



Operation Number: **HA-L1057**
Year- PMR Cycle: **First period Jan-Jun 2015**
Last Update: **11/16/2015**
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **10/30/2015**
Division Chief validation date: **11/15/2015**
Country Representative validation date: **11/16/2015**

Inter-American Development Bank - IDB
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

Operation name:	Business Development and Training Services Program for Investment	Loan Number:	2555/GR-HA
Executing Agency (EA):	Fond de Développement Industriel		
Team Leader:	Attademo-Hirt,Maria Florencia	Sector/Subsector:	ENTERPRISE DEVELOPMENT, CLUSTERS AND INNOVATION
Operation Type:	Loan Operation	Overall Stage:	Disbursing (From eligibility until all the loans are closed).
Lending Instrument:	Investment Loan	Country:	HAITI
Borrower:	REPUBLIQUE D' HAITI	Convergence related Operation(s):	

Total Cost and Source

	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
HA-L1057	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
HA-L1057	\$11,000,000.00	\$692,253.86	6.29%	\$10,307,746.14

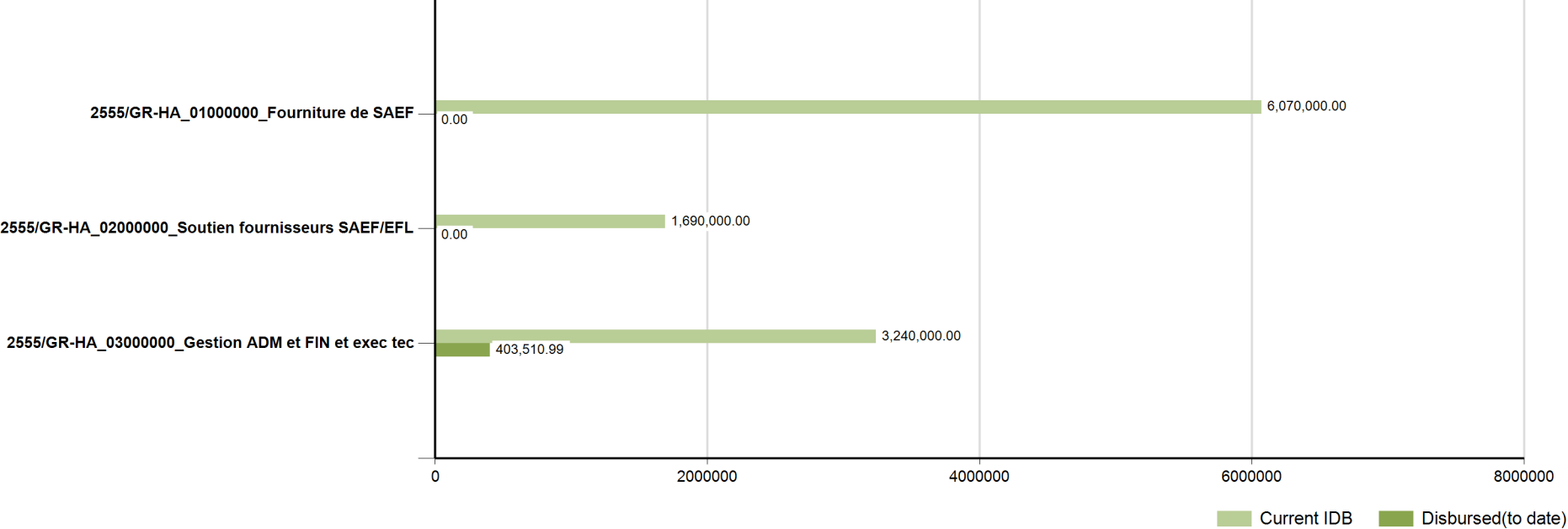
Environmental and Social Safeguards

Main Operation	
Impacts Category:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Expense Categories by Loan Contract (cumulative values)





Results Matrix

Impacts

Impact:	1 Mejorar la Productividad de las PyMEs
Observation:	En vue d'arriver à l'augmentation des marges de profit des entreprises, au 30 juin 2015, pas moins de 16 potentiels bénéficiaires ont été retenus pour recevoir une assistance technique. Au mois de septembre, le nombre de bénéficiaires identifiés/assistés est passé à 45. Des rencontres d'affaires sont aussi planifiées avec de potentiels bénéficiaires afin de susciter leur intérêt pour ce programme. Le MCI a déjà recruté, d'une part, pas moins de huit (8) consultants pour la standardisation des informations financières de potentiels bénéficiaires, et d'autre part dix-huit (18) firmes qui travaillent à l'élaboration de plans d'Affaires. Le registre de fournisseurs de BDS est en cours de préparation. Il compte 127 consultants (9 consultants individuelles et 118 par le biais des 18 firmes de consultation). Les modules de formation à l'attention de ces consultants sont en cours de finalisation et l'institution de formation déjà identifiée. En outre, trois (3) protocoles d'Accord avec trois (3) Institutions Financières Locales (IFL) sont en cours de négociation/finalisation. Aussitôt les protocoles finalisés, la préparation des modules de formation pour les officiers de crédit débiteront selon les filières identifiées.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2013	2014	2015	2016	2017	EOP	
1.1 Margen de ganancias de las empresas participantes (como señas de productividad) mejorado		Relación	1.00	2014	Informes de Progreso del Programa / Informe de evaluación de Impacto (Sobre la base de las encuestas de base y seguimiento).	El indicador es igual al margen de ganancias promedio, como porcentaje de las ventas de las empresas participantes en relación con el de otras empresas comparables.	P	1.00	1.00	1.00	1.00	1.20	1.20	
							P(a)	1.00	1.00	1.00	1.00	1.00	1.20	1.20
							A			0.00	0.00			

 RF - RF Indicator
  SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outcomes

Outcome:	1 Acceso al crédito de PyMEs beneficiarias aumentado												
Observation:	Indica la relación (coeficiente) entre: i) el número total de PyMEs beneficiarias que obtienen acceso al crédito en relación con todas las PyMEs beneficiarias del Programa y; ii) el número total de empresas comparables no beneficiarias del programa que ob												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2013	2014	2015	2016	EOP	
1.1 Coeficiente PyMEs beneficiarias con acceso a crédito (sobre total PyMEs beneficiarias) / PyMEs no beneficiarias con acceso a crédito (sobre total PyMEs no beneficiarias)		Coeficiente	1.00	2013	Resultado de las encuestas de base y seguimiento / XPMR	El cálculo del coeficiente se realizará en el marco del informe final de evaluación y del informe de evaluación de impacto.	P	1.00	1.00	1.00	1.00	1.50	1.50
							P(a)	1.00	1.00	1.00	1.00	1.50	1.50
							A			0.00	0.00		
Outcome:	2 Acceso al crédito de las microempresas beneficiarias del programa aumentado												

Outco	2 Acceso al crédito de las microempresas beneficiarias del programa aumentado
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Observation:	Indica la relación (coeficiente) entre: i) el número total de microempresas beneficiarias que obtienen acceso al crédito en relación con todas las microempresas beneficiarias del Programa y; ii) el número total de microempresas comparables no beneficiaria													
Indicators		Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2013	2014	2015	2016	EOP	
2.1 Coeficiente microempresas beneficiarias con acceso a crédito (sobre total microempresas beneficiarias) / microempresas no beneficiarias con acceso a crédito (sobre total microempresas no beneficiarias)			Coeficiente	1.00	2013	Resultado de las encuestas de base y seguimiento / XPMR	El cálculo del coeficiente se realizará en el marco del informe final de evaluación y del informe de evaluación de impacto.	P	1.00	1.00	1.00	1.00	1.50	1.50
								P(a)	1.00	1.00	1.00	1.00	1.50	1.50
								A			0.00	0.00		
Outcome:	3 Comportamiento cartera de crédito PyMEs beneficiarias igualado o mejorado con respecto al promedio del sistema													
Observation:	Calcula la relación entre la tasa de mora de las PyMEs beneficiarias que acceden al crédito del sistema financiero que acusan atrasos en los pagos previstos (calculada como préstamos a PyMEs beneficiarias con acceso a créditos (con atrasos) / PyMEs beneficiarias)													
Indicators		Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2013	2014	2015	2016	EOP	
3.1 Coeficiente tasa de mora PyMEs beneficiarias / tasa de mora PyMEs (promedio sistema financiero)			Coeficiente	1.00	2013	Resultado de las encuestas de base y seguimiento / XPMR	El cálculo del coeficiente se realizará en el marco del informe final de evaluación y del informe de evaluación de impacto.	P	1.00	1.00	1.00	1.00	1.00	1.00
								P(a)	1.00	1.00	1.00	1.00	1.00	1.00
								A			0.00	0.00		
Outcome:	4 Comportamiento cartera de crédito microempresas beneficiarias igualado o mejorado con respecto al promedio del sistema													
Observation:	Calcula la relación entre la tasa de mora de las microempresas beneficiarias que acceden al crédito del sistema financiero que acusan atrasos en los pagos previstos (calculada como préstamos a microempresas beneficiarias con acceso a créditos (con atrasos) / microempresas beneficiarias)													

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2012	2013	2014	2015	2016	EOP
4.1 Coeficiente tasa de mora microempresas beneficiarias / tasa de mora microempresas (promedio sistema financiero)		Coeficiente	1.00	2013	Resultado de las encuestas de base y seguimiento / XPMR	El cálculo del coeficiente se realizará en el marco del informe final de evaluación y del informe de evaluación de impacto.	P	1.00	1.00	1.00	1.00	1.00
							P(a)	1.00	1.00	1.00	1.00	1.00
							A			0.00	0.00	

Outputs: Annual Physical and Financial Progress

Suministro de servicios de desarrollo empresarial y capacitación (SDEC) a las MiPyMEs elegibles		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2015	EOP		2015	EOP
SMEs assisted by BDS program	Pymes	P	125.00	358.00	P	1,527,000.00	4,324,000.00
		P(a)	40.00	205.00	P(a)	250,628.00	3,650,628.00
		A	0.00	0.00	A	0.00	0.00
Micro-enterprises assisted by BDS program	Microempresas	P	40.00	112.00	P	646,000.00	1,775,000.00
		P(a)	40.00	290.00	P(a)	250,628.00	2,850,628.00
		A	0.00	0.00	A	0.00	0.00
Apoyo para el suministro de SDEC y servicios de apoyo a instituciones de intermediación financiera		Physical Progress			Financial Progress		
Outputs	Unit of Measure		2015	EOP		2015	EOP
Beneficiaries Identified	Beneficiarios	P	165.00	470.00	P	220,982.00	628,086.00
		P(a)	80.00	540.00	P(a)	43,920.00	213,920.00
		A	0.00	0.00	A	4,932.65	4,932.65
Data base of BDS providers designed and functioning	Database	P	0.00	1.00	P	90,000.00	390,000.00
		P(a)	1.00	1.00	P(a)	90,000.00	360,000.00
		A	1.00	1.00	A	0.00	0.00
Standardization and training provided to BDS providers carried out	Training Events	P	1.00	4.00	P	25,000.00	181,390.00
		P(a)	2.00	3.00	P(a)	59,390.00	144,092.57
		A	0.00	0.00	A	0.00	0.00
Participating LFIs supported (development and delivery of products and processes for managing credit for MSMEs)	Institutions	P	2.00	4.00	P	129,000.00	299,000.00
		P(a)	2.00	5.00	P(a)	481,396.00	1,162,596.00
		A	0.00	0.00	A	0.00	0.00
(Desarrollo y ajuste productos y procesos para gestión crédito MiPyMEs)							
Capacity building training for LFI credit officers	Training Sessions	P	3.00	9.00	P	63,000.00	189,859.00
		P(a)	5.00	7.00	P(a)	63,000.00	242,261.10
		A	0.00	0.00	A	0.00	0.00
Apoyo para la ejecución estratégica, técnica y administrativa del Programa							
Gestión y Supervisión							
Imprevistos							

Other Cost		2015	Cost
Gestión del Programa. Auditoría y Evaluaciones	P	\$306,000.00	\$1,389,493.00
	P(a)	\$480,253.06	\$1,053,450.33
	A	\$81,201.24	\$132,992.48
Imprevistos	P	\$196,000.00	\$489,327.00
	P(a)	\$16,301.00	\$54,334.00
	A	\$0.00	\$0.00
Firma Especializada Internacional	P	\$384,000.00	\$1,333,625.00
	P(a)	\$517,542.00	\$1,268,090.00
	A	\$86,256.96	\$258,770.96
Total Cost		2015	Total Cost
	P	\$3,586,982.00	\$10,999,780.00
	P(a)	\$2,253,058.06	\$8,919,332.79
	A	\$172,390.85	\$396,696.09

Changes to the Matrix

Section	Name	Type of Change	Reasons	Entered in the System	Agreed with Executing Agency
Output	Data base of BDS providers designed and functioning	Modify Unit of Measure	The executing agency is using a temporary - but fit for purpose - excel spread sheet to manage BDS providers. This is because they have emphasized the launch of the program over the design of a database which could be considered overly complex for the program's current uses. In time, the excel database will be upgraded so that its functionality is increased, and is able to adapt to the needs of the project in an evolutionary way. It may not be necessary to design something as complex as was previously envisaged for the project.	10/19/2015	10/16/2015
Output	Participating LFIs supported (development and delivery of products and processes for managing credit for MSMEs) (Desarrollo y ajuste productos y procesos para gestión crédito MiPyMEs)	Modify Physical P(a) value	Physical value updated for harmonization with the financial value of the output	10/6/2015	10/16/2015
Output	Capacity building training for LFI credit officers	Modify Financial P(a) value	Financial value updated for harmonization with the physical value of the output	10/6/2015	10/16/2015
Output	Upgrade to database	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Upgrade to database	Modify Milestone name	This milestone has been changed to better reflect the process through which the output is achieved.	10/2/2015	10/16/2015
Output	Capacity building training for LFI credit officers	Modify Physical P(a) value	Updated target for 2016.	10/2/2015	10/16/2015
Output	Capacity building training for LFI credit officers	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	Capacity building training for LFI credit officers	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Applications received from LFIs	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Participating LFIs supported (development and delivery of products and processes for managing credit for MSMEs) (Desarrollo y ajuste productos y procesos para gestión crédito MiPyMEs)	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Participating LFIs supported (development and delivery of products and processes for managing credit for MSMEs) (Desarrollo y ajuste productos y procesos para gestión crédito MiPyMEs)	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	Standardization and training provided to BDS providers carried out	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Standardization and training provided to BDS providers carried out	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	Data base of BDS providers designed and functioning	Modify Output name	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015
Output	Number of promotional events to attract potential beneficiaries	Modify Unit of Measure	The unit of measure is changed to better reflect this newly added milestone.	10/2/2015	10/16/2015

Output	Number of promotional events to attract potential beneficiaries	Create Milestone	This new milestone will show the progress against the corresponding output " Beneficiaries Identified". It will measure the number of events held to promote the program and attract potential beneficiary. It also related much to the other milestone "Number of potential beneficiaries attending informational events" under this output.	10/2/2015	10/16/2015
Output	Promoción de actividades e identificación de beneficiarios realizados ***TO BE DIS-ACTIVATED***	Modify Milestone name	Milestone to be dis-activated because irrelevant unit of measure and targets. We identify a more relevant milestone "Number of promotional events to attract potential beneficiaries"	10/2/2015	10/16/2015
Output	Beneficiaries Identified	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	Micro-enterprises assisted by BDS program	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	SMEs assisted by BDS program	Modify Output name	Translated into English	10/2/2015	10/16/2015
Output	Applications received from LFIs	Create Milestone	This new milestone will show the progress against the corresponding output (Participating LFIs supported). It represents the number of applications received from LFIs interested in the program, following several informational meetings between the LFIs, MCI and IDB. It's a long process where MCI and IDB worked together to promote the benefits of the program.	9/29/2015	10/16/2015
Output	Training provider identified	Create Milestone	This new milestone will show the progress against the corresponding output (Training for BDS providers).After several months of promoting the programs, we have reach a certain number of consultants committed to participate in the program. Based on the need to have a standardized approach in assisting the businesses/entrepreneurs, we have identify a training provider with high knowledge of the numerous challenges faced in the Haitian sector. We are now in the process of finalizing the training modules for the first batch of training for the BDS providers.	9/29/2015	10/16/2015
Output	Number of individual consultants listed on functional database.	Create Milestone	This new milestone will show the progress against the corresponding output (Database of BDS providers designed and in function). We have launch several efforts in the recruitment of BDS providers and they've finally paid off. Starting in July, several businesses were able to receive BDS assistance.	9/29/2015	10/16/2015
Output	Functional Data Base in place (excel).	Create Milestone	This new milestone will show the progress against the corresponding output (Database of BDS providers designed and in function). While the Ministry and the specialized firm are working to finalize the terms of reference for the design of the database, a functional spreadsheet in basic excel has been set up to log all the data on the consultants identified.	9/29/2015	10/16/2015
Output	Number of potential beneficiaries attending informational events	Create Milestone	This new milestone will show the progress against the corresponding output (Beneficiaries identified). Starting in July, MCI will launch departmental informational events to promote the program and helping potential beneficiaries to register in the program. This approach will attract a large number of participants.	9/29/2015	10/16/2015

Please note that the Overall Stage represents the stage of the operation at the time of this report's publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.