Fondo Multilateral de Inversiones
Miembro del Grupo BID

# REPORTE DE ESTADO DEL PROYECTO

ENERO 2015 - JUNIO 2015

## SECCIÓN 1: SÍNTESIS DEL PROYECTO

**NOMBRE DEL PROYECTO:** Negocios Inclusivos en la cadena de valor de un Parque Industrial

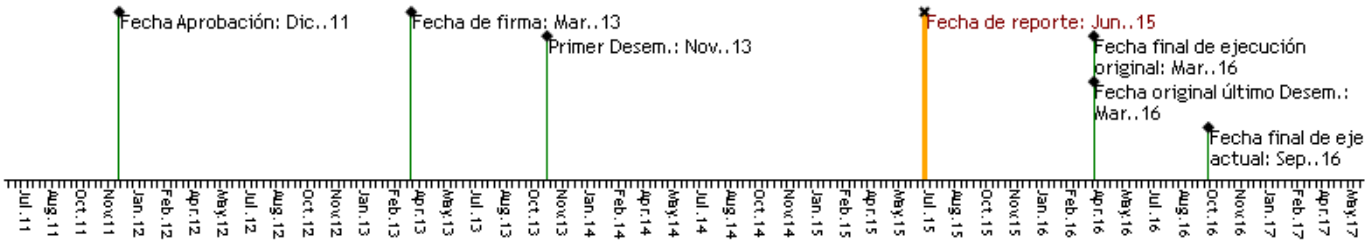
Nro. Proyecto: HA-M1041 - Proyecto No.: ATN/ME-13127-HA

**Propósito:** To effectively integrate MSEs into the value chain of the CODEVI industrial park.

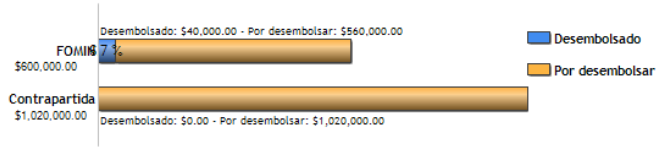
| País Administrador | País Beneficiario | Grupo | Subgrupo |
|---|---|---|---|
| REPÚBLICA DOMINICANA | HAITI | SME - Desarrollo de la pequeña y mediana empresa | BDEV - Desarrollo empresarial |

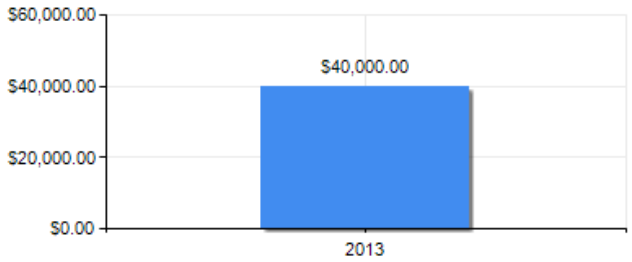
| | | | |
|---|---|---|---|
| **Agencia Ejecutora:** | INSTITUTO DOMINICANO DE DESARROLLO INTEGRAL | **Líder equipo de diseño:** | JESSICA OLIVAN |
| | | **Líder equipo de supervisión:** | MARIANA WETTSTEIN |

### CICLO DEL PROYECTO

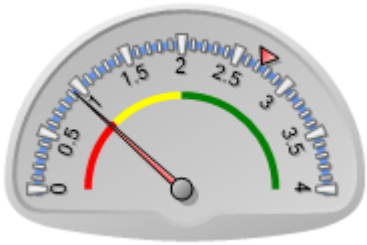



### RECURSOS

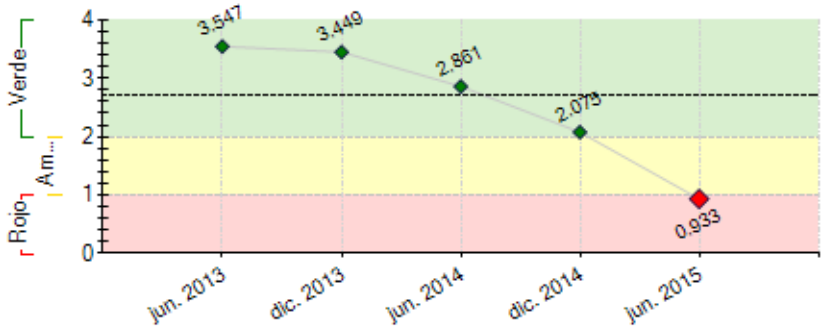



### PUNTAJE DE DESEMPEÑO




**Puntaje actual:** Muy Insatisfactorio: 0.933
**Promedio FOMIN:** 2.727

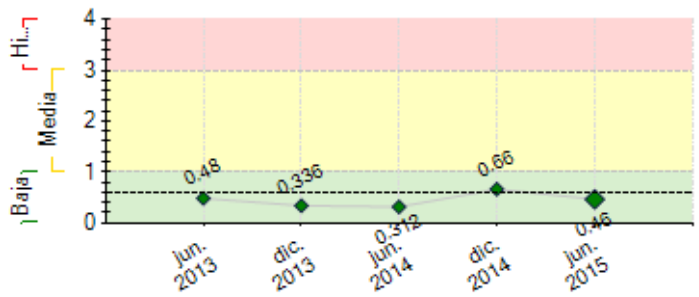



----- Promedio desempeño FOMIN

### RIESGOS EXTERNOS

### CAPACIDAD INSTITUCIONAL

| | Riesgo |
|---|---|
| **Administración Financiera:** | Media |
| **Adquisiciones:** | Baja |
| **Capacidad Técnica:** | Baja |




---- Promedio de riesgo FOMIN: 0.602

## SECCIÓN 2: DESEMPEÑO

**Resumen del desempeño del proyecto desde el inicio**

Main results achieved so far: (i)the signature of the contract with IDB;(ii)Fulfillment of the conditions prior;(iii)Designation of project management;(iv)Meetings with beneficiaries for the beginning of the project;(v)Kick start of the baseline and project activities;(vi)the project activities were temporarily paused pending approval of the application for the IDB project HA-L1068, which was approved by the GoH and the no objection issued by the IDB in June 2015.

After the approval is obtained from the MCI, this component of the project will be restarted working closely with the MIF, as well as the beginning of the construction activities. We highly anticipate completing this project with complete success with minor delays in the implementation.

**Comentarios del líder de Equipo de Supervisión**

De acuerdo con los comentarios de la Agencia Ejecutora

The process with MCI aiming at obtaining the approval forthe construction of the Micro Park Food Service took longer than expected whichresulted in the project paralysis. The Micro Park was approved a couple ofmonths ago and therefore the MIF Project could be reinitiated after an analysisof its relevance and its adequacy to the new context.

**Resumen del desempeño del proyecto en los últimos seis meses**

The main achievements of the semester were:(i) the complimentary project was approved by the MCI in May 2015;(ii)the no objection from the IDB was issued in June 2015;(iii)and the process to review the contracts to be signed between the MCI, IDDI and CODEVI was kicked started, and expected to be signed during the month of August 2015.

The main obstacles faced during the semester were:(i) Constant communication with the MCI regarding the status of the application.

In the next six months, the EA's efforts will be concentrated on:(i)Signing all necessary contracts and permits that will allow for the start of the construction of the micro park;(ii)Re-starting the project activities, in coordination with the MIF team;(iii)Complete an alphabetization process in conjunction with the Ministry of education to provide basic knowledge to those beneficiaries who do not read or write.

**Comentarios del líder de Equipo de Supervisión**

De acuerdo con los comentarios de la Agencia Ejecutora

During this semester a meeting will take place with the ExecutingAgency, representatives from Codevi, and the Bank's Specialist in charge of thesupervision of the operation of Micro Parks in order to coordinate actionsbetween the Micro Park construction and MIF technical assistance. The mentionedmeeting will also be useful to review the logic of MIF Project, the indicators,the milestones and to establish a new execution plan for the Project.

## SECCIÓN 3: INDICADORES E HITOS

| | Indicadores | | Línea de base | Intermedio 1 | Intermedio 2 | Intermedio 3 | Planificado | Logrado | Estado |
|---|---|---|---|---|---|---|---|---|---|
| **Propósito:** To effectively integrate MSEs into the value chain of the CODEVI industrial park. | R.1 | Cooks linked to the Industrial Park serving quality food under good hygienic conditions | 0 | 50 | | | 100 | 0 | |
| | | | | Mar. 2015 | | | Mar. 2016 | | |
| | R.2 | A structure to promote inclusive businesses in operation in the Industrial Park | | | | | | No | |
| | | | | | | | Mar. 2016 | | |
| | R.3 | Cooks operating in the new facilities | 0 | | | | 100 | 0 | |
| | | | | | | | Mar. 2015 | | |
| | R.4 | Sustainable kitchens in operation | 0 | | | | 50 | 0 | |
| | | | | | | | Mar. 2015 | | |
| **Componente 1:** Development of MSEs' skills and capabilities to provide quality | **C1.I1** | Cooks trained in the operational-administrative nature of the chosen formal structure | 0 | | | | 100 | 0 | Atrasado |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| services linked to the Industrial Park.<br>**Peso:** 75%<br>**Clasificación:** | | (financial contribution required from the members, if any, election of representatives, organization chart, initial work program, and wholesale purchases). | | | | | May. 2014 | Jun. 2015 | |
| | **C1.I2** | Cooks trained in microenterprise management. | 0 | | | | 100 | 0 | Atrasado |
| | | | | | | | May. 2014 | Jun. 2015 | |
| | **C1.I3** | Cooks trained on alternatives in the purchase of local agricultural products. | 0 | | | | 100 | 0 | Atrasado |
| | | | | | | | May. 2014 | Jun. 2015 | |
| | **C1.I4** | Committee/association (or chosen legal structure) registered and in operation. | 0 | | | | 1 | | Atrasado |
| | | | | | | | Mar. 2015 | | |
| | **C1.I5** | People (cooks and helpers) trained in providing efficient services and handling food. | 0 | | | | 220 | 0 | Atrasado |
| | | | | | | | Mar. 2015 | Jun. 2015 | |
| **Componente 2:** Financial education for the sustainability of inclusivebusinesses.<br>**Peso:** 5%<br>**Clasificación:** | **C2.I1** | Agreements/partnerships between the committee/association and microfinance institutions and/or credit cooperatives signed and in effect | 0 | | | | 2 | | Atrasado |
| | | | | | | | Jul. 2014 | | |
| | **C2.I2** | Beneficiaries trained in financial education | 0 | | | | 120 | | Atrasado |
| | | | | | | | Jul. 2014 | | |
| **Componente 3:** Generation of knowledge for the development ofcapabilities in inclusive businesses linked to the Industrial Park.<br>**Peso:** 12%<br>**Clasificación:** | **C3.I1** | A monitoring system in operation | | | | | | | Atrasado |
| | | | | | | | Sep. 2013 | | |
| | **C3.I2** | A proven and validated methodology of inclusive businesses in industrial parks. | | | | | | | |
| | | | | | | | Mar. 2016 | | |
| **Componente 4:** Strategic communication for the development ofcapabilities in inclusive businesses linked to the Industrial Park<br>**Peso:** 8%<br>**Clasificación:** | **C4.I1** | Members of the local community identified as key actors informed about the Project | 0 | | | | 50 | | Atrasado |
| | | | | | | | Sep. 2013 | | |
| | **C4.I2** | Companies operating in the Industrial Park and/or potential customers made aware of inclusive businesses | 0 | | | | 10 | | Atrasado |
| | | | | | | | Mar. 2014 | | |
| | **C4.I3** | Effective communication strategy implemented. | | | | | | | |
| | | | | | | | Mar. 2016 | | |
| | **C4.I4** | People made aware of inclusive businesses in the Industrial Park | 0 | | | | 250 | | |
| | | | | | | | Mar. 2016 | | |
| | **C4.I5** | People know the results of the Project | 0 | | | | 1250 | | |
| | | | | | | | Mar. 2016 | | |

| Hitos | | Planificado | Fecha Vencimiento | Logrado | Fecha en que se logró | Estado |
|---|---|---|---|---|---|---|
| **H1** | Conditions Prior | 7 | Sep. 2013 | 7 | Sep. 2013 | Logrado |
| **H3** | Línea de base del proyecto. | 1 | Sep. 2014 | 1 | Dic. 2014 | Logrado tarde |
| **H5** | Un modelo de estructura de cocina seleccionado y diseñado. | 1 | Dic. 2014 | 100 | Dic. 2014 | Logrado |
| **H2** | [*] Mapeo de los actores clave en el área de intervención del Proyecto realizado | 1 | Mar. 2015 | 0 | Jun. 2015 | No Logrado |
| **H4** | [*] Sistema de monitoreo en funcionamiento | 1 | Mar. 2015 | 0 | Jun. 2015 | No Logrado |
| **H8** | Una propuesta de sistema de pago implementada que asegure que las cocineras reciben el pago por sus servicios. | 1 | Mar. 2015 | 0 | Jun. 2015 | No Logrado |
| **H9** | Al menos 100 cocineras capacitadas sobre la estructura operativo-administrativa de la figura formal elegida (contribución financiera requerida de los miembros, si alguna, elección de representantes y organigrama, programa inicial de trabajo y compras al mayoreo). | 100 | Mar. 2015 | 0 | Jun. 2015 | No Logrado |
| **H13** | Al menos 30 cocinas construidas y listas para operar. | 30 | Mar. 2015 | 0 | Jun. 2015 | No Logrado |
| **H6** | Un diagnostico sobre las instituciones microfinancieras que operan en la zona de intervención del proyecto, incluyendo los servicios que ofrecen y los requisitos para acceder a ellos. | 1 | May. 2015 | 0 | Jun. 2015 | No Logrado |
| **H11** | Al menos 120 beneficiarios capacitados en educación financiera. | 120 | Jul. 2015 | | | |
| **H7** | Una campaña de sensibilización (informativa) sobre negocios inclusivos y sus beneficios diseñada y llevada a cabo. | 1 | Sep. 2015 | | | |
| **H10** | Un plan estratégico de trabajo y financiación para la estructura de NI del PI diseñado y validado por los involucrados, que defina alcance, roles y responsabilidades. | 1 | Sep. 2015 | | | |
| **H12** | Una estrategia de comunicación diseñada, incluyendo las audiencias, eventos, difusión necesaria y un paquete de conocimiento para transmitir con eficacia los resultados del proyecto y las lecciones aprendidas | 1 | Sep. 2015 | | | |
| **H15** | Un comité/asociación de cocineras (o la forma legal elegida) registrada y en funcionamiento. | 1 | Sep. 2015 | | | |
| **H16** | Al menos 220 personas (cocineras y ayudantes) capacitadas en provisión de servicios eficientes y manipulación de alimentos. | 220 | Sep. 2015 | | | |
| **H14** | Una estrategia de transferencia de conocimiento diseñada. | 1 | Dic. 2015 | | | |

*[*] Indica que el hito ha sido reformulado*

**FACTORES CRÍTICOS QUE HAN AFECTADO EL DESEMPEÑO**

[X] Otros, cuáles?: Changes in the location of the Project.

## SECCIÓN 4: RIESGOS

**RIESGOS MÁS RELEVANTES QUE PUEDEN AFECTAR EL DESEMPEÑO FUTURO**

| | Nivel | Acción de mitigación | Responsable |
|---|---|---|---|
| 1. There is no availability of specialized consultants to work in the area of intervention. | Media | Whenever possible, only local consultants will be hired, otherwise international consultants will be used. | Project Guest |
| 2. Financial institutions are not interested in providing financial products and services to Ouanaminthe micro and small enterprises. | Baja | Hay recursos dentro del proyecto para apoyar actividades de sensiblizacion y negociacion con IMF para convencerlas de ofrecer productos y servicios a las MIPES | Project Guest |
| 3. Industrial Park companies are no longer interested in implementing inclusive business | Baja | Resources for companies awareness have been assigned | Project Guest |

| | | | |
|---|---|---|---|
| in their operations. | | | |
| 4. No interest or stakeholder engagement in acquiring knowledge about Micro and Small enterprises' socioeconomic inclusion in the value chain of an industrial park. | Baja | Several and diverse knowledge management activities and strategic communications with stakeholders are expected to mitigate this risk | Project Guest |

**NIVEL DE RIESGO DEL PROYECTO:** Baja **NÚMERO TOTAL DE RIESGOS:** 10 **RIESGOS VIGENTES:** 4 **RIESGOS NO VIGENTES:** 0 **RIESGOS MITIGADOS:** 6

## SECCIÓN 5: SOSTENIBILIDAD

**Probabilidad de que exista sostenibilidad después de terminado el proyecto:** P - Probable

**FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO**

*[No se reportaron factores para este período]*

**Acciones realizadas o a ser implementadas relativas a la sostenibilidad:**

The key to the sustainability of the FPSMP project is based on the fact that the cooks can improve their profitability over time, compared to what they are gaining today with the current conditions.
Their development as micro-entrepreneurs as well as the creation of a virtuous circle investment – return will rely on the creation of a long-lasting change in cultural and social behaviorsAt the micro park level, maintaining centralized services within fixed values over time, generating income and resources for investment in the replacement of individual and joint assets is key to ensure, successful micro entrepreneurs, in the medium and long term.
From the relationship developed, you can identify key elements of sustainability of the project, from:
The vision of the micro park as a place for micro production services:
1) Its self-sustainability in terms of: i) payment of centralized services and ii) investment capacity for the replacement of income generating assets (individual and joint);
The vision of the cooks (and their assistants):
2) Sustained and incremental revenue generation that enables them: i) to pay for the centralized micro park services, ii) to generate resources.

## SECCIÓN 6: LECCIONES PRÁCTICAS

| | Relativo a | Autor |
|---|---|---|
| 1. The development of binational project requires an executing agency with a solid presence in the territory where the project is located, with capable staff based there. | Implementation | Wettstein, Mariana *[FOMIN]* |