

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND

DOMINICAN REPUBLIC

UNIFIED BUSINESS START-UP MANAGEMENT SYSTEM

(DR-M1012)

DONORS MEMORANDUM

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ABBREVIATIONS

CCPSD	Cámara de Comercio y Producción de Santo Domingo [Santo Domingo Chamber of Commerce and Production]
CNC	Consejo Nacional de Competitividad [National Council on Competitiveness]
DGII	Dirección General de Impuestos Internos [Internal Revenue Bureau]
IT	Information technology
MIF	Multilateral Investment Fund
ONAPI	Oficina Nacional de Propiedad Industrial [National Intellectual Property Office]

UNIFIED BUSINESS START-UP MANAGEMENT SYSTEM (DR-M1012)

I. EXECUTIVE SUMMARY

Beneficiary / Executing agency:	Cámara de Comercio y Producción de Santo Domingo [Santo Domingo Chamber of Commerce and Production] (CCPSD)
Beneficiaries:	The beneficiaries of the project will be small, medium-sized, and large productive and commercial businesses; local and foreign investors who use the business registration and start-up services provided by entities in the Unified Business Start-up Management System; entrepreneurs in the informal sector; individuals who engage in commercial or production-related activities; and commercial establishments throughout the Dominican Republic, all of which will be assisted in their efforts to join the formal economy.
Financing:	MIF (nonreimbursable): US\$ 770,000 (70%) Local counterpart: <u>US\$ 330,000 (30%)</u> Total: US\$1,100,000 (100%)
Objectives:	The goal of the project is to help improve the business climate in the Dominican Republic. The <i>purpose</i> is to develop a sustainable, efficient one-stop shop model that reduces the time and cost associated with the procedures and licenses for starting a business in the Dominican Republic, for corporations, small and medium-sized businesses, and individuals who engage in commercial activities.
Execution period:	Execution: 30 months Disbursement: 36 months
Special contractual conditions:	As conditions precedent to the first disbursement: (i) an executing unit will be created; (ii) a technical consultation committee will be created; and (iii) the CCPSD will sign a cooperation agreement for project execution with the National Intellectual Property Office (ONAPI) and the Internal Revenue Bureau (DGII), in which an official is designated to liaise and coordinate with the CCPSD. As a condition precedent to project execution, the chambers of commerce must sign agreements in which they state their interest in participating in the project and pledge to provide counterpart resources in cash for component 2.

Exceptions to Bank policies: None.

Social and environmental review: The Committee on Environment and Social Impact approved the project abstract at its 1 September meeting (34-06).

Coordination with other donors: None.

II. BACKGROUND AND RATIONALE

A. The business start-up process and the informal sector in the Dominican Republic

- 2.1 To start a business in the Dominican Republic, no fewer than three major administrative processes are required, involving two public agencies and one private institution: (i) the National Intellectual Property Office (ONAPI) and the Internal Revenue Bureau (DGII), and (ii) the country's chambers of commerce and production, respectively. Studies by the National Council on Competitiveness (CNC) indicate that carrying out the formalities required by just these three institutions involves 92 steps, 7 copies, 3 forms, 4 payments, visits to 21 different administrative units, and a minimum of 20 days to receive the final determination. This tally was made subsequent to actions taken over a year ago, with the support of the CNC, to streamline the process, which reduced the time it takes to start a business from 72 to 20 days. This period of time is in addition to the time needed to draft bylaws and hold shareholders' meetings, which further complicate the process of registering a business, because there is no nationwide standardized system for preparing the documents required under the Code of Commerce.
- 2.2 Although no official figures are available, informal operations are believed to make up approximately 60% of the business sector in the Dominican Republic. The factors contributing to this situation include excessive regulations, procedures, and formalities, which complicate and drive up the cost of both the regulation and the registration of new businesses. The bulk of the informal sector consists of microenterprises and small and medium-sized businesses, which employ a significant portion of the economically active population. Because these businesses are set up outside the formal sector, they do not enter the chain of legality that would make it possible for them, subsequent to start-up, to pay taxes, comply with labor laws, enjoy the benefits of formal companies, grow and fortify their business, and help bolster the public coffers.

B. Identification of the problem

- 2.3 At the provincial level, the chambers of commerce and production must often act on behalf of public agencies without field offices, enforcing their requirements and forwarding background information to these agencies' headquarters.

- 2.4 The varying levels of development among the chambers, the lack of a unified operating system for business start-up and registration, the lack of a clear concept of customer service, and, in many cases, ignorance among the commerce chambers and other entities associated with this process of the procedures and formalities for which they are responsible force system users to expend considerable time and money, significantly prolonging the time it takes to start a new business in the Dominican Republic. Furthermore, procedures are not automated, which means most are not coordinated internally or externally. The various entities do not use a standard set of forms, nor do they assign system users a common identification number. From the date of receipt to final validation, a single application passes through the hands of 30 people and 10 internal offices.

C. Progress in streamlining the process for businesses

- 2.5 A diagnostic assessment by the United States Agency for International Development recommended that the CNC take the initiative to streamline the procedures required by the various entities involved in the business start-up process. In response to this recommendation, a one-stop online portal has been created for ONAPI, the DGII, and the Santo Domingo Chamber of Commerce and Production (CCPSD), which will streamline and integrate business start-up procedures and allow them to be carried out electronically. In addition, joint action has been taken by several agencies, including a decision by the DGII to share its database of registered businesses with ONAPI. The DGII also helped review the data templates in the Business Register to standardize criteria. In November 2005, the CCPSD reported that the time required for preparing and issuing business registration papers had been reduced from 14 to 3 working days, thanks to improvements in the data entry system and the installation of a new technological platform.
- 2.6 For its part, ONAPI reported that the time required to register a business name had been reduced to three days. However, given the nature of the business start-up process, unless a new system is introduced, which would require comanagement and coordination by the three entities, it is unlikely that greater efficiency can be achieved. Therefore, the proposal is to create an integrated business registration system that serves business owners.
- 2.7 **Rationale.** Although the Dominican Republic has taken steps to improve its business climate and boost competitiveness, and the institutions involved in the business registration system are looking at ways to improve their internal processes, this does not constitute a comprehensive strategy to streamline processes. For that, a comprehensive, efficient, unified system is needed to serve customers. With this in mind, the proposed project will help the Dominican Republic to: (i) reduce and streamline the procedures required to start and register a business; (ii) streamline and systematize the technical and administrative procedures for completing the formalities; (iii) modernize and unify the business registration system; (iv) create a one-stop shop for users, to centralize the aforementioned procedures; and (v) perform induction, training, and promotional activities to support the long-term sustainability of the project.

- 2.8 **The Bank's strategy and coordination with other entities.** The project is consistent with the objectives of the Bank's country strategy with the Dominican Republic. The processes for improving and streamlining bureaucratic and administrative procedures for starting a business are included in the action plan agreed on with the authorities in 2005 as part of the Business Climate Initiative. This operation, which would be part of the Reducing Regulatory Burdens cluster of the Multilateral Investment Fund (MIF), takes into account four lessons learned from projects in execution, which call for: (i) establishing mechanisms that guarantee the commitment of both the private and public sectors; (ii) creating permanent mechanisms for public-private action and cooperation that generate the synergy needed to facilitate business start-up and the processes associated therewith in the country; and (iii) setting indicators for the attainment of project objectives, in terms of scope, cost, and time.

III. DESCRIPTION

A. Objectives

- 3.1 The **goal** of the project is to help improve the business climate in the Dominican Republic. The ***purpose*** is to develop a sustainable, efficient one-stop shop model that reduces the time and cost associated with the procedures and licenses for starting a business in the Dominican Republic, for corporations, small and medium-sized businesses, and individuals who engage in commercial activities.

B. Components

- 3.2 The project will be implemented through four components.

Component I: Legal and technical study on business start-up procedures, configuration of a One-stop Shop Model (MIF: US\$59,000; MIF-CCPSD: US\$19,500)

- 3.3 Through this component, procedures and baselines will be mapped, and the legal, procedural, and administrative reforms needed to develop the Unified Business Start-up Management System will be assessed and clearly defined, based on a comprehensive analysis of bottlenecks and critical factors in regulations governing the business start-up process, in order to eliminate requirements that do not bring benefits to the process and that, in some cases, constitute unnecessary requests for information or are simply provisions subject to interpretation by the public officials involved in the process. Together, these activities will form an action plan that envisions immediate results through "quick hits."
- 3.4 This component is expected to produce the following: (i) a baseline documented and developed in accordance with clearly defined parameters and criteria; (ii) legal reforms identified and drafted, to modernize the business regulations related to this project; and (iii) a tested and approved One-stop Shop Model for managing the business start-up process, along with proposals for regulatory and procedural

reforms, added values of business development and the technology needed for implementation, quick hits, and the action plan.

Component II: Modernization, improvement, and unification of the business register (MIF: US\$280,800; CCPSD: US\$43,300)

- 3.5 The purpose of this component is to describe and evaluate the current business registration processes and technology platforms of the 31 chambers of commerce in the Dominican Republic, in addition to proposing and implementing the most viable solution for the modernization, interconnection, and unification of records.
- 3.6 To this end, the component calls for consulting contracts to assess the status of the registers maintained by the country's 31 commerce chambers and prepare a technical proposal for unifying the registers, to develop the software for unifying the registers, to integrate the local platforms exclusively in three target cities to the central node, and to input and transfer to electronic form information from records that are still in the physical database.
- 3.7 This component is expected to produce the following: (i) technology and software for the new unified register system developed and ready for integrating the cities; (ii) business registers of three cities modernized and integrated into the central node for the unified register; and (iii) information from existing physical records transferred to the system, managed electronically, and ready to support national transactions.

Component III: Implementation of the Unified Business Start-up Management System – the One-stop Shop Model (MIF: US\$110,475; CCPSD: US\$212,200)

- 3.8 The purpose of this component is to introduce and implement the One-stop Shop Model in three target cities. Through a streamlined process for coordinating the various participating public and private institutions, this model will provide integrated business start-up and promotion services, at minimum time and cost. This component will comprehensively execute each of the technical guidelines for implementation established in the action plan developed under other consulting contracts for this project.
- 3.9 Consulting services will be needed to help: (i) develop the computerized streamlined business start-up services and integrate them with the one-stop online portal; (ii) implement the One-stop Shop Model; (iii) train and induct public officials, entrepreneurs, and lawyers in the new process and associated technology; (iv) remodel, upgrade, and furnish the offices that will host the One-stop Shops in each city; and (v) procure the hardware, equipment, networks, and licenses needed to unify the registers and run the One-stop Shops.
- 3.10 This component is expected to produce the following: (i) offices offering the One-stop Shop Model operating in the three target cities, incorporating the architectonic and service component called for in the model and the added value of business development; (ii) provision of the streamlined business start-up service

through a single, standardized process in the three target cities, in a maximum period of five days and with at least a 30% reduction in the direct costs associated with the process; (iii) the platform for technology and for the register unification and business start-up systems in operation; (iv) personnel trained to provide the new service and proficient in the new technologies; and (v) entrepreneurs and lawyers familiarized with, and trained to use, the new streamlined services.

Component IV: Promotion and dissemination of the One-stop Shop Model and broad dissemination of the service in the business sector (MIF: US\$74,000; CCPSD: US\$27,000)

- 3.11 The objective of this component is to generate commitment among the participating entities to the strategy to streamline procedures, raise awareness about the new service among the general public and the business sector, generate demand for the streamlined business start-up services offered through the One-stop Shop Model, and create a collective respect for a highly formal business sector and a culture of self-regulation. In addition, the component will encourage *informal* operations to join the *formal* sector.
- 3.12 This will require investments to: (i) design a campaign to promote and disseminate the One-stop Shop Model; (ii) implement the campaign; (iii) publish promotional, informational, and dissemination materials on the specialized services offered through the One-stop Shop Model; (iv) hold awareness-raising seminars for the informal sector; (v) design a website and integrate it into the one-stop online portal; and (vi) share other streamlining experiences.
- 3.13 This component is expected to generate demand for streamlined services, reaching at least 80% of the business and entrepreneurial sector in each city through the promotional campaigns. A minimum of 30% of participants in the business formalization workshops are expected to register their businesses.

IV. COST AND FINANCING

- 4.1 The total budget for the project is US\$1.1 million. The Multilateral Investment Fund (MIF) will contribute US\$770,000 (70%) of this amount, and the local counterpart will provide US\$330,000 (30%), at least half of which will be in cash, as indicated in the budget summary below. The Bank will set up a revolving fund of 10% of the MIF's contribution.

Table 1: Project budget (in U.S. dollars)

Cost categories	MIF	Local counterpart	Total	%
Component I	59,000	19,500	78,500	7%
Component II	280,800	43,300	324,100	29%
Component III	110,475	212,200	322,675	29%
Component IV	74,000	27,000	101,000	9%
Administration	135,000	28,000	163,000	15%
Evaluations and audits	64,000	-	64,000	6%
MIF impact evaluation system	3,875	-	3,875	0.4%
MIF cluster monitoring	25,000	-	25,000	2%
Contingencies	17,850	-	17,850	2%
TOTAL	770,000	330,000	1,100,000	100%
	70%	30%		

- 4.2 An amount equal to US\$25,000 for use in monitoring the MIF cluster will be administered by the Bank, in order to carry out the activities related to the reducing regulatory burdens cluster, in accordance with paragraph 3.14 of document MIF/GA-14-1. This amount will be deducted from the MIF's contribution on the effective date of the technical-cooperation letter of agreement for this project, with no request for disbursement required by the executing agency.
- 4.3 The equivalent of 0.5% of the total MIF contribution will be used to cover expenses related to activities performed under the MIF impact evaluation system. These funds will be disbursed from, and charged against, the Bank's impact evaluation account, with no disbursement request required by the project beneficiary.
- 4.4 **Project sustainability.** The sustainability of the project will be guaranteed at two levels: (i) the chambers of commerce will continue to recover the costs of the registration services provided to businesses; and (ii) by improving the business climate in the Dominican Republic, businesses will be able to improve their competitive position, by lowering their management expenses and the economic costs associated with operations.

V. EXECUTING AGENCY AND EXECUTION MECHANISM

A. Executing agency

- 5.1 The executing agency for the project will be the Santo Domingo Chamber of Commerce and Production (CCPSD), a private nonprofit institution founded in 1848 and regulated by Law 50-87. The CCPSD has the legal, administrative, and financial capacity to implement all project activities.
- 5.2 In addition to its project administration responsibilities, the CCPSD will seek to integrate public institutions, particularly ONAPI and the DGII, insofar as the main procedures that will be streamlined are carried out through these two entities, and

the private entities involved in the business start-up process. It will sign the interagency agreements needed to initiate the operation, which will be a condition precedent to the first disbursement. As a requirement for participation in the project, the CCPSD will sign an agreement with every interested commerce chamber. The agreement will contain, *inter alia*, the following information: (i) a commitment to participate in project implementation pursuant to the terms of the project and its operating guidelines; and (ii) a pledge to contribute counterpart resources.

- 5.3 The project calls for the public entities that are part of the Unified Business Start-up Management System, that is, ONAPI and the DGII, to provide administrative and technical support for the implementation of the One-stop Shop Model at their respective headquarters, to meet the requirements issued by the office in charge of the One-stop Shop Model. The model will not require the direct presence of personnel from the agencies at the operation headquarters.

B. Execution mechanism

- 5.4 For project administration, an executing unit will be set up in the CCPSD office of management. The executing unit will implement the Unified Business Start-up Management System, translated into a One-stop Shop Model, and will run the system until it is determined that this function should be transferred to the entity designated to permanently manage the new service. The creation of a project executing unit will be a condition precedent to the first disbursement.
- 5.5 The executing unit, to be created within the CCPDS, will have the following main duties and responsibilities: (i) effectively direct and manage the implementation of all activities called for in the project components; (ii) monitor the fulfillment of project objectives and performance indicators established in the logical framework; (iii) ensure compliance with the Operation Regulations for the project; (iv) prepare semiannual progress reports and any other reports required by the Bank; (v) procure goods in accordance with Bank rules and procedures; (vi) ensure that accounting records are kept in accordance with the Bank-approved chart of accounts; (vii) prepare and deliver disbursement requests to the Bank and guarantee the allocation of counterpart resources as scheduled; (viii) broker relations between national, regional, and local agencies in both the private and public sectors, to ensure project viability; (ix) promote, disseminate, and raise awareness among the various stakeholders of the importance of the project and their contributions; (x) guarantee the fulfillment of project sustainability conditions as scheduled; and (xi) document project achievements, outcomes, and indicators.
- 5.6 The executing unit will consist of two people: a general coordinator, who will have project management experience, and an administrative/accounting assistant. The most senior authority at the executing agency will select the general coordinator, who, in turn, will competitively select the executing unit staff. Terms of reference will be agreed on with the Bank's Country Office in the Dominican Republic. The designation of a general coordinator will be a condition precedent to the first disbursement.

- 5.7 The main duties and responsibilities of the general coordinator will be to: (i) coordinate, direct, and oversee all technical, administrative, and financial activities; (ii) present annual work plans and budgets for the project to the authorities of the CCPSD and the steering committee, for consideration; (iii) coordinate interagency relations; (iv) serve as the Bank's counterpart for project implementation; (v) coordinate the preparation of physical/financial execution reports; (vi) deliver terms of reference for the consulting contracts to the respective entities, for approval; (vii) implement the recommendations made on the basis of monitoring activities, audits, and program oversight; and (viii) ensure the availability of counterpart resources during project execution.
- 5.8 To support and facilitate the tasks to be performed for program activities, a coordination and technical support committee will be created. This committee will be coordinated by the head of the executing unit, who will report on its activities to senior authorities at the entities participating in this project.
- 5.9 The coordination and technical support committee will consist of one representative each from the CNC, the CCPSD, each participating chamber of commerce, ONAPI, the Ministry of Industry and Commerce, and the DGII. These representatives will monitor and oversee project execution and support the executing unit so that it is able to perform its tasks efficiently and implement proposals developed under the consulting contracts to modernize the system. The creation of the coordination and technical support committee will be a condition precedent to the first disbursement.
- 5.10 **Procurement.** Procurements will be carried out in accordance with the "Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank" (document GN-2349-7 and updated versions) and the "Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank" (document GN-2350-7 and updated versions), the MIF guidelines adopted on 8 August 2006, and the technical-cooperation agreement and procurement plan for the project. For contracts for goods and related services in amounts less than US\$50,000, the executing agency may use the shopping method, in accordance with paragraph 3.5 of document GN-2349-7, and must obtain the Bank's nonobjection to the technical specifications of the goods to be procured. For contracts valued at more than the aforementioned amount, national or international competitive bidding will be the preferred procurement method. In justified cases, an alternative method of procurement may be proposed to the Bank for consideration.

VI. MONITORING AND EVALUATION

A. Monitoring

- 6.1 The executing agency will prepare and deliver progress reports to the Bank's Country Office in the Dominican Republic within 30 days after the end of each six-month period. It will deliver a final report within 30 days after the last disbursement. These reports will follow the format previously agreed on with the Bank's Country Office and will cover project activities and finances, as well as

project outcomes, as measured against the indicators and parameters set forth in the logical framework. The Bank's Country Office will use these reports to monitor progress and prepare a project completion report within three months after the last disbursement. A **closing workshop** will be scheduled for the end of the execution period, to evaluate outcomes and identify the actions needed to amplify the impact of the project.

B. Evaluations

- 6.2 With resources allocated in the budget for evaluations and audits, the Bank will arrange for two consulting assignments to conduct the midterm and final evaluations and annual audits during the three years of project execution. The first evaluation will be performed when 50% of the MIF funds have been disbursed and will cover, at a minimum, the following aspects: (i) institutional capacity of the executing agency; (ii) partial fulfillment of the objectives, targets, and outcomes mapped out in the design of the components; (iii) fulfillment of indicators set forth in the logical framework; (iv) budget performance; (v) orientation of the proposals for streamlining procedures towards a firmly entrepreneur-centered approach; (vi) suitable conceptual and technical approach for the One-stop Shop Model; (vii) use of resources for purposes expressly related to the proposed objectives of streamlining procedures; (viii) equitable investments in all areas of the proposed streamlining model that are critical to the success of the process; (ix) progress in streamlining procedures corresponds directly to the amount of resources allocated and the original design of the project; and (x) favorable conditions anticipated to guarantee future sustainability.
- 6.3 The final evaluation will be performed in the last month of project execution and will basically cover: (i) the degree of fulfillment of the project's specific objectives; (ii) the quantity, size, and type of beneficiary businesses, broken down by new businesses and businesses already in operation when the One-stop Shop Model is launched; (iii) quality of services offered; (iv) user satisfaction, as determined by a survey of participating businesses, which will lead to conclusions on the project's final impact on the key streamlining indicators (defined in component I and also by the recommendations made in the MIF reducing regulatory burdens cluster on adopting standardized indicators in projects throughout the region); (v) reduction in levels of informality in the economy; (vi) impact on business-driven management of formalization processes and compliance by entrepreneurs, as determined by fewer penalties; (vii) reduction in internal costs of administration associated with the process; (viii) use of the goods, resources, and information technology procured with project resources; (ix) lessons learned and best practices; and (x) project sustainability upon termination of the MIF contribution.

VII. BENEFITS AND RISKS

- 7.1 **Beneficiaries.** The beneficiaries will be small, medium-sized, and large productive and commercial businesses; local and foreign investors who use the business

registration and start-up services provided by entities in the Unified Business Start-up Management System; entrepreneurs in the informal sector; individuals who engage in commercial or production-related activities; and commercial establishments throughout the Dominican Republic, all of which will be assisted in their efforts to join the formal economy.

- 7.2 **Risks.** There are three main risks to the project, as follows: (i) potential delays in amending the legal and operating regulations that govern the system and the actions of public entities, which would hinder procedures. However, in recent years, a spirit of reform has prevailed, which bodes well in terms of securing approval to make the regulatory changes that are needed. To achieve greater impact, a consultant will be hired to compare laws in different countries in the region, which will underscore the importance of the reforms; (ii) the degree of participation among public agencies involved at this stage of the project and their long-term commitment to the one-stop shop model is another risk. In anticipation of potential shifts in internal policy within the agencies, as a result of changes in executive personnel, interagency agreements will be signed as a condition precedent to project approval; and (iii) the capacity, in operational, administrative, and technical terms, of the chambers of commerce to integrate their systems into the national unified register, inasmuch as investments in the central node will be underutilized if the commerce chambers do not accept the solution and guarantee gradual implementation. To reduce this risk, a consulting firm will be contracted to design the solution, separate from the firm hired to develop it, in order to produce a technical solution that has been studied and approved and is highly viable for the commerce chambers. In addition, this firm will review international experiences in this area.

VIII. SOCIAL AND ENVIRONMENTAL IMPACT

- 8.1 The Committee on Environment and Social Impact approved the project abstract at its 1 September meeting (34-06).

UNIFIED BUSINESS START-UP MANAGEMENT SYSTEM (DR-M1012)
LOGICAL FRAMEWORK

Narrative summary	Indicators	Means of verification	Assumptions
Goal			
To help improve the business climate in the Dominican Republic	<p>Three years after project completion:</p> <ul style="list-style-type: none"> - The number of businesses on the public registers increases by 30%. - Tax receipts increase by 10% due to the increase in the number of registered businesses. - During the first 2 years, the number of businesses in the informal sector decreases by at least 10%. 	<ul style="list-style-type: none"> ✓ Public registers ✓ Baseline ✓ Final evaluation ✓ Project completion report 	<ul style="list-style-type: none"> ✓ The Dominican Republic maintains a consistent policy on competitiveness. ✓ The government adopts the legal reforms needed for the model. ✓ Incentives are created to reduce the costs of the process.
Purpose			
To develop a sustainable, efficient One-stop Shop Model that reduces the time and cost associated with the procedures and licenses for starting a business in the Dominican Republic, for corporations, small and medium-sized businesses, and individuals who engage in commercial activities	<p>Upon project completion:</p> <ul style="list-style-type: none"> - The time it takes to complete the business start-up process decreases to no more than 5 days, and the direct costs of the process fall by at least 30%. - At year 1, the number of registered businesses increases by at least 10%. - In year 1, the number of businesses already operating in the informal sector that undertake formal registration increases by at least 20%. - User satisfaction with the One-stop Shop Model is at least 90%. 	<ul style="list-style-type: none"> ✓ Permanent monitoring system ✓ Baseline study ✓ Inspections ✓ Final evaluation ✓ Progress reports from the executing agency ✓ User satisfaction surveys ✓ Future IDB monitoring system 	<ul style="list-style-type: none"> ✓ The planned regulatory and legal reforms are enacted. ✓ The reforms of regulations, standards, and laws reduce the time required to complete formalities. ✓ Shorter times and administrative streamlining encourage the agencies involved to reduce their fees. ✓ The One-stop Shop Model functions as the sole mechanism for entering the formal sector. ✓ The register is modernized by the participating chambers of commerce.

Narrative summary	Indicators	Means of verification	Assumptions
Components			
Component I. Legal and technical study on business start-up procedures, configuration of a One-stop Shop Model	<ul style="list-style-type: none"> - The baseline is established and entered by month 3, according to IDB guidelines on the variables to consider. - By month 10 at the latest, a streamlining proposal and action plan are approved and agreed on with the participating entities. - By month 10, agreements of commitment have been signed with the participating entities and cities, for initiation of implementation 	<ul style="list-style-type: none"> ✓ Final evaluation ✓ Progress reports from the executing agency ✓ Consultants' reports ✓ Manuals of operations and functions ✓ Future IDB monitoring system 	<ul style="list-style-type: none"> ✓ All entities involved sign on to the strategy. ✓ The consultants' proposal is endorsed by all sectors. ✓ The chambers of commerce are committed and have the capacity to run the One-stop Shop Model. ✓ Officials at participating entities do not oppose the change or the One-stop Shop Model and facilitate the gathering of information from the consulting assignments.
Component II. Modernization, improvement, and unification of the business register	<ul style="list-style-type: none"> - The central node for the unified national register is configured by month 16 at the latest, to support entry transactions in Santo Domingo by month 18. - Information from physical records is entered and transferred to electronic form for the 3 target cities by month 24 at the latest. - National register transactions between the participating chambers of commerce begin by month 28 at the latest. - Response times for business registration operations for new businesses in the 3 target cities shorten by at least 75%. 	<ul style="list-style-type: none"> ✓ Consultants' reports ✓ Progress reports from the executing agency ✓ Midterm and final evaluations ✓ Registers of the chambers of commerce ✓ Future monitoring system indicators 	<ul style="list-style-type: none"> ✓ The model proposed as a result of the consulting assignment is technically and financially viable. ✓ The internal and legal procedures of the chambers of commerce become more efficient, which shortens response times. ✓ The government incorporates the unified register into the institutional framework.

Narrative summary	Indicators	Means of verification	Assumptions
Component III. Implementation of the Unified Business Start-up Management System – the One-stop Shop Model	<ul style="list-style-type: none"> - The pilot one-stop shop in Santo Domingo is in full operation by month 18, and the one-stop shops in the other target cities are in operation by month 24 at the latest. - The time it takes to complete the streamlined business start-up process decreases to no more than 5 days, and the direct costs of the process fall by at least 30%. - Business development services integrated into the One-stop Shop Model by month 18. - At least 500 entrepreneurs and lawyers receive training in the new process and technologies. 	<ul style="list-style-type: none"> ✓ Consultants' reports ✓ Midterm and final evaluations ✓ Progress reports from the executing agency ✓ Future monitoring system ✓ Training workshop reports 	<ul style="list-style-type: none"> ✓ The institutions involved adopt the One-stop Shop Model. ✓ The agreements required for implementation are signed on schedule. ✓ The necessary legal reforms are accepted. ✓ Streamlining procedures remains a priority on the government's agenda. ✓ The government's one-stop online portal functions and is compatible with the One-stop Shop Model. ✓ Public officials buy into the new technologies and knowledge. ✓ The entities accept the One-stop Shop as the sole mechanism for transactions. ✓ The sustainability of the One-stop Shop Model is guaranteed and so the chambers of commerce adopt it.
Component IV. Promotion and dissemination of the One-stop Shop Model	<ul style="list-style-type: none"> - Level of acceptance of the One-stop Shop Model by officials is 90%. - By month 6 of the campaign, 50% of the target group of small and medium-sized enterprises are familiar with the one-stop shop. - The number of registrations of new or informal businesses increases by at least 20% in the first 6 months of the project. - Demand for online services available through the One-stop Shop Model is at least 30% beginning in month 20. 	<ul style="list-style-type: none"> ✓ Consultants' reports ✓ Reports from media outlets ✓ Reports from the advertising firms ✓ Public registers ✓ Midterm and final evaluations ✓ Progress reports from the executing agency 	<ul style="list-style-type: none"> ✓ The campaign ensures a suitably creative concept and optimum design for the media plan. ✓ The workshops for informal entrepreneurs are well attended. ✓ Additional incentives are created to encourage business registration. ✓ Virtual tools are user friendly and accessible to all segments of the business sector.

Narrative summary	Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> - Mass media campaigns reach at least 80% of the target business segment. 	<ul style="list-style-type: none"> ✓ Reports on indicators for virtual systems ✓ Future monitoring system 	
Activities			
<p>Component I. Legal and technical study on business start-up procedures, configuration of a One-stop Shop Model</p> <ul style="list-style-type: none"> - Consulting assignment to establish a baseline and map processes (2 months) - Consulting assignment to conduct a comparative analysis of business start-up regulations in the country and region (2 months) - Consulting assignment to perform an inventory of laws, standards, and regulations and conduct a legal analysis of the formalities required by the various entities (4 months) - Consulting assignment to perform a diagnostic assessment of administrative processes and procedures, the one-stop shop model, added business development services, and an action plan (6 months) 	<p>Total: US\$78,500 MIF: US\$59,000 Counterpart: US\$19,500</p> <ul style="list-style-type: none"> - Baseline is established and entered by month 3, according to IDB guidelines on the variables to consider and the final scope of procedures is established. - Comparative law report is completed by month 4 at the latest, and proposed reforms are added to pending legislation. - By month 6, legal and regulatory reforms, draft legislation, and text of agreements to be signed are drafted. - A consulting contract for processes is arranged by month 4 at the latest, and the final proposal and action plan are ready by month 10. - Within the first 3 months of the consulting assignments, the quick hits and a plan for implementing them in the subsequent 3 months are identified. - Between months 8 and 10, reform proposals are negotiated and agreed on and the agreements needed to initiate implementation are signed. The action plan is adjusted. 	<ul style="list-style-type: none"> ✓ Terms of reference ✓ Legal reports ✓ Inspections ✓ Progress reports from the executing agency ✓ Audit reports ✓ Signed agreements ✓ Future monitoring system ✓ Consultants' reports 	<ul style="list-style-type: none"> ✓ Disbursements are sufficient and are made as scheduled. ✓ The chambers of commerce are committed to the project. ✓ Public officials do not oppose the information surveys. ✓ The legal reforms proposed by the consulting firms are added to legislation currently under consideration.

Narrative summary	Indicators	Means of verification	Assumptions
<p>Component II. Modernization, improvement, and unification of the business register (25 months)</p> <ul style="list-style-type: none"> - Consulting assignment to evaluate the information technology (IT) and connectivity platform for business registers (31 chambers of commerce) (3 months) - Consulting assignment to develop IT and connectivity for the business registers (6 months) - Consulting assignment to modernize the business register and integrate the chambers of commerce into the unified national register (3 cities) (6 months) - Consulting assignment to transfer information from physical register records to electronic form, for 3 chambers of commerce (2 months) 	<p>Total: US\$324,100</p> <p>MIF: US\$280,800</p> <p>Counterpart: US\$43,300</p> <ul style="list-style-type: none"> - A feasibility study on the development of a centralized system for the business register is completed and the cities to be integrated are identified by month 6. - The consulting assignment is initiated by month 9 at the latest. The central node for the business register is in service by month 18 for Santo Domingo and month 24 for the other 2 cities, and is ready for testing 2 months prior to those deadlines. - Integration proposal is available by month 12 and development/testing/implementation of the software takes place by month 16, for a scheduled launch in month 18 for Santo Domingo and month 24 for the other cities. - Data transfer from existing records begins in month 20 and is completed by month 24 at the latest, with 100% of information associated with the business register transferred to electronic form. Register transactions between the 3 cities begin in month 28 at the latest. 	<ul style="list-style-type: none"> ✓ Project financial reports ✓ Disbursements ✓ Inspections ✓ Midterm and final evaluations ✓ Progress reports from the executing agency ✓ Consultants' reports ✓ Audit reports ✓ Future monitoring system ✓ System manuals 	<ul style="list-style-type: none"> ✓ The chambers of commerce define a common operating platform and guarantee its sustainability. ✓ The commerce chambers do not oppose the unification of the process. ✓ The objectives of cleaning up, entering, and transferring to electronic form physical information from the register are met.

Narrative summary	Indicators	Means of verification	Assumptions
<p>Component III. Implementation of the Unified Business Start-up Management System – the One-stop Shop Model (20 months)</p> <ul style="list-style-type: none"> - Consulting assignment to develop IT for the streamlined business start-up services and integration into the virtual one-stop shop (6 months) - Consulting assignment to implement the streamlining model centrally and in the participating entities and complementary services (12 months) - Refurbishment of offices hosting the One-stop Shops in 3 cities (6 months) - Consulting assignments to provide training in the new processes and technologies for participating national and local entities, chambers of commerce, lawyers, and entrepreneurs (8 months) 	<p>Total: US\$322,675</p> <p>MIF: US\$110,475</p> <p>Counterpart: US\$212,200</p> <ul style="list-style-type: none"> - The firm is hired by month 10, and the product is delivered for testing by month 16. Product is integrated into the virtual one-stop shop by month 18. Hardware, networks, and connectivity are procured between months 12 and 16 in Santo Domingo, and months 18 to 24 in the other 2 cities. - Consulting contract for implementation of the model is issued beginning in month 13, until month 24. - Architectonic prototype is approved by month 10, and refurbishment begins in month 12 for the Santo Domingo pilot shop, with a scheduled service launch in month 18. Refurbishment and service launch take place by months 20 and 24 at the latest in the other two cities. - Training activities are initiated by month 14 in Santo Domingo and by month 22 in the other two cities. A minimum of 90 workshops are held for entrepreneurs, lawyers, and public officials. The satisfaction rate with training activities is at least 90%. 	<ul style="list-style-type: none"> ✓ Budgets ✓ Financial performance ✓ Training reports ✓ Consultants' reports ✓ Midterm evaluation ✓ Audit ✓ Future monitoring system ✓ Surveys of workshop participants ✓ Contracts ✓ Statistics on the service 	<ul style="list-style-type: none"> ✓ The one-stop online shop operates properly. ✓ The reforms were properly tested in component 1. ✓ The chambers of commerce give priority to implementing the reforms. ✓ Adequate efforts are made to recruit participants for the training workshops ✓ The participating entities allow their information systems to be integrated with the central node.

Narrative summary	Indicators	Means of verification	Assumptions
<p>Component IV. Promotion and dissemination of the one-stop shop model (20 months)</p> <ul style="list-style-type: none"> - Design of a corporate and institutional logo for the system - Design of a national campaign for the promotion and dissemination of the system and media plan (3 months of work during the 15 months of the component) - National and local implementation of the campaign - Official event to launch the streamlining system and local launches - Preparation and publishing of materials to promote and support the service - Business formalization seminars - Consulting assignment for the design and/or integration of the portal of system services - Training visits to other streamlining projects in the region - Design of procedural manuals and dissemination in participating entities - Integration into the monitoring system for streamlining projects 	<p>Total: US\$101,000</p> <p>MIF: US\$74,000</p> <p>Counterpart: US\$27,000</p> <ul style="list-style-type: none"> - Campaign design firm is hired by month 3 of project execution. Institutional logo for the project is developed and approved no later than month 6. - Final version of the campaign is delivered for approval by month 5, and final sketches and the proposed media plan are delivered by month 12. - Pre-campaign is launched by month 17 in Santo Domingo and month 23 for the other 2 cities. - Full media campaign is launched and held through project completion in month 30. - High-level event to kickoff the service is held for a minimum of 300 people in Santo Domingo and 200 people in the other 2 cities. - Materials are designed and agreed on with participating entities by month 16 and circulated by month 18 in Santo Domingo, and by months 22 and 24, respectively, in the other two pilot cities. - Between months 18 to month 30, four workshops per city, convening a minimum of 100 participants, are held every quarter. - The consulting assignment for integrating the streamlining platform into the portal and interfacing it with the one-stop online portal is completed by no later than month 16, for final testing of systems and processes. 	<ul style="list-style-type: none"> ✓ Consultants' reports ✓ Inspections ✓ Progress reports from the executing agency ✓ Audit reports ✓ Midterm and final evaluations ✓ Progress reports from the executing agency ✓ User surveys ✓ Reports on audience size from media outlets ✓ Formalization workshop reports ✓ Evaluation by public officials of internal campaign ✓ Report on the use of virtual media ✓ Public records ✓ Future monitoring system ✓ Statistics on the service ✓ Statistics on the virtual one-stop shop ✓ Report on the impact of the campaign, from the agency hired to run the campaign 	<ul style="list-style-type: none"> ✓ Disbursements are sufficient and are made as scheduled. ✓ A good creative concept is designed. ✓ Public officials and commerce chambers demonstrate an interest in providing good service, based on the demand generated by promotion of the service.

Narrative summary	Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none">- Visits are made to streamlining projects in other countries in Latin America and the Caribbean no later than month 12.- Baseline information is entered into the MIF monitoring system by month 6 at the latest and linked to the system for the reporting and measurement of indicators by month 20 at the latest for the pilot city and month 28 for the other cities.		

UNIFIED BUSINESS START-UP MANAGEMENT SYSTEM (DR-M1012)
ITEMIZED BUDGET

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
	Component I: Legal and technical study on business start-up procedures, configuration of a One-stop Shop Model								
1.1	Baseline study								
1.1.1	Consulting assignment to establish a baseline and map processes	1,500	2	3,000	3,000	0	0	0	0.3%
1.2	Consulting assignments – laws and regulations								
1.2.1	Consulting assignment to perform comparative analysis of business start-up regulations in the region	4,000	2	8,000	8,000	0	0	0	0.7%
1.2.2	Consulting assignment – national laws								0.0%
1.2.1.1	Local counterpart lawyers (4 lawyers)	1,500	4	6,000	0	6,000	0	6,000	0.5%
1.2.2.2	External lawyers (consultants)	3,000	4	12,000	12,000	0	0	0	1.1%
1.3	Consulting assignment – administrative processes and procedures and proposal for business development services for the One-stop Shop Model								
1.3.1	Local counterpart officials (6 institutions)	2,250	6	13,500	0	13,500	0	13,500	1.2%
1.3.2	Consulting firm - processes	5,000	6	30,000	30,000	0	0	0	2.7%
1.3.3	20% overhead			6,000	6,000	0	0	0	0.5%
	Component I Total			78,500	59,000	19,500	0	19,500	7%

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
	Component II: Modernization, improvement, and unification of the business register								
2.1	Consulting assignment to evaluate the information technology (IT) and connectivity platform for business registers								
2.1.1	Consulting contract	2,500	3	7,500	7,500	0	0	0	0.7%
2.1.2	Land transportation	100	30	3,000	0	0	3,000	3,000	0.3%
2.1.3	Lodging	75	30	2,250	0	0	2,250	2,250	0.2%
2.2	Consulting assignment to develop IT and connectivity for the business registers								
2.2.1	Project director	10,000	6	60,000	60,000	0	0	0	5.5%
2.2.2	Senior consultant	8,000	6	48,000	48,000	0	0	0	4.4%
2.2.3	Programmers	10,700	6	64,200	64,200	0	0	0	5.8%
2.2.4	Trips to perform installation and testing in cities	100	10	1,000	0	0	1,000	1,000	0.1%
2.2.5	Lodging	75	50	3,750	0	0	3,750	3,750	0.3%
2.3	Consulting assignment to modernize the business register and integrate 3 chambers of commerce into the unified national register								
2.3.1	Consulting contract	5,000	3	15,000	15,000	0	0	0	1.4%
2.4	Consulting assignment to develop proposal and IT to integrate the virtual one-stop shop for business registration with the system for streamlining formalities								
2.4.1	Project director	10,000	3	30,000	30,000	0	0	0	2.7%

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
2.4.2	Senior consultant	8,000	3	24,000	24,000	0	0	0	2.2%
2.4.3	Programmers	10,700	3	32,100	32,100	0	0	0	2.9%
2.5	Consulting assignment to transfer information from physical records to electronic form, for 3 chambers of commerce								
2.5.1	Project supervisor	2	1,000	2,000	0	0	2,000	2,000	0.2%
2.5.2	Transfer to electronic form	1	5000	5,000	0	0	5,000	5,000	0.5%
2.5.3	Scanners	3	1,500	4,500	0	0	4,500	4,500	0.4%
2.5.4	Lawyers for review	2	550	1,100	0	0	1,100	1,100	0.1%
2.5.5	Data entry personnel	5	500	2,500	0	0	2,500	2,500	0.2%
2.5.6	Travel to 2 cities	2	100	200	0	0	200	200	0.0%
2.5.7	Lodging	225	80	18,000	0	0	18,000	18,000	1.6%
	Component II Total			324,100	280,800	0	43,300	43,300	29%
	Component III: Implementation of the Unified Business Start-up Management System – the One-stop Shop Model								
3.1	Consulting assignment to develop IT for the streamlined business start-up services and integration into the virtual one-stop service window								
3.1.1	Consulting contract	5,000	6	30,000	30,000	0	0	0	2.7%
3.2	Consulting assignment for implementation								0.0%
3.2.1	Fees	5,000	12	60,000	60,000	0	0	0	5.5%
3.2.2	International travel	1,800	2	3,600	3,600	0	0	0	0.3%
3.2.3	Local travel (# trips)	100	15	1,500	1,500	0	0	0	0.1%

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
3.2.4	Per diem	75	45	3,375	3,375	0	0	0	0.3%
3.3	Remodeling, refurbishment, and furnishing of the offices								
3.3.1	Architectonic refurbishing and signage	100	350	35,000	0	0	35,000	35,000	3.2%
3.3.2	Shift system	6,000	3	18,000	0	0	18,000	18,000	1.6%
3.3.3	Furniture	1,000	25	25,000	0	0	25,000	25,000	2.3%
3.4	Training and induction in new process and associated technologies								
3.4.1	Officials – entities	400	30	12,000	0	0	12,000	12,000	1.1%
3.4.2	Lawyers	200	10	2,000	1,000	0	1,000	1,000	0.2%
3.4.3	Businesses – users	200	20	4,000	2,000	0	2,000	2,000	0.4%
3.4.4	Chambers of commerce	400	30	12,000	6,000	0	6,000	6,000	1.1%
3.4.5	Materials	10	400	4,000	0	0	4,000	4,000	0.4%
3.4.6	Rental	100	90	9,000	0	0	9,000	9,000	0.8%
3.4.7	Snacks	100	90	9,000	0	0	9,000	9,000	0.8%
3.4.8	Lodging	75	40	3,000	0	0	3,000	3,000	0.3%
3.5	Hardware, equipment, networks, and licenses for unification of the register and operation of the One-stop Shop Model								
3.5.1	PC for work areas in three cities and one back office	1,200	20	24,000	0	0	24,000	24,000	2.2%
3.5.2	Cash receipt printers	250	6	1,500	0	0	1,500	1,500	0.1%
3.5.3	Office receipt printers	400	4	1,600	0	0	1,600	1,600	0.1%
3.5.4	Photocopiers	500	3	1,500	0	0	1,500	1,500	0.1%
3.5.5	Connectivity routers	700	4	2,800	0	0	2,800	2,800	0.3%

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
3.5.6	Broadband direct access line (annual fee)	5,500	1	5,500	0	0	5,500	5,500	0.5%
3.5.7	SQL servers (cost per license – come in packets of 5)	600	5	3,000	3,000	0	0	0	0.3%
3.5.8	Servers for application	12,300	3	36,900	0	0	36,900	36,900	3.4%
3.6	Hardware for one-stop service windows								
3.6.1	PC for entrepreneurs and officials to use one-stop service window	1,200	12	14,400	0	0	14,400	14,400	1.3%
	Component III Total			322,675	110,475	0	212,200	212,200	29%
	Component IV: Promotion and dissemination of the one-stop shop model								
4.1	Internal and external campaign for the promotion and dissemination of the one-stop shop model								
4.1.1	Design of the Internal and external campaign for the promotion and dissemination of the one-stop shop model	3,000	3	9,000	9,000	0	0	0	0.8%
4.1.2	Implementation of the campaign	50,000	1	50,000	50,000	0	0	0	4.5%
4.1.3	Printing of materials	15,000	1	15,000	0	0	15,000	15,000	1.4%
4.2	Business formalization seminars for the informal sector	1,000	12	12,000	0	0	12,000	12,000	1.1%
4.3	Web portal - integration	4,000	2	8,000	8,000	0	0	0	0.7%
4.4	Exchange with other administrative streamlining experiences in the region	2	3,500	7,000	7,000	0	0	0	0.6%
	Component IV Total			101,000	74,000	0	27,000	27,000	9%
	Executing unit								
5.1	Executing unit team								
5.1.1	Coordinator fees	3,000	30	90,000	90,000	0	0	0	8.2%

	Category	Unit cost	#	Total	MIF	CCPSD in kind	CCPSD cash	CCPSD total	%
5.1.2	Fees for financial, procurement, accounting assistant	1,500	30	45,000	45,000	0	0	0	4.1%
5.2	Equipment and furniture								
5.2.1	Furniture	1,000	2	2,000	0	0	2,000	2,000	0.2%
5.3	Overhead								
5.3.1	Office lease	200	30	6,000	0	0	6,000	6,000	0.5%
5.3.2	Telephones, electricity	300	30	15,000	0	0	15,000	15,000	1.4%
5.3.3	Stationery and supplies	100	30	3,000	0	0	3,000	3,000	0.3%
5.3.4	Internet	40	30	2,000	0	0	2,000	2,000	0.2%
	Administration Total			163,000	135,000	0	28,000	28,000	15%
	Project evaluation								
	Monitoring system	15,000	1	15,000	15,000	0	0	0	1.4%
	Midterm and final evaluations	10,000	2	20,000	20,000	0	0	0	1.8%
	Kickoff event and closing workshop	15,000	1	15,000	15,000	0	0	0	1.4%
	Audits	7,000	2	14,000	14,000	0	0	0	1.3%
	Evaluation Total			64,000	64,000	0	0	0	6%
	Impact evaluation			3,875	3,875	0	0	0	0.4%
	MIF cluster monitoring			25,000	25,000	0	0	0	2%
	Contingencies			17,850	17,850	0	0	0	2%
	Program Total			1,100,000	770,000	19,500	310,500	330,000	

UNIFIED BUSINESS START-UP MANAGEMENT SYSTEM (DR-M1012)
TABLE OF RELATED PROJECTS

A. Projects in the Reducing Regulatory Burdens Cluster

Project number and date of approval	Project title, executing agency, and amount	Date of signing, disbursement period, and extensions in months	Percentage disbursed	Observations
ATN/MT-9939-AR 2 August 2006	One-Stop Business Advisory and Registration Center for the Municipio of Morón MUNICIPIO OF MORÓN US\$760,000	13 November 2006 42 months 0 months	10%	The conditions precedent have been met and the first disbursement is being processed. The project director has been appointed, and an executing unit has been created. The executing agency is very enthusiastic about the project.
ATN/ME-9520-BO 18 November 2005	Support for Formalizing Micro and Small Enterprises (MSEs) COCHABAMBA CHAMBER OF COMMERCE AND SERVICES US\$92,900	2 March 06 24 months 0 months	24%	The letter of agreement was signed in March 2006. It is considered likely that the development objective will be met, given that, as of 30 June 2006, the executing agency had partially fulfilled the conditions precedent to the first disbursement and initiated activities that will allow it to reach the targets set in the agreement by the corresponding deadlines.
ATN/MT-7979-BO 7 August 2002	Program for the Modernization of the Business Registration Service CAINCO - FUNDEMPRESA US\$914,000	7 October 2002 42 months 16 months	85%	Progress is satisfactory. FUNDEMPRESA has completed three components and is implementing the strategy to streamline procedures. The execution and disbursement periods have been extended to 7 April and 7 August 2007, respectively, so that FUNDEMPRESA can partially implement the aforementioned strategy. Although this goes beyond what was originally planned in component IV, it is a good use of uncommitted resources from the MIF contribution.

Project number and date of approval	Project title, executing agency, and amount	Date of signing, disbursement period, and extensions in months	Percentage disbursed	Observations
ATN/MT-7186-CO 10 October 2000	Streamline Administrative Processes for the Private Sector BOGOTA CHAMBER OF COMMERCE US\$1,900,000	12 June 2001 36 months 0 months	100%	All expected outcomes were fully met.
ATN/MT-7408-CR 25 April 2001	One-Stop Shop for Micro & Small Enterprises PROEMPRESA US\$660,000	1 August 2001 53 months 11 months	100%	Implementation is classified as satisfactory, inasmuch as the interagency agreement, which contains the corresponding budgetary commitments from the participating entities, has been signed.
ATN/MT-9591-EC 14 December 2005	One-Stop Window for Private Sector Services in the Municipality of Cuenca MUNICIPIO OF CUENCA US\$700,000	13 April 2006 48 months 0 months	16%	The project is classified as satisfactory, as 84% of component indicators have been met, and 94% of funds have been disbursed.
ATN/MT-10009-EC 20 September 2006	Competitiveness Support for MSMEs in Otavalo MUNICIPIO OF OTAVALO US\$829,000	27 January 2007 42 months 0 months	0%	The conditions precedent to the first disbursement have not yet been met.

Project number and date of approval	Project title, executing agency, and amount	Date of signing, disbursement period, and extensions in months	Percentage disbursed	Observations
ATN/MT-6952-ES 31 May 2000	Micro & Small Enterprises Development¹ NATIONAL COMMISSION FOR MICROENTERPRISES AND SMALL BUSINESSES US\$850,000	31 May 2000 30 months 29 months	100%	Component 1.b. Administrative streamlining: The one-stop shop is in service, and a promotional campaign has been financed with program funds.
ATN/MT-8457-NI 1 October 2003	Simplified Business Registration System MINISTRY OF DEVELOPMENT, INDUSTRY, AND COMMERCE US\$980,000	29 January 2004 40 months 12 months	62%	<p>Project implementation was delayed by national elections in the second half of 2006. Nevertheless, substantial progress has been made under component 1. Specifically, a decree creating the one-stop shop was issued, and information from 875 books from the business register was entered into the electronic database.</p> <p>In component 3, progress has been made in contracting the consulting firms that will design the information technology platform for the simplified business registration system. Lastly, in component 5, the efforts to promote and publicize the services and benefits offered through the one-stop shop to the business sector, with an emphasis on small and medium-sized enterprises, deserve mention.</p>

¹ Only one component of this project is related to simplifying business registration.

Project number and date of approval	Project title, executing agency, and amount	Date of signing, disbursement period, and extensions in months	Percentage disbursed	Observations
ATN/MT-8083-PR 5 December 2002	Program to Streamline Export Procedures MINISTRY OF INDUSTRY AND COMMERCE US\$640,000	12 December 2002 45 months 15 months	93%	Progress is satisfactory. The national register of exporters is fully operational, with more than 1,500 listings. In addition, the software needed to create a database of products and businesses has been developed, and the one-stop shop for exporters is in operation.
ATN/MT-8030-VE 25 September 2002	Integrated Services Program for Citizen Entrepreneurs in the State of Zulia FUNDACION SIACE US\$800,000	9 July 2003 30 months 24 months	28%	Yellow flag. Progress is unsatisfactory. Implementation is behind schedule as a result of problems in setting up the executing unit, due to political differences between authorities in the local, regional, and national governments. There were also delays in appointing the counterpart officials in the national institutions participating in the project. Lastly, the Bank's Country Office in Venezuela granted an extension of 24 months for project activities to be completed.