years beyond the program's end will be met or not.

PROJECT RISK LEVEL: Low **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

La sostenibilidad del programa se presenta con diversas opciones y enfoques. En Bolivia la empresa ancla Soboce continua sin el apoyo de TNS con el programa. En Ecuador, las lecciones aprendidas fueron integradas a los programas globales de emprendimiento que patrocina Cerveceria Nacional (SABMiller). En Colombia Corporación Venturas ha adoptado la modalidad de Business Plan para la BdP en su modelo de negocio. La experiencia del concurso de ideas/emprendimiento en la BdP y sus lecciones aprendidas han sido aplicadas a otros proyectos de TNS en Chile, Haití, Burkina Faso y Centroamérica con distintos actores.

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which have been implemented:

Likelihood of project sustainability after project completion: high Critical issues that may affect project's sustainability: Political and economic uncertainty in Venezuela related to the change in government following the death of President Hugo Chávez Actions related to sustainability which have been implemented: 69% of entrepreneurs in Aftercare were able to access seed capital, so that in the years to come they are well prepared to invest in their business for growth and achievement of economies of scale 58% of entrepreneurs that started in the program with only a business idea were able to achieve the first sales milestone by the end of the program. This means that in the years after the program's end they are well placed to reap the benefits of having ongoing sales. Technoserve as an implementing agency has taken the lessons learned from this program to design and carry out new and stronger entrepreneurship projects in the region (including Haiti, Nicaragua, Honduras and Chile). Knowledge was also transferred to local companies and BDS (Business Development Service) providers such as Corporación Venturas in Colombia, SABMiller in Ecuador and SOBOCE in Bolivia.

[Sustainability Plan](#)

<http://mif.iadb.org/file.aspx?DOCNUM=37904804>

SECTION 6: KNOWLEDGE

Lessons learned	Relative to Implementation	Author
1. On the Training and Aftercare... • Suggestion to have training and Aftercare closer to each other rather than separate stages. This will potentialize the learnings from the trainings by having the consultant help the entrepreneur actually implement what him/her has learned in the "classroom" sessions. • Training groups need to be relatively small (max 30 people or so) and of similar educational background so that the content can be designed for a specific level. This is easily achieved through very well targeted selection criteria at the selection stage. Otherwise "one-size-fits-all" type of training will not have much impact. • Aftercare needs and amounts of time vary hugely by whether the entrepreneur has a running business or a business idea. Business ideas in general need longer time dedications from the consultant (more than 1 year in Aftercare) and will generally not show huge "impact results" as measured by incremental sales and employment creation.		Rico, Andres
2. Use the Business Model Generation Canvas (see http://www.businessmodelgeneration.com/canvas) by A. Osterwalder, rather than the traditional business plan. Why? It's a more flexible tool, and a real tool to be used as the concept/business evolves rather than a BP bible that nobody reads or edits as things change. The canvas can even be one of the requirements to apply to the program (filtering candidates that have sufficient commitment from the very beginning).	Implementation	Rico, Andres
3. On Convening... • Important to create a self-filtering mechanism to avoid candidates that are just looking for free cash. This can be done by giving cash prizes by the end of the Aftercare only or by not giving cash prizes at all (only soft loans through a guarantee fund for a bank, which also has the advantage of leveraging the overall amount of funds lent). • Convening at a national level in a large country (not to say 6 countries!) has the disadvantage of posing important challenges in terms of logistics, costs, etc. (for example, creates the needs to hire part-time consultants in various geographic areas, while it has been seen that hiring consultants full-time leads to better performance).	Design	Rico, Andres
4. On Convening... • Important to create a self-filtering mechanism to avoid candidates that are just looking for free cash. This can be done by giving cash prizes by the end of the Aftercare only or by not giving cash prizes at all (only soft loans through a guarantee fund for a bank, which also has the advantage of leveraging the overall amount of funds lent). • Convening at a national level in a large country (not to say 6 countries!) has the disadvantage of posing important challenges in terms of logistics, costs, etc. (for example, creates the needs to hire part-time consultants in various geographic areas, while it has been seen that hiring consultants full-time leads to better performance).	Design	Rico, Andres
5. The close monitoring of Aftercare consultants is key, since most of the consultants often have other professional activities in parallel, it is really important to stay in constant communication with entrepreneurs and receive their feedback on the performance of their consultant.	Implementation	Rico, Andres
6. Employment generation is very hard to achieve when working with subsistence entrepreneurs. Since many of the businesses were very small and of a subsistence nature, many do not need or can't afford stable and regular employment creation. Similarly, the context of countries like Venezuela is unfavorable for job creation since it is very costly to have a formal employee.	Sustainability	Rico, Andres
7. It is of extreme importance to have a Monitoring and Evaluation (M&E) component in the program to be able to do proper tracking of the key performance indicators. The M&E unit within the project needs to be sufficiently involved in its implementation to have in-depth knowledge of its activities and objectives, but also have enough independence to be able to assess the program's impact in an un-biased, objective manner.	Design	Rico, Andres
8. To avoid high entrepreneur desertion rate it is very important to decide the entrepreneur segment that the project wants to target and make the entire design accordingly. When too many entrepreneur types are targeted the project can't offer significant value added for all of them, diminishing overall impact.	Design	Rico, Andres

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

Al no disponer de un componente específico para la captura y diseminación del conocimiento, el proyecto no pudo llevar una adecuada gestión de dicho conocimiento. En este sentido se incorporó como anexo a la evaluación final, una guía metodológica que hiciese replicable y accesible el aprendizaje metodológico de la guía. Esta guía se desarrolló en colaboración con un diverso grupo de actores involucrados en el proyecto incluyendo otras agencias ejecutoras y expertos en emprendimiento.

Main products of the project*[No related products to display]***SECTION 7: DOCUMENTS**

12/JAN/2007	Donors Memorandum	[http://www5.iadb.org/mif/file.aspx?DOCNUM=872618]
10/JUL/2007	Donors Memorandum	[http://www5.iadb.org/mif/file.aspx?DOCNUM=1037939]
30/AUG/2010	Intermediate Evaluation Report	[http://www5.iadb.org/mif/file.aspx?DOCNUM=35329259]
17/JUL/2013	Intermediate Evaluation Report	[http://www5.iadb.org/mif/file.aspx?DOCNUM=37904756]
17/JUL/2013	Final Evaluation Report	[http://www5.iadb.org/mif/file.aspx?DOCNUM=37904627]
17/JUL/2013	Sustainability Plan	[http://www5.iadb.org/mif/file.aspx?DOCNUM=37904804]
17/JUL/2013	Sustainability Plan	[http://www5.iadb.org/mif/file.aspx?DOCNUM=37904809]
Project profile		http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=RG-M1104&lg=EN