

**DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND**

HAITI

PROMOTING MICRO ENTREPRENEURSHIP IN URBAN SLUMS IN HAITI

(HA-M1009)

DONORS MEMORANDUM

This document was prepared by the project team consisting of: Svante Persson (MIF), Project Team Leader; Maria Victoria Saenz (MIF); Elena Heredero (MIF); Federico de Arteaga (MIF); Jempsy Fils-Aimee (COF/CHA); Javier Jimenez (LEG); and Monica Ohtsuka (MIF), who assisted in document preparation.

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ABBREVIATIONS

CESI	Committee on Environment and Social Impact
CO	Country Office
EA	Executing Agency
IDB	Inter-American Development Bank
MIF	Multilateral Investment Fund

**PROMOTING MICRO ENTREPRENEURSHIP IN URBAN SLUMS IN HAITI
(HA-M1009)**

I. EXECUTIVE SUMMARY

Country:	Haiti									
Executing agency:	Yéle Haiti									
Beneficiaries:	The direct beneficiaries of the program are: (i) at least 5 women led micro enterprises benefiting from support and the training offered; (ii) Yéle Haiti as an executing agency; and (iii) at least 10 previously created cuisines and 225 individuals who will have new jobs created as a result of the cuisines and the cooperative.									
Financing plan:	<table><tr><td>MIF:</td><td>US\$</td><td>357,680</td></tr><tr><td>Counterpart:</td><td>US\$</td><td>153,000</td></tr><tr><td>Total:</td><td>US\$</td><td>510,680</td></tr></table>	MIF:	US\$	357,680	Counterpart:	US\$	153,000	Total:	US\$	510,680
MIF:	US\$	357,680								
Counterpart:	US\$	153,000								
Total:	US\$	510,680								
Objectives:	The overall objective is to contribute to private sector development in Haiti by promoting sustainable micro entrepreneurship. The specific purpose is to help build Yéle Haiti's capacity to create and support sustainable women-run micro-enterprises in the urban slums of Port au Prince. To achieve this objective, the project will include the following components: (i) Strengthening of Yéle Haiti's technical and institutional capacity; (ii) Technical assistance to women led micro enterprises and creation of a cooperative, and (iii) Dissemination of results.									
Execution calendar:	Execution Period: 24 months Disbursement Period: 36 months									
Special conditions:	As conditions prior to the first disbursement of the Bank's resources for each project, the executing agency must have selected the Project coordinator.									
Exceptions:	None									
Social and environmental revision	The Committee on Environment and Social Impact (CESI) reviewed this project document in its meeting CESI 10-07, March 16, 2007 and recommended that training related to environmental and social impacts be included as part of the training for the young entrepreneurs (see paragraph 3.10).									

II. BACKGROUND

A. Situation in Haiti

- 2.1 Haiti is the poorest country of the western hemisphere. The poverty line in Haiti is set by the National Statistics Office (IHSI) at an annual income of 3,321 gourdes (av. US\$834)¹ and 65% of the Haitian population lives below this threshold. Formal unemployment is officially 84%.²
- 2.2 Haiti achieved a GDP growth rate of more than 2 percent in 2006, even though per capita growth remained negative. In 2007 the country's growth rate will be more than 4 percent – barely above the rate of population increase but a move in the right direction. The rise has mainly been driven by an increase in foreign aid and remittances.³ Haiti's manufacturing sector is showing hope of revival. Haitian economic officials have established a favorable macroeconomic climate, cutting the inflation from above 40 percent to below 10 percent and stabilizing Haiti's currency. Despite these gains, Haiti's economy remains virtually stagnant on most fronts and plagued by widespread joblessness.⁴
- 2.3 Population growth's pressure on the land, and general rural poverty contributes to an increasing rural-urban migration with an estimated 40% of the population now living in urban areas. This internal migration has led to a continuous growth of slums in the capital and in most of the principal cities of the country. Living conditions are precarious in these slums where the socio-economic situation and increasing insecurity are the main concerns of the inhabitants.

B. Problem Statement

- 2.4 There is an urgent need to create jobs, attract investment, and achieve tangible signs of economic recovery in Haiti. However, there is a lack of capacity to execute private sector development projects in order to absorb development aid and thereby improve the welfare of the population.⁵ The current relative stability presents a window of opportunity to move toward growth and development.
- 2.5 There is an almost total absence of formal and sustainable entrepreneurship initiatives in the poorer parts of Haiti, particularly in the slums. The informal sector, which represents approximately half of the Haitian economy, contains many micro-enterprises, of which approximately 40 percent belong to women. However, inability of poor people to save, lack of appropriate financial services and access to affordable capital, combined with low literacy rates and business skills, lead to many failed initiatives or enterprises that never take off beyond their initial start up stage. There is thus a need to introduce, promote and encourage formal micro entrepreneurship as a form of employment and livelihood in areas where there are few other alternatives of income and employment.

¹ Using exchange rate of 40 gourdes for US\$1.

² PADF, 2000.

³ Remittances represent about 21% of the GDP.

⁴ "Haiti: Real progress, real fragility" Nov 2007, Inter-American Dialogue.

⁵ "Haiti: Real progress, real fragility" Nov 2007, Inter-American Dialogue.

C. Proposed project

- 2.6 Based on the problems outlined above, the project proposes a two pronged approach; institutional capacity strengthening of Yéle as an executing agency and technical assistance to create and train micro entrepreneurs.
- 2.7 Yéle Haiti is a young organization with strong support and legitimacy in Haiti, mostly drawn from the fame of its founder, Wyclef Jean. In a consultancy study financed by the French consultancy Trust Fund, conducted during August and September of 2007, Yéle is considered as an organization in need of technical and administrative strengthening.⁶ With the help of adequate institutional strengthening, Yéle could become an effective local organization equipped to implement productive projects in the most underprivileged areas of Haiti.
- 2.8 Entrepreneurship could be an effective mechanism for economic growth, employment and better living standards in Haiti. There is thus a need to train entrepreneurs and to create business support networks, support centers and better access to finance. The project will offer technical assistance and support to the women micro entrepreneurs through a business support center situated within Yéle consisting of experienced consultants in the area of business development, logistics, management and marketing. The support center will regularly monitor the performance of the micro enterprise and coach them in the solutions of any problems as they occur. The support center will also offer services related to business networks, taxation, financing and human resources.
- 2.9 By strengthening Yéle in its capacity to provide coaching and technical assistance to micro entrepreneurs, the project will help create 5 and support a total of 15 cooking establishments owned and operated by women in the slums of Port au Prince.⁷ These 15 micro enterprises will provide up to 225 women with formal jobs, as each micro-enterprise will be made up of about 15 women each on a rotating schedule. To provide a more solid and sustainable business model, the “cuisines” will organize and legally create a business cooperative. The cuisines will also create additional jobs outside of the cooking establishment – requiring drivers, movers, security, etc.
- 2.10 The project is relevant to the Haitian government current priorities that have private sector development as one of its main priorities. It is also directly linked to the Bank strategy with Haiti for 2007-2011, that seeks to strengthen economic growth by prioritizing private sector development. The operation will also contribute to stabilize the security situation in the slums by offering formal and sustainable income opportunities. The Government and the international community called for creating economic activities to improve living conditions in the most insecure areas (the slums) where the project is targeted in order to consolidate the security situation in the country. Furthermore this project is linked to one of the MIF II main priorities: poverty alleviation through private sector development.

⁶ Marcel Clodion “Micro enterprises promotion through Yéle Haiti institutional reinforcement” 2007.

⁷ The Canadian Government through the organization “*Centre de Gestion des Fonds Locaux de la Coopération Canadienne en Haiti*” (CGF) is supporting Yéle Haiti by financing the initial 10 cooking establishments.

III. PROJECT OBJECTIVES AND COMPONENTS

A. Objectives

- 3.1 The overall objective is to contribute to private sector development in Haiti by promoting sustainable micro entrepreneurship. The specific purpose is to help build Yéle Haiti's capacity to create and support sustainable women-run micro enterprises in the urban slums of Port au Prince.
- 3.2 To achieve this purpose, the project will include the following components: (i) Strengthening Yéle's institutional and technical capacity; (ii) Technical assistance to women led micro enterprises and creation of a cooperative; and (iii) Dissemination of project results.

B. Components

Component I: Strengthening of Yéle Haiti's institutional and technical capacity: (MIF US\$ 170,400; Local Counterpart US\$ 40,000)

- 3.3 The objective of this component is to strengthen Yéle's institutional and technical capacity to efficiently execute private sector development projects. The following activities will take place: (i) draft strategic plans for the long, medium and short term (financial, HR, PR etc); (ii) train Yéle staff; (iii) create of a business support center within Yéle, and: (iv) a communication and security plan for the project and for Yéle. The expected results are: (i) an improved management and governance structure within Yéle; (ii) a business support center with a sustainable business plan is working within Yéle, providing technical assistance to 15 cuisines, and a cooperative established by the project, and; (iii) a security and communication plan created together with target population.
- 3.4 A legal and a communication expert will be hired to carry out these activities and to strengthen Yéle as an institution, therefore it is crucial to identify experts committed to this end. Recruitment and selection is the first step in this process. Among the key characteristics sought for these experts are: (i) business education and experience; and (ii) experience with international development projects and organizational development.
- 3.5 Two consultants will be hired to develop and run the business support center within Yéle and will also facilitate monitoring and supervision of the women entrepreneurs. Since the consultants have business experience, training will be oriented towards the necessary requirements for being a micro entrepreneur and the general recommendations for dynamic micro businesses. Information will be retained by the support center for the monitoring and evaluation system for the project. Yéle will hire the consultants and will lead the supervision of the support center, which will report to the coordinator and to Yéle's management. The consultants will contribute to the sustainability and strength of Yéle by offering business training to Yéle regular staff.

Component II: Technical assistance to women led micro enterprises and creation of cooperative. (MIF US\$ 11,000; Local Counterpart US\$ 85,500)

- 3.6 The objective is to create 5 women led micro enterprises in the food industry and support a total of 15 in a cooperative in the urban slums of Port au Prince. For this to be accomplished, the following activities will take place: (i) three start up meetings to present the project to the communities and to identify potential beneficiaries; (ii) create local support committee and the contract 5 local field coordinators; (iii) offer training to the micro entrepreneurs; (iv) purchase equipment and identifying space for 5 cuisines; (v) Launch and market the cuisines; and (vi) establish, legalize and launch the cooperative (statutes, contracts, governance).
- 3.7 The expected results are: (i) a supply of basic courses in business development (business plans, marketing, management, accounting, logistics, marketing, environmentally friendly techniques, etc) to offer micro entrepreneurs; (ii) a local support committee and 5 local coordinators; (iii) at least 200 women trained in management of food businesses; (iv) cuisines fully equipped worth approximately \$5,000 needed to run the cuisines which will be provided by local counterpart funds; (v) micro enterprise operational manual, management and governance structure and sustainability plan; and (vi) a cooperative containing all 15 cuisines.
- 3.8 The local support committee will be instrumental in selecting the women micro entrepreneurs and building the local trust and legitimacy for the project. It will consist of local leaders and key community members and work on a voluntary basis. Interested women entrepreneurs will have to meet the following basic eligibility criteria: (i) ability and willingness to share the cost of investment in the cuisine; (ii) business experience and higher than average education level to be able to absorb the technical assistance; (iii) enjoy high social status in the community; and (iv) willing and able to follow the training sessions.
- 3.9 The business support center will primarily be training the 5 micro enterprises created by the project. Subsequently, the center will be offering complementary training to the 10 micro enterprises created by the first phase of the project financed by Canada in order to upgrade their capacities so that eventually all 15 will be at the same skill level when integrating into the cooperative.
- 3.10 The training courses offered by the support center will include such areas as: (i) business plan preparation; (ii) managing financial resources and basic accounting; (iii) production and quality; (iv) marketing; (v) skills and attitudes for success in business; (vi) use environmentally friendly and food security techniques as a means to reduce risk and increase productivity; (vii) principles of human resources management; and (viii) costing and pricing strategy.
- 3.11 The women undergoing training will be helped to prepare their business plan by the support center in the executing agency. Thereafter, equipment will be purchased to help set up the cuisines and follow up services will be offered. The support center will monitor and offer continuous support and training to ensure that the micro enterprise is doing well and any necessary adjustments are made.

- 3.12 A business model for financial sustainability will be developed for the support center. The training offered to the micro enterprises will be subsidized during the project after which a fee system is envisioned to ensure sustainability.
- 3.13 The cooperative will be created when all 15 cuisines have been established⁸. The cuisines will jointly decide the organizational structure, functioning, governance coached and supported by Yéle. It should have an interim cooperative board composed of 5 persons elected for 3 years who will prepare statutes, election processes and management issues. The office hosting the cooperative board will be funded by the 15 cuisines. The cooperative will be responsible to effectively centralize logistics, purchasing and marketing for the cuisines.

Component III: Dissemination of results (MIF US\$ 14,500; Local Counterpart US\$ 11,000)

- 3.14 This component aims to disseminate the lessons learned and experiences acquired during the implementation of this project. This will include: (i) a monitoring system for the model, and (ii) a closing event to disseminate the results.
- 3.15 In order to disseminate the project's outcomes and promote the model, an event will be organized and will include representatives of the government, the private sector, civil society, and other donor organizations.

IV. COST AND FINANCING

- 4.1 **Cost and financing.** The total cost of the project is estimated as US\$ 510,680, which comprises: (i) US\$ 357,680 in non-reimbursable resources; and (ii) US\$ 153,000 in counterpart funds for which the EA will be responsible, according to the figures shown below in the program budget table.

BUDGET (IN US\$)

Budget Category	MIF	Local counterpart	Total
Component 1	170,400	40,000	210,400
Component 2	11,000	85,500	96,500
Component 3	14,500	11,000	25,500
Administration	110,000	10,000	120,000
Evaluation and audit	35,000	5,000	40,000
Contingency	14,992	1,500	16,492
Impact Evaluation Account	1,788	-	1,788
Total	357,680	153,000	510,680

- 4.2 **Sustainability.** Due to its high legitimacy and good reputation in the communities and the strategic plan to socially integrate the project in the target areas, Yéle is deemed as an organization with good possibilities for future financial support and long-term sustainability. The support center should be profitable by the end of the project by selling services to other MSEs. The cuisines and the cooperative are also to become

⁸ At approximately month 18.

profitable. The participation of local leaders and the communication and security plans developed together with the community will contribute to the projects' sustainability.

V. EXECUTING AGENCY AND EXECUTION MECHANISM

A. Executing Agency

- 5.1 Yéle Haiti (www.yele.org), who will be responsible for overall financial management, is a non-political movement helping to provide both resources and inspiration to help change the country. Yéle Haiti's long term goal is to establish a network of Yéle centers throughout the country as a means of supporting development through micro entrepreneurship and various social services to the slum populations. Yéle Haiti Foundation is a non-profit 501(c)(3) registered charitable organization in the US, and is registered as an NGO operating within the laws of Haiti.
- 5.2 Yéle Haiti has previous experience in executing projects dealing with fund raising and the creation of social capital. For the execution of the Canadian funded project, Yéle Haiti has also developed a formal alliance with BND⁹, a well-known local NGO that offers training and technical assistance related to food security to the poor in Haiti's slums, as well as a partnership with "Voila", an operator of mobile communication, and the World Food Program.

B. Execution Mechanism

- 5.3 A Coordinator of the program will manage the program's progress and guide the institutional strengthening of Yéle. The Coordinator will: (i) manage project activities in accordance with the operational manual and work plan; (ii) prepare the terms of reference and supervise the consultants hired; (iii) oversee preparation and management of the budget, using established procedures; (iv) process applications for disbursements of the Bank's contribution; and (v) present administrative and technical reports to the Bank. The Project Coordinator will report to the President of the board of Yéle and to the local IDB office.
- 5.4 The Project Coordinator will be located in Yéle's office and work closely with the five field coordinators that will be selected for each project area according to a set of criteria and paid by the project. Each field coordinator will be a focal point in the slum areas, and will be responsible to plan meetings, retain data for project monitoring, provide information on the situation of the cuisines and the slums, especially regarding security. They will be also responsible for locally promoting the cuisines.
- 5.5 To strengthen Yéle institutionally, a legal and a communications expert will be hired for the project. The legal expert will: (i) train Yéle in basic corporate governance structures; (ii) monitor the compliance with local and international rules and standards, and; (iii) train Yéle personnel in basic administrative standards and legal conduct. The communication expert will be responsible for: (i) preparing the communication and security plan; (ii) effectively communicating with the beneficiaries and other interested during the course of the project; and (iii) train Yéle in common business and executing agency communication practices. The experts will report to the Project Coordinator.

⁹ Bureau de Nutrition et de Développement.

- 5.6 The 2 consultants in the business support center are to perform the following functions: (i) provide training and coaching services to the women entrepreneurs; (ii) obtain from Yéle management and the Project Coordinator any information it deems necessary regarding the status and progress of the project; and (iii) apply the monitoring and evaluations system as well as the communication and security strategies and ably adapt the project according to progress or lack thereof. The local support committee and the field coordinators will work closely with the support center. The business support center will report to the Project Coordinator and Yéle management.

C. Execution and disbursement periods

- 5.7 The execution period of the program with non-reimbursable resources will be 24 months, with disbursements spread over 30 months. The EA will submit semi-annual financial reports on the status of the revolving fund to the Country Office. Disbursements of grant funds will be done in accordance with Bank and MIF policies and procedures.
- 5.8 The MIF contribution will be disbursed to the Executing Agency through the establishment of a revolving fund. Nonetheless, Project disbursements made to Yéle Haiti will respect a *pari passu* counterpart contribution, in keeping with the procedure established in the Agreement. Yéle will submit the requests for funds disbursements to the Bank Representation in the respective country. A disbursement of up to 10% of the MIF funds may be requested to create a revolving fund.
- 5.9 **Procurement of goods and services.** The execution of procurement and contracting involved in this operation will be carried out in accordance with the Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank (GN-2349-7) and the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-7), and the document Annex Ad Hoc with procurement procedures approved for Haiti on July 2005.
- 5.10 The capacity of Yéle Haiti for the execution of the procurement in the operation has been assessed as high risk. Therefore, all procurement processes to be carried out during execution of this operation will be supervised by the Bank on an ex-ante basis.
- 5.11 **Status of project preparation.** The design, budget, and expected activities have been prepared in collaboration with the participants in the program. A Letter of commitment for the local counterpart financing has already been received from Yéle's founder.

VI. MONITORING AND EVALUATION

- 6.1 **Monitoring.** The Bank's Country Office in Haiti will be responsible for supervising and monitoring the project, with technical support from the project team. Yéle will be responsible for submitting semiannual reports containing details of activities conducted in the last six months and the schedule of activities for the following six-month period. Upon completion of the two years of execution, Yéle will have to

present an audited financial report. The Bank's Country Office in Haiti, with the help of the project team, will conduct annual reviews of the performance reports submitted by the EA in order to gauge the extent to which the project objectives have been fulfilled.

- 6.2 **Evaluations.** An intermediate and a final evaluation of the project will be undertaken by external consultants to be contracted directly by the Bank with project funds. The mid-term evaluation will be prepared 12 months after the commencement of project implementation or when 50% of the resources have been disbursed. A final evaluation will be conducted three months prior to the end of execution period. For the intermediate evaluations, the consultants will consider, among other items performance, placing particular emphasis on: (i) the effectiveness and the impact of the support center; and (ii) the degree of progress in strengthening Yéle as an institution. Based on the results of the analysis, any necessary adjustments will be recommended for the use of the remaining funds.
- 6.3 For the final evaluation, the external consultants will evaluate: (i) the profitability and sustainability of each cuisine; (ii) the survival rate of the micro enterprises; (iii) the creation of new jobs; and (iv) the scope and interest of the geographic extension of the Project activities. In addition, the executing agency will organize a completion workshop to discuss the evaluations' findings and other project conclusions with the Bank and the project's key stakeholders.
- 6.4 During the execution of the project, the executing agency will compile supervision and project evaluation indicators. These indicators are set forth in the Logical Framework (see Annex I) and will be used by the CO, the MIF Office and the executing agency to gauge the overall impact and to assess the results. The executing agency will provide access to all the information and documentation needed to conduct these evaluations so the IDB/MIF can prepare the Project Completion Report.

VII. BENEFITS AND RISKS

A. Benefits

- 7.1 The principal benefits of the project are: developing and training women entrepreneurs, fostering micro enterprises and creating new jobs in the target areas. The program will seek to provide new opportunities for the women entrepreneurs that currently lack access to other sources of support needed to realize their entrepreneurial ambitions. Moreover, the establishment of new micro enterprises will lead to new employment opportunities not only for the entrepreneur but also for other unemployed or underemployed persons in the areas where they operate. In general, each new micro enterprise will create additional employment opportunities, which will contribute to economic development. This will, in turn, open up new horizons for other people with an entrepreneurial interest and strengthen Haiti's small enterprise sector.

B. Beneficiaries

- 7.2 The main beneficiaries of the program are: (i) at least 15 women micro enterprises benefiting from business development services financing, and the training imparted under the program; (ii) at least 225 formal and sustainable jobs created as a result of

the business initiatives of the young entrepreneurs; and finally (iii) Yéle Haiti as a strengthened institution for executing productive development projects.

C. Risks

- 7.3 Given the nature of the program, the following risks have been identified: (i) An apparent security risk in the areas where the cuisines will operate. This will be mitigated by the security plan prepared and implemented together with the local support group in the target areas and training for the women entrepreneurs. The information and communication plan will contribute to this end as well. Efforts to build trust and legitimacy in the areas through the integration of the population in the entire project cycle by social marketing will mitigate this risk. It is also believed that the trademark of Yéle and the popularity of its founder will contribute to increased security for the cuisines; (ii) Difficulties in finding and hiring competent personnel for the business support center and the strengthening of Yéle. This will be mitigated by a coordinated and thorough search effort, aided by the networks of Yéle and the Bank; (iii) Competition and lack of demand for the cuisines. This will be mitigated by marketing efforts, coordination and collaboration between the cuisines and the creation of the cooperative, and (iv) Yéle being an inexperienced and untested executing agency for private sector projects could lead to operational and technical problems during the implementation of the project. This will be mitigated by the continuous strengthening and monitoring of the execution and the contracting of experienced and professional consultants for this end.

VIII. ENVIRONMENTAL AND SOCIAL IMPACTS

- 8.1 This program is expected to have positive social and environmental effects, since the approach is centered on creating jobs with social responsibility in Haiti's slums; besides the micro enterprises will also be trained in industrial safety and environmentally friendly techniques. The project will not finance any venture that negatively affects the environment either socially or environmentally.
- 8.2 The Committee on Environment and Social Impact (CESI) reviewed the project in its Meeting CESI 10-07, March 16, 2007, and recommended that the micro-enterprises be trained in environmentally friendly techniques and that the training include environmental norms and practices to handle solid and liquid waste (see paragraph 3.10).

IX. SPECIAL CONTRACTUAL CONDITIONS

- 9.1 As a condition precedent to disbursement of the Bank's resources for the project, the executing agency must have selected the Project Coordinator and drafted terms of reference for the legal and communications experts.

ANNEX I: LOGICAL FRAMEWORK

PROJECT NUMBER: HA-M1009
NAME OF PROJECT: “PROMOTING MICRO ENTREPRENEURSHIP IN THE URBAN SLUMS OF HAITI”
EXECUTING AGENCY: Yéle Haiti

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Main objective</p> <p>To contribute to private sector development in Haiti by promoting sustainable micro entrepreneurship</p>	<p>Three years after the project is completed:</p> <ul style="list-style-type: none"> At least 12 cuisines remain in business At least 10 cuisines are profitable and one cooperative is working and is covering its costs 	<ul style="list-style-type: none"> Final evaluation and project completion report (PCR) Impact evaluation 	<p>The macroeconomic and political situation in Haiti does not deteriorate significantly.</p>
<p>Specific purpose</p> <p>To help build Yéle Haiti’s capacity to create and support sustainable women-run micro-enterprises in the urban slums of Port au Prince</p>	<p>At the end of the project:</p> <ul style="list-style-type: none"> 5 new cuisines have been established and work independently and in a sustainable manner A micro-business support center is working within Yéle, providing technical assistance to 15 cuisines, and a cooperative established by the project All 15 cuisines work within a legally established and sustainable cooperative 	<ul style="list-style-type: none"> Midterm and Final evaluation PPMR PCR 	<p>There is a demand for the services in the intended target groups and areas.</p>

COMPONENTS	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>1. Strengthening of Yéle Haiti's institutional and technical capacity</p> <p>The objective is to strengthen Yéle's institutional and technical capacity to efficiently execute private sector development projects</p>	<p>At 12 months of project execution:</p> <ul style="list-style-type: none"> Yéle's strategic, security and communication plan developed under implementation A business support center is functioning within Yéle and serving the micro enterprises <p>At the end of the project:</p> <ul style="list-style-type: none"> Yéle has established a business model for executing private sector development projects 	<ul style="list-style-type: none"> Semi annual and Final Progress Report Midterm and Final evaluation ISDP PCR Technical and financial visits 	
<p>2. Technical assistance to women led micro enterprises and creation of a cooperative</p> <p>The objective is to create 5 new women led micro enterprises in the food industry and support a total of 15 in a new cooperative in the urban slums of Port au Prince</p>	<p>After 6 months:</p> <ul style="list-style-type: none"> Local support committee is created providing support to project staff <p>After 12 months of project execution:</p> <ul style="list-style-type: none"> 5 micro enterprises are created and structured 15 cuisines have received training and advice from the business support center and are running cuisines according to sustainable principles of management of food security and profitability <p>At the end of the project:</p> <ul style="list-style-type: none"> 15 micro enterprises are integrated in the cooperative, legally registered and with a governance structure in place All 15 cuisines have received support from the business support center and are running secure and environmentally friendly businesses 	<ul style="list-style-type: none"> Progress report PPMR PCR Report Technical and financial visit 	<p>The beneficiaries are willing to participate to the training and apply new knowledge and skills.</p> <p>The cuisines are interested in being integrated in the cooperative, and cooperate to sustain it.</p>

COMPONENTS	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>3. Dissemination of results.</p> <p>The objective is to disseminate the lessons learned and experiences acquired during the implementation of this project</p>	<p>After 6 months:</p> <ul style="list-style-type: none"> • A monitoring and evaluation system is developed for the model and used to gather data <p>At the end of the project:</p> <ul style="list-style-type: none"> • A national event is organized to disseminate the project results 	<ul style="list-style-type: none"> • Progress report • PCR • Report from event, list of participants 	<p>The beneficiaries are willing to participate to the training and apply new knowledge and skills.</p>

ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>1. Strengthening of Yéle Haiti's technical and institutional capacity</p> <p>1.1 Draft strategic plans for the long, medium and short term for Yéle</p> <p>1.2 Continuous training of Yéle staff</p> <p>1.3 Creation of a business support center within Yéle including the contracting of consultants for the business center enterprise (management, accounting, logistics, marketing, environmentally friendly techniques)</p> <p>1.4 A communication and security plan for the project and for Yéle</p> <p>1.5 Purchase Office equipments</p>	<p>At month 6:</p> <ul style="list-style-type: none"> • Legal and communications experts contracted <p>At month 12:</p> <ul style="list-style-type: none"> • Strategic governance plan for Yéle prepared • Security and communication plan created • 1 training manual produced 	<ul style="list-style-type: none"> • Semi annual and Final Progress Report • Midterm and Final evaluation • ISDP • PCR • Technical and financial visits 	<p>The beneficiaries are willing to participate to the training and apply new knowledge and skills.</p>

ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>2. Technical assistance to women led micro enterprises and creation of a cooperative</p> <p>2.1 Three start up meetings to present the project to the communities and to identify potential beneficiaries</p> <p>2.2 Create a project local support committee and contract 5 local field coordinators</p> <p>2.3 Purchase of cooking equipment and identifying space for 5 cuisines</p> <p>2.4 Launching event and marketing of the cuisines</p> <p>2.5 Establish, and launch the cooperative</p>	<p>At month 6:</p> <ul style="list-style-type: none"> Community Agreement signed List of selected beneficiaries List of 7 members of project local support committee Local support center created and functioning and 5 local coordinators working <p>At month 9:</p> <ul style="list-style-type: none"> A business support center composed of 2 qualified and experienced staff created Sustainability plan for business support center Operational manuals produced for the micro enterprises and the business support center Equipment purchased <p>At month 12:</p> <ul style="list-style-type: none"> 5 new cuisines launched <p>At month 20:</p> <ul style="list-style-type: none"> Agreement signed between the cooperative and 15 micro-enterprise/cuisines <p>At month 24:</p> <ul style="list-style-type: none"> Cooperative legally registered Cooperative launching event 	<ul style="list-style-type: none"> Semi annual and Final Progress Report Midterm and Final evaluation ISDP Community Agreement Quarterly monitoring meetings Meeting reports PCR Technical and financial visits 	<p>There is a demand for the services and activities.</p> <p>The security situation does not deteriorate significantly.</p> <p>The beneficiaries are willing to participate to the training and apply new knowledge and skills.</p>

ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>3. Dissemination of results</p> <p>3.1 Monitoring the project</p> <p>3.2 A national event to disseminate the results</p>	<p>At month 6:</p> <ul style="list-style-type: none"> Monitoring system in place and used <p>At month 24:</p> <ul style="list-style-type: none"> National event held 	<ul style="list-style-type: none"> Semi annual Progress Report and PCR Midterm and Final evaluation Meeting reports 	<p>There is a demand for the services and activities.</p> <p>The security situation does not deteriorate significantly.</p>

ANNEX II
PROMOTING MICRO ENTREPRENEURSHIP IN URBAN SLUMS IN HAITI
(HA-M1009)

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HA-M1009	Total project				
Budget category	MIF	Cash	In kind	Total counterpart	Total
Administration					
Project coordinator	\$90,000			\$0	\$90,000
Administrative/accounting assistant	\$20,000	\$10,000		\$10,000	\$30,000
Total administration	\$110,000	\$10,000	\$0	\$10,000	\$120,000
Component 1: Institutional strengthening of Yele					
1.1. Legal expert	\$38,000	\$10,000		\$10,000	\$48,000
1.2. Communication and security expert	\$38,000	\$10,000		\$10,000	\$48,000
1.3. Creation of business development support center	\$94,400		\$20,000	\$20,000	\$114,400
Total component 1	\$170,400	\$20,000	\$20,000	\$40,000	\$210,400
Component 2: Technical assistance to women led micro enterprises and creation of cooperative					
2.1. Start up meetings (3)	\$2,000	\$500	\$5,000	\$5,500	\$7,500
2.2. Local support committee and local field coordinators	\$3,000	\$7,000	\$5,000	\$12,000	\$15,000
2.3. Equipment and identifying space for 5 cuisines		\$25,000	\$15,000	\$40,000	\$40,000
2.4. Launching and marketing of the cuisines		\$2,000	\$10,000	\$12,000	\$12,000
2.5. Establish and launch the cooperative	\$6,000	\$4,000	\$12,000	\$16,000	\$22,000
Total component 2	\$11,000	\$38,500	\$47,000	\$85,500	\$96,500
Component 3 : Dissemination of results					
3.1. Monitoring and evaluation system for the model	\$12,000	\$2,000	\$5,000	\$7,000	\$19,000
3.2. National conference or workshop to disseminate the results	\$2,500	\$1,000	\$3,000	\$4,000	\$6,500
Total component 3	\$14,500	\$3,000	\$8,000	\$11,000	\$25,500
Evaluations and base line	\$25,000			\$0	\$25,000
Audit (midterm and final)	\$10,000	\$5,000		\$5,000	\$15,000
Contingency	\$14,992	\$1,500		\$1,500	\$16,492
TOTAL	\$355,892	\$78,000	\$75,000	\$153,000	\$508,892
Impact evaluation (0.5% of MIF contribution)	\$1,788				\$1,788
GRAND TOTAL	\$357,680	\$78,000	\$75,000	\$153,000	\$510,680