

PROJECT STATUS REPORT (CANCELLATION)

JULY 2010 - DECEMBER 2010

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Promoting Micro Entrepreneurship in the Urban Slums in Haiti

Project Number: HA-M1009 - Operation Number: ATN/ME-10801-HA

Purpose:

To help build Yéle Haiti's capacity to create and support sustainable women-run micro-enterprises in the urban slums of Port au Prince

Country Administrator

HAITI

Beneficiary Country

HAITI

Group

MIC - Microenterprise Development

Subgroup

MFIN - Microfinance

Executing Agency:

Yéle Haiti

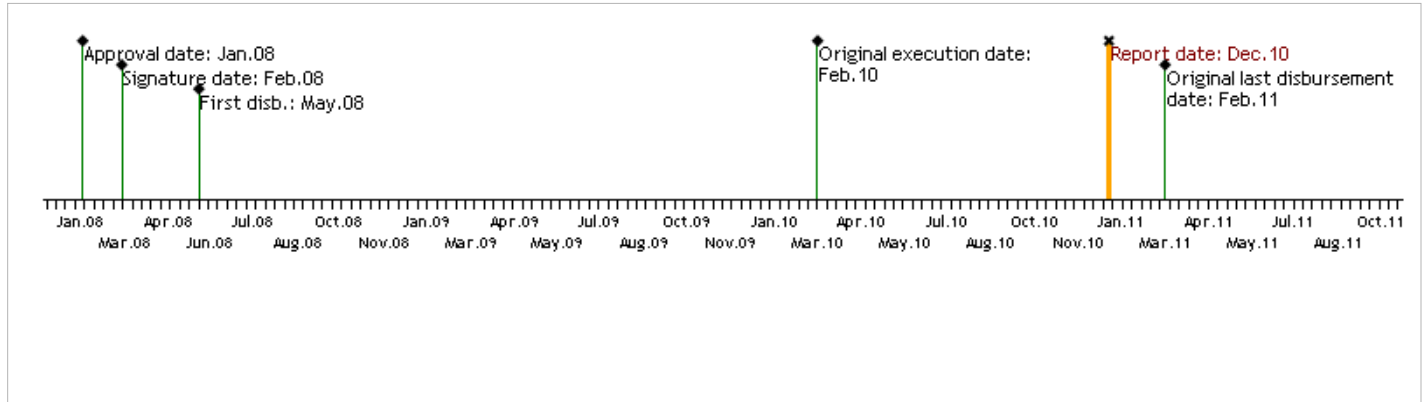
Design Team Leader:

Persson, Svante

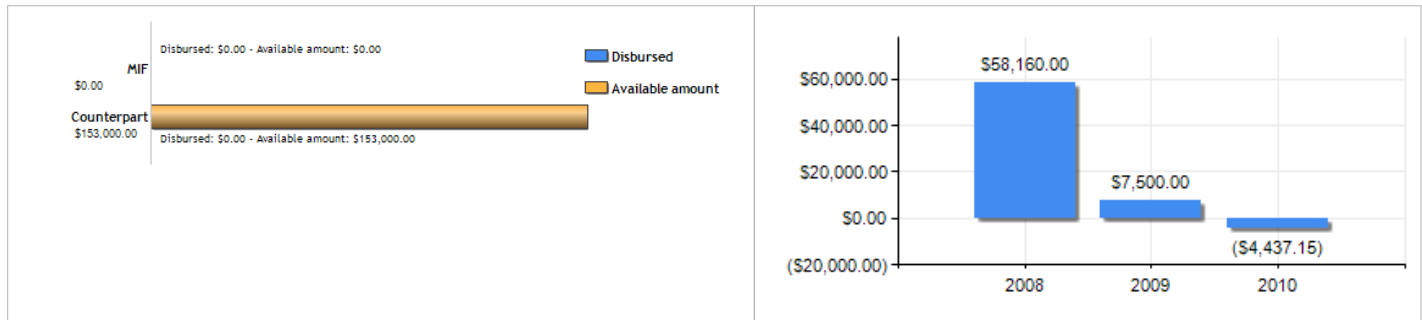
Supervision Team Leader:

Fils-Aimé, Jempy

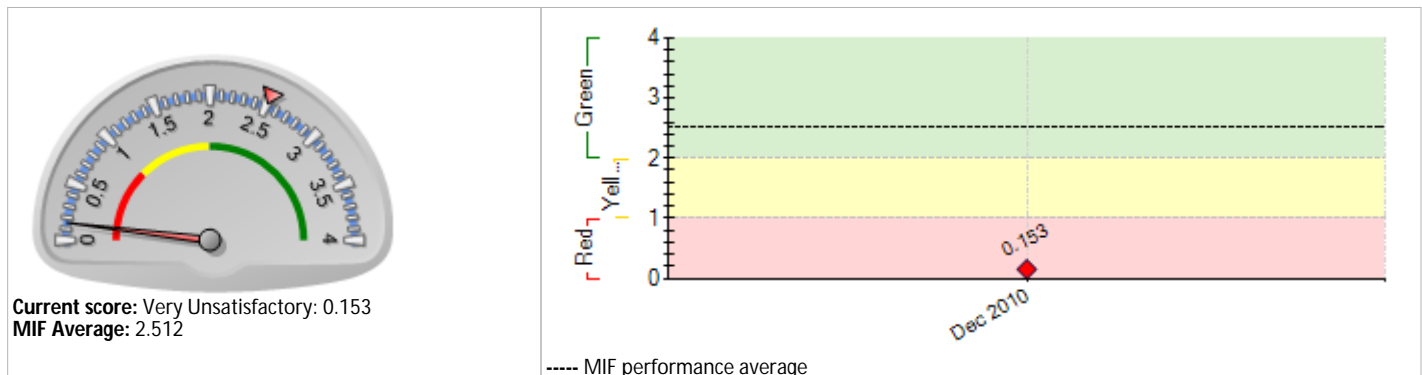
TIMELINE



FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS

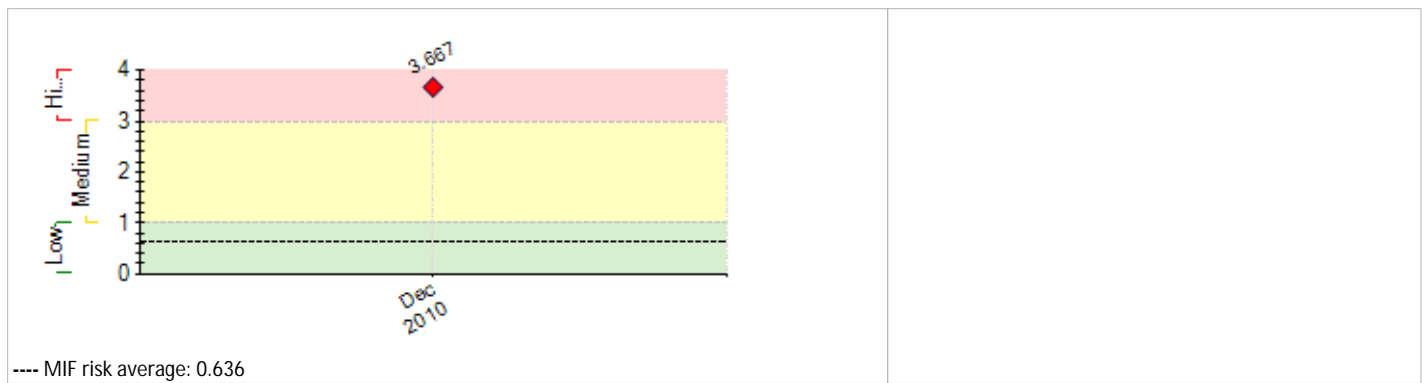
INSTITUTIONAL CAPACITY

Risk

Financial Management:

Procurement:

Technical Capacity:



SECTION 2: PERFORMANCE

Summary of project performance in the last six months

Not answer received

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SUMMARY ABOUT THE PROJECT CYCLE.

1. February 14, 2007: institutional assessment of Yele Haiti conducted by Haiti country office revealed some weaknesses to be addressed in order that Yele should be able to implement properly IDB/MIF financed project.
2. 9 April 2007: MIF analysis mission. The mission recommended postponing the design of the project and hiring a consultant to strengthen the institutional capacity Yele's to execute development projects and undertake systematic feasibility and market analysis for the Yele Cuisine project to be financed by the IDB/MIF.
3. Project approved on January 18, 2008 for US\$357,680 and launched successfully on May 2008.
4. June 2008: Consultant hired to prepared baseline and institutional strengthening strategy for Yele.
5. October 2008: difficult communication with Yele both by IDB and consultant hired for the preparation of the institutional strengthening strategy.
6. October to November 2008: The Bank notified to Yele through meetings and emails to improve its communication pattern
7. December 2008: Yele proposed to the Bank to change project to an Humanitarian operation consisting in meal distribution.
8. January 2009: suspension for one month to request a final decision from Yele and an adjustment in the management of the project.
9. February 2009: Partial suspension extension to give Yele more time to take the final decision and make the indispensable adjustment in the management of the project.
10. On May 2009, it was agreed by IDB/ FOMIN and Yele central management that the current technical cooperation project with the Yele Foundation would be cancelled, on account of the drastic change in the economic conditions brought by the crisis, that has turned the project unsustainable.
11. The mean deliverables of the project are: A baseline study and monitoring plan; a draft institutional straitening plan; two cuisines were piloted in Bel air and Cite soleil. A prefeasibility study was successfully conducted to facilitate the design of the project.

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: 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.I1 Number of cuisines that have been established and work independently and in a sustainable manner	0				5 Feb 2010	0	
	P.I2 A micro-business support center is working within Yéle, providing technical assistance to 15 cuisines, and a cooperative established by the project	0				1 Feb 2010	0	
	P.I3 Number of cuisines that work within a legally established and sustainable cooperative	0				15 Feb 2010	0	
Component 1: Strengthening of Yéle Haiti's institutional and technical capacity Weight: 40% Classification: Unsatisfactory	C1.I1 Yéle's strategic, security and communication plan developed under implementation	0 Feb 2008				1 Feb 2009		Delayed
	C1.I2 A business support center is functioning within Yéle and serving the micro enterprises	0 Feb 2008				1 Feb 2009		Delayed
	C1.I3 Yéle has established a business model for executing private sector development projects	0				1 Feb 2010		Delayed
Component 2: Technical assistance to women led micro enterprises and	C2.I1 Local support committee is created providing support to project staff	0 Feb 2008				1 Aug 2008		Delayed

creation of a cooperative Weight: 30% Classification: Very Unsatisfactory	C2.12	Number of micro enterprises that are created and structured	0				5		Delayed
			Feb 2008				Feb 2009		
	C2.13	Number of cuisines that 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	0				15		Delayed
							Feb 2009		
	C2.14	Number of micro enterprises that are integrated in the cooperative, legally registered and with a governance structure in place	0				15		Delayed
							Feb 2010		
	C2.15	Number of cuisines that have received support from the business support center and are running secure and environmentally friendly businesses	0				15		Delayed
							Feb 2010		
Component 3: Dissemination of results. Weight: 20% Classification: Very Unsatisfactory	C3.11	A monitoring and evaluation system is developed for the model and used to gather data	0				1		
			Feb 2008				Feb 2014		
	C3.12	A national event is organized to disseminate the project results	0				1		Delayed
							Feb 2010		

Milestones		Planned	Due Date	Achieved	Date achieved	Status
M0	Previous Conditions	1	Aug 2008	0	Aug 2008	Not Achieved

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity
[X] Borrower/executing agency commitments
[X] Political changes of the executing agency

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. There is a demand for the services in the intended target groups and areas.	High	...	Project Coordinator
2. The beneficiaries are willing to participate to the training and apply new knowledge and skills.	High	...	Project Coordinator
3. The macroeconomic and political situation in Haiti does deteriorate significantly.	High	...	Coordinador del proyecto.
4. The beneficiaries are willing to participate to the training and apply new knowledge and skills.	High	...	Project Coordinator
5. The cuisines are interested in being integrated in the cooperative, and cooperate to sustain it.	High	...	Project Coordinator

PROJECT RISK LEVEL: High TOTAL NUMBER OF RISKS: 5 IN EFFECT RISKS: 5 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 0

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: I - Improbable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of commitment from the executing agency to continue or expand the project's services and/or activities	The executing agency proposed to adopt a strategy that falls out of MIF mandate and core strategy.
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The Executing agency did not move forward with the institutional strengthening technical assistance financed by the MIF
[X] Lack of a sustainability plan or its inadequate implementation	There was not yet a sustainability plan.

Actions related to sustainability which will be or have been implemented:

SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
1. 1. Institutional strength is key in project cycle management. The most beautiful project could be the worst implemented operation when the institutional capacity to implement it is absent and needs a lot of time to be built. This is the case of this project approved by the MIF, taking into account of its huge learning opportunity.		Fils-Aimé, Jempsey [MIF]