



Fondo Multilateral de Inversiones  
Miembro del Grupo BID

# REPORTE DE ESTADO DEL PROYECTO ENERO 2014 - JUNIO 2014

## SECCIÓN 1: SÍNTESIS DEL PROYECTO

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

Nro. 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**  
REPÚBLICA DOMINICANA

**País Beneficiario**  
HAITI

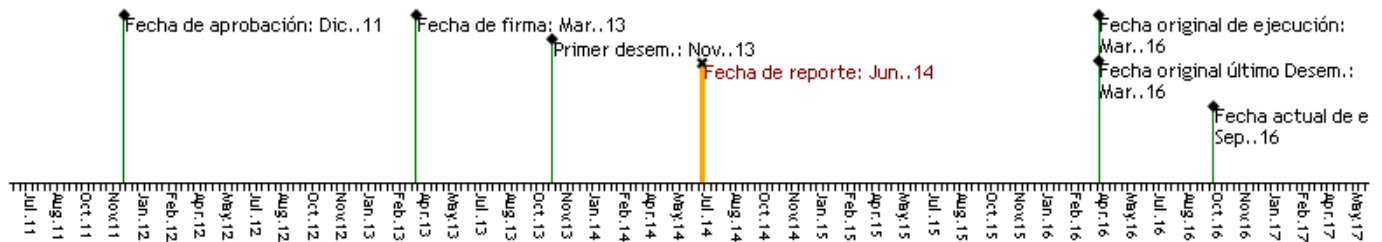
**Grupo**  
SME - Desarrollo de la pequeña y mediana empresa

**Subgrupo**  
BDEV - Desarrollo empresarial

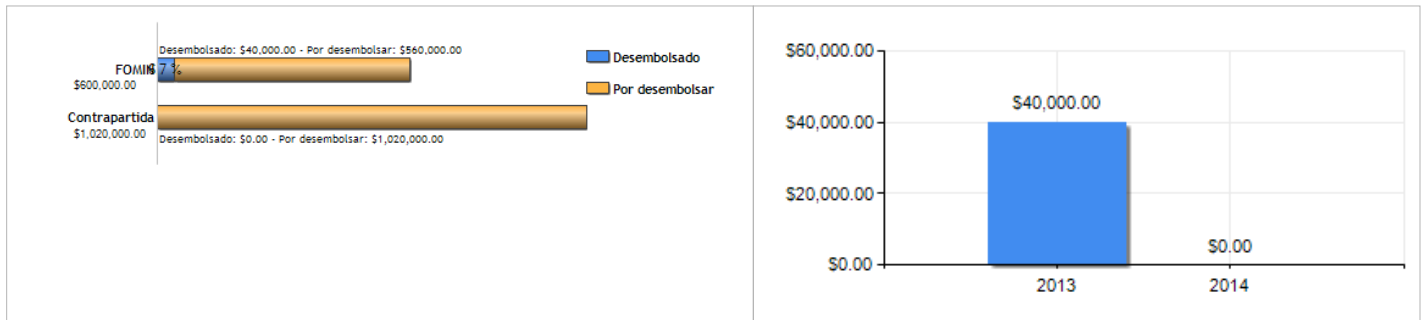
**Agencia Ejecutora:** INSTITUTO DOMINICANO DE DESARROLLO INTEGRAL

**Líder equipo de diseño:**  
**Líder equipo de supervisión:** Wettstein, Mariana

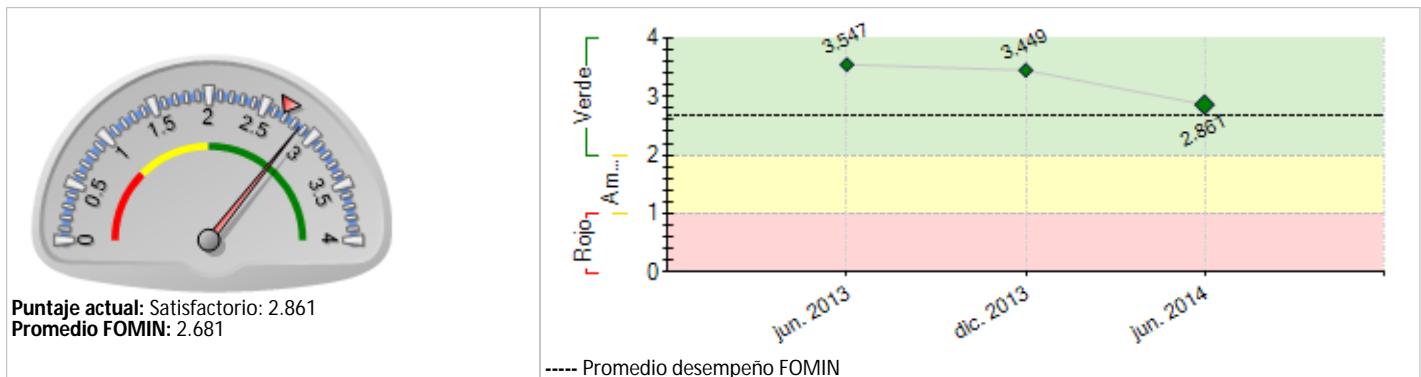
## CRONOLOGÍA DE EVENTOS



## RECURSOS



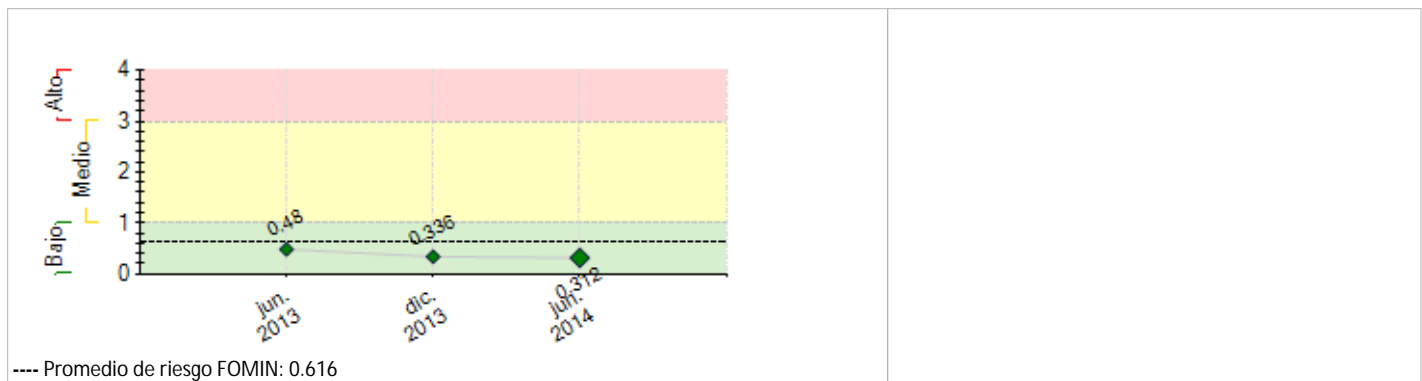
## PUNTAJE DE DESEMPEÑO



## RIESGOS EXTERNOS

### CAPACIDAD INSTITUCIONAL

**Riesgo**  
**Administración Financiera:** Medio  
**Adquisiciones:** Bajo  
**Capacidad Técnica:** Bajo



## 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 team;(iv) Meetings with beneficiaries for the beginning of the project;(v) Kick start of the baseline and project activities. The application process for the IDB micro-park project HA-L1068 to complement our original project is well underway. All the documentations was deposited to the Ministry of Commerce and Industry and a list of observations were returned to us for further clarification or correction.

The project experimented delays because the original submission of the complimentary project was observed by the MCI pending our correction of various points, like the construction and equipments budget, TORs for key positions, and lunch schedules to be implemented for efficient use of seating capacity.

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 working out all of the observed areas during the first week of October. Some delays have been experienced throughout the application process, because we are the first to go through the approval process and we are all learning as we go forward.

Restart this component of the project working closely with the MIF, as well as the beginning of the construction activities. We highly anticipate to complete 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 main risk of the Project still is that MCI doesn't approve the construction of the micro park with IDB's loan.

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

Three activities were started during this semester:

- (i) Structure and establish a formal group for the selected micro-entrepreneurs (management committee, association or other legal figure);
- (ii) Define the training needs for managing the chosen figure and provide specific training;
- (iii) Develop the baseline for the project.

During this period we conducted the baseline for the project, were we identified the beneficiaries, provided badges for them, and conducted a series of surveys in order to measure very detailed information. We also conducted sessions where the head cooks were identified, 60 in total, the structure to group them into an association, as well as identify the training needs of the group of micro-entrepreneurs.

The main obstacles faced during the semester were:

- (i) The lengthy approval process for the complimentary project being presented to the Government of Haiti;
- (ii) Finding a decent venue outside the CODEVI fences where to hold the training sessions;
- (iii) The baseline results were originally submitted in Creole, which required some translations to be made.

In the next six months, the Executing Unit's efforts will be concentrated on:

- (i) Completing the activities that were initiated with all sources of verification and deliverables;
- (ii) 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

## SECCIÓN 3: INDICADORES E HITOS

Indicadores		Línea de base	Intermedio 1	Intermedio 2	Intermedio 3	Planeado	Logrado	Estado
<b>Resultado:</b> To effectively integrate MSEs into the value chain of the CODEVI industrial park.	<b>R.1</b> Cooks linked to the Industrial Park serving quality food under good hygienic conditions	0	50			100	0	
			Mar. 2015			Mar. 2016		
	<b>R.2</b> A structure to promote inclusive businesses in operation in the Industrial Park					Mar. 2016	No	
	<b>R.3</b> 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

C1.11	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		
C1.12	Cooks trained in microenterprise management.	0				100		Atrasado
						May. 2014		
C1.13	Cooks trained on alternatives in the purchase of local agricultural products.	0				100		Atrasado
						May. 2014		
C1.14	Committee/association (or chosen legal structure) registered and in operation.	0				1		
						Mar. 2015		
C1.15	People (cooks and helpers) trained in providing efficient services and handling food.	0				220		
						Mar. 2015		

**Componente 2:** Financial education for the sustainability of inclusive businesses.

**Peso:** 5%

**Clasificación:** Satisfactorio

C2.11	Agreements/partnerships between the committee/association and microfinance institutions and/or credit cooperatives signed and in effect	0				2		
						Jul. 2014		
C2.12	Beneficiaries trained in financial education	0				120		
						Jul. 2014		

**Componente 4:** Strategic communication for the development of capabilities in inclusive businesses linked to the Industrial Park

**Peso:** 8%

**Clasificación:** Satisfactorio

C4.11	Members of the local community identified as key actors informed about the Project	0				50		Atrasado
						Sep. 2013		
C4.12	Companies operating in the Industrial Park and/or potential customers made aware of inclusive businesses	0				10		Atrasado
						Mar. 2014		
C4.13	Effective communication strategy implemented.							
						Mar. 2016		
C4.14	People made aware of inclusive businesses in the Industrial Park	0				250		
						Mar. 2016		
C4.15	People know the results of the Project	0				1250		
						Mar. 2016		

Hitos		Planeado	Fecha de cumplimiento	Logrado	Fecha alcanzada	Estado
H1	Conditions Prior	7	Sep. 2013	7	Sep. 2013	Logrado
H2	Un mapeo de los actores clave en el área de intervención del proyecto realizado.	1	Sep. 2014			
H3	Línea de base del proyecto.	1	Sep. 2014			
H4	[*] Sistema de monitoreo en funcionamiento	1	Dic. 2014			
H5	Un modelo de estructura de cocina seleccionado y diseñado.	1	Dic. 2014			
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] Cambios en la política de la Agencia Ejecutora

#### 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.	Bajo	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.	Bajo	Hay recursos dentro del proyecto para apoyar actividades de sensibilización y negociación 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 in their operations.	Bajo	Resources for companies awareness have been assigned	Project Guest
4. The complimentary project being submitted to the Ministry of Commerce and	Bajo	Approval of Project by the MCI	Project Coordinator

Industry of Haiti, which will allow additional funds for an enhanced project, using a micro park approach, is not approved.

5. No interest or stakeholder engagement in acquiring knowledge about Micro and Small enterprises' socioeconomic inclusion in the value chain of an industrial park.

Bajo

Several and diverse knowledge management activities and strategic communications with stakeholders are expected to mitigate this risk

Project Guest

**NIVEL DE RIESGO DEL PROYECTO:** Bajo **NÚMERO TOTAL DE RIESGOS:** 9 **RIESGOS VIGENTES:** 5 **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

*[No se reportaron factores para este período]*

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

The sustainability of the project will be assured by CODEVI's 7,000 and growing employees who will require breakfast and lunch services from this micro-entrepreneurs. Also the management team that will be put together by the executing agency for the initial five years of the project.

#### SECCIÓN 6: LECCIONES PRÁCTICAS

1. The application process for complimentary funding under the HA-L1068 project through the Ministry of Commerce and Industry has taken longer than anticipated. We are the first project to have applied under this program, and therefore many new experiences and recommendations have come up throughout the process, which have made the project itself be a much stronger project.

2. Project Enhancement during execution. The project was originally conceived with the MIF-IDB and the Clinton Bush Haiti Fund to be developed inside CODEVI's fences, successfully securing funding for the project. But we have come across the opportunity to enhance the current project due to:

1. Unanticipated growth potential of the CODEVI's employees from 7,000 today to 11,000 in the next five years; 2. Government land concession, where the cooks are currently operating today; 3. Synergies with IADB's micro park project HA-L1068.

Because:

1. The limited space inside CODEVI would not allow future expansions; 2. New set of cooks would install their services exponentially in the actual land, when the existing cooks were moved to the new installations inside CODEVI; 3. Land available would not allow us to increase the number of cooks from 50, to cover the personnel growth.

Being located outside, the project can benefit from a wider market, extended hours of ops including weekends.

**Relativa a**  
Implementation

**Autor**  
CHOTIN, GERONIMO

Design

CHOTIN, GERONIMO