Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO

JULIO 2014 - DICIEMBRE 2014

SECCIÓN 1: SÍNTESIS DEL PROYECTO

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

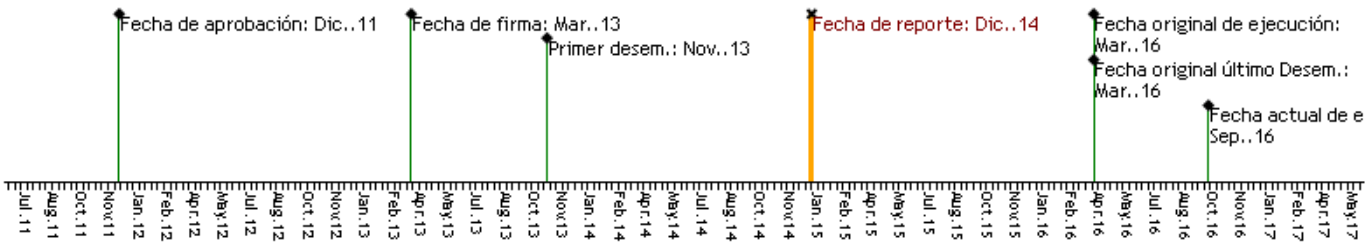
Número de proyecto: HA-M1041 - Nro. Operación: ATN/ME-13127-HA

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

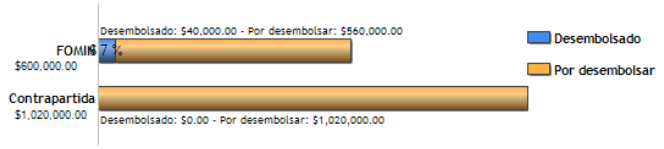
País Administrador	País Beneficiario	Grupo	Subgrupo
REPÚBLICA DOMINICANA	HAITI	SME - Desarrollo de la pequeña y mediana empresa	BDEV - Desarrollo empresarial

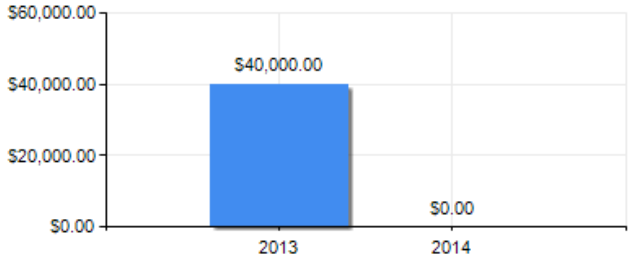
Agencia ejecutora:	INSTITUTO DOMINICANO DE DESARROLLO INTEGRAL	**Líder equipo de diseño:**	Olivan, Jessica
		Líder equipo de supervisión:	Wettstein, Mariana

CRONOLOGÍA DE EVENTOS

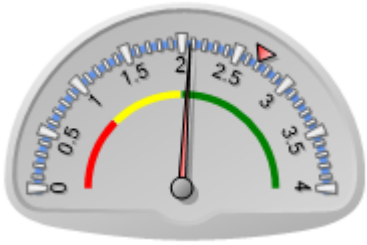


RECURSOS

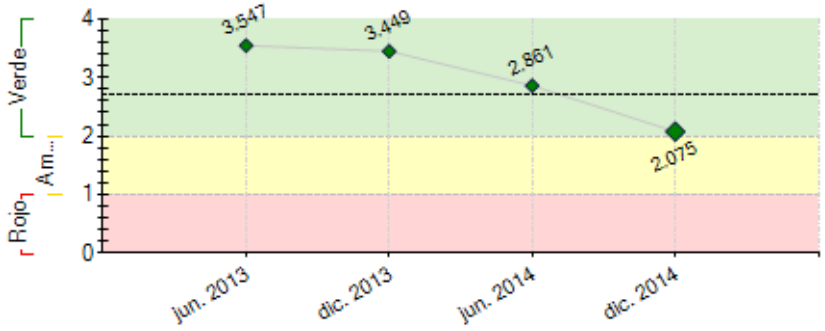




PUNTAJE DE DESEMPEÑO



Puntaje actual: Satisfactorio: 2.075
Promedio FOMIN: 2.698

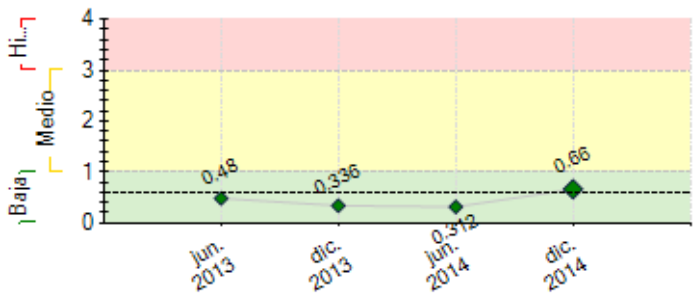


----- Promedio desempeño FOMIN

RIESGOS EXTERNOS

CAPACIDAD INSTITUCIONAL

	Riesgo
Administración Financiera:	Medio
Adquisiciones:	Baja
Capacidad Técnica:	Baja



---- Promedio de riesgo FOMIN: 0.6

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)Due to the risk and impact if the complimentary project is not approved by the GoH, the project activities have been temporarily paused.

The application for the IDB micro-park project HA-L1068 to complement our original project is well underway. The project has experimented delays since details have come up during the evaluation process by the MCI and several correction on points have been made. All the documentations have been resubmitted to the MCI after a careful review of their observations. The construction plans and budgets have also been revised with an engineering firm hired by the MCI for these purposes.

There is a risk to the project if the complimentary portion is not approved, however the EA is working closely with the MCI in order to obtain an approval, and has worked out all of the observed points.

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 once the approval from the MCI is obtained.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora

As the EA states, the Project has not yet executed its core activities because it is crucial to have the Haitian Government approval to the complementary project, through which the new restaurant for the Park will be built.

A decision about the Project, its cancellation or redefinition, will have to be taken in the first semester of 2015 if this situation is not solve.

Resumen del desempeño del proyecto en los últimos seis meses

The main achievements of the semester were:(i)the project was resubmitted to the MCI for the second time with their comments and observations from the first version submitted by the EA taken into account;(ii)the firm hired by the GoH to evaluate the business plan, contracted the services of a Haitian engineering firm to conduct an in depth evaluation of the construction plans, and budgets;(iii)a revision of the kitchen equipment list and distributors was conducted and an RFP was launched for a turnkey solution to the equipping of the kitchens, rather than the individual sourcing approach which had been considered;(iv)an agreement was reached with “La Casa de la Mujer Fronteriza” in Ouanaminthe, which was executed by IDDI with UNDP funds, to rent their conference facilities in order to conduct the training sessions for this project, this had been an obstacle in the past, because of the lack of adequate facilities in the area. The main obstacles faced during the semester were:(i)Carefully reviewing and addressing all the observations pointed out during the evaluation by the MCI.In the next six months, the EA's efforts will be concentrated on:(i)Pushing for approval for the complementary part of the project;(ii)Re-starting the project activities, in coordination with the MIF team as soon as the approval comes;(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

The efforts of the executing team have been focused during the semester in complying the documentation required to obtain the necessary permits from the Haitian Government. However, it stands as an important step the creation of links with institutions that can serve as allies, as the case of the mentioned agreement with "La Casa Border Women", which guarantees the facilities for the training activities that will be done in the future.

SECCIÓN 3: INDICADORES E HITOS

		Indicadores	Línea de base	Intermedio 1	Intermedio 2	Intermedio 3	Planeado	Logrado	Estado
Resultado: 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 services linked to the Industrial Park. **Peso:** 75% **Clasificación:** Insatisfactorio	**C1.I1**	Cooks trained in the operational-administrative nature of the chosen formal structure (financial contribution required from the members, if any, election of representatives, organization chart, initial work program, and wholesale purchases).	0				100		Atrasado
							May. 2014		
	C1.I2	Cooks trained in microenterprise management.	0				100		Atrasado
							May. 2014		
	C1.I3	Cooks trained on alternatives in the purchase of local agricultural products.	0				100		Atrasado
							May. 2014		
	C1.I4	Committee/association (or chosen legal structure) registered and in operation.	0				1		
							Mar. 2015		
	C1.I5	People (cooks and helpers) trained in providing efficient services and handling food.	0				220		
							Mar. 2015		
Componente 2: Financial education for the sustainability of inclusivebusinesses. **Peso:** 5% **Clasificación:** Insatisfactorio	**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 4: Strategic communication for the development ofcapabilities in inclusive businesses linked to the Industrial Park **Peso:** 8% **Clasificación:** Satisfactorio	**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	Planeado	Fecha de cumplimiento	Logrado	Fecha alcanzada	Estado
H1	Conditions Prior	1	Sep. 2013	7	Sep. 2013	Logrado tarde
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			
H4	[*] Sistema de monitoreo en funcionamiento	1	Mar. 2015			
H8	Una propuesta de sistema de pago implementada que asegure que las cocineras reciben el pago por sus servicios.	1	Mar. 2015			
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			
H13	Al menos 30 cocinas construidas y listas para operar.	30	Mar. 2015			
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			
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?: Delays in obtaining the permits from the Haitian Government due to the need to fulfill specific requirements in terms of construction plans and budgets.

SECCIÓN 4: RIESGOS

RIESGOS MÁS RELEVANTES QUE PUEDEN AFECTAR EL DESEMPEÑO FUTURO

	Nivel	Acción de mitigación	Responsable
1. The complimentary project being submitted to the Ministry of Commerce and Industry of Haiti, which will allow additional funds for an enhanced project, using a micro park approach, is not approved.	Medio	A proposal for the IDB micro-park project HA-L1068 to complement the original project was submitted. The proposal has experimented delays since observations have come up during the evaluation process by the MCI. All the documentations have been resubmitted to the MCI after a careful review of their observations. The construction plans and budgets have also been revised with an engineering firm hired by the MCI for these purposes. The EA is working closely with the MCI in order to obtain an approval.	Coordinador del proyecto
2. The complimentary project being submitted to the Ministry of Commerce and Industry of Haiti, which will allow additional funds for an enhanced project, using a micro park approach, is not approved.	Medio	Approval of Project by the MCI	Coordinador del proyecto
3. There is no availability of specialized consultants to work in the area of intervention.	Baja	Whenever possible, only local consultants will be hired, otherwise international consultants will be used.	Invitado Proyecto
4. 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	Invitado Proyecto
5. Industrial Park companies are no longer interested in implementing inclusive business in their operations.	Baja	Resources for companies awareness have been assigned	Invitado Proyecto

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

SECCIÓN 5: SOSTENIBILIDAD

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

FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO

[X] Risk for the Project that the MCI does not approve the proposal.	It is difficult to determine the sustainability of the Project, considering that the implementation of relevant activities is still unable to start.

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 behaviors
At 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 resour

SECCIÓN 6: LECCIONES PRÁCTICAS

[No se han agregado lecciones aprendidas todavia.]