Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO

ENERO 2015 - JUNIO 2015

SECCIÓN 1: SÍNTESIS DEL PROYECTO

NOMBRE DEL PROYECTO: Liderazgo de la mujer en las micro y pequeñas empresas de Perú

Nro. Proyecto: PE-M1098 - Proyecto No.: ATN/ME-14449-PE

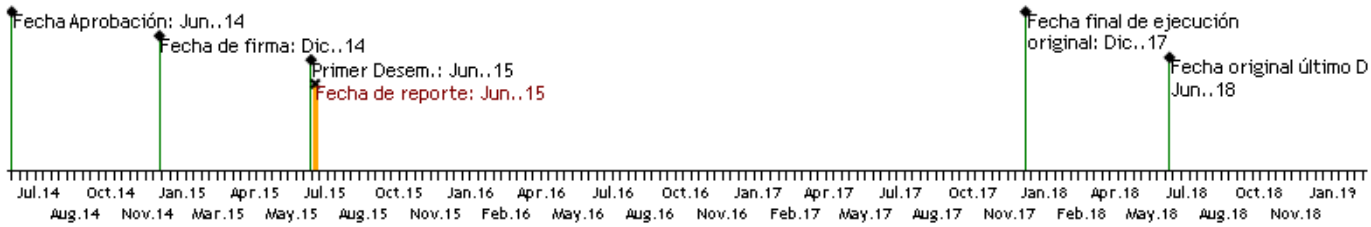
Propósito: Women's strengthened business practices

País Administrador	País Beneficiario
PERÚ	PERÚ

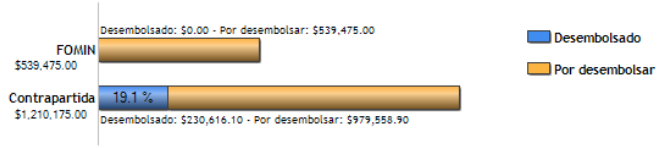
Agencia Ejecutora: Grupo de Análisis para el Desarrollo

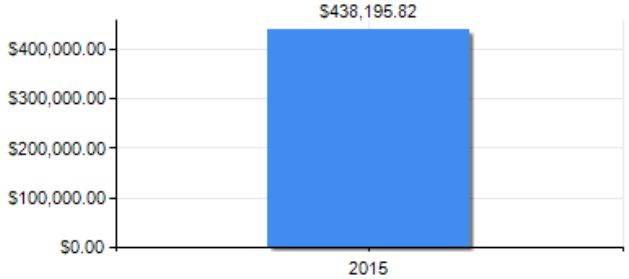
Líder equipo de diseño: LAUREN MURPHY
Líder equipo de supervisión: CARMEN MOSQUERA

CICLO DEL PROYECTO

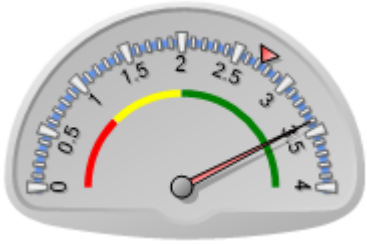


RECURSOS

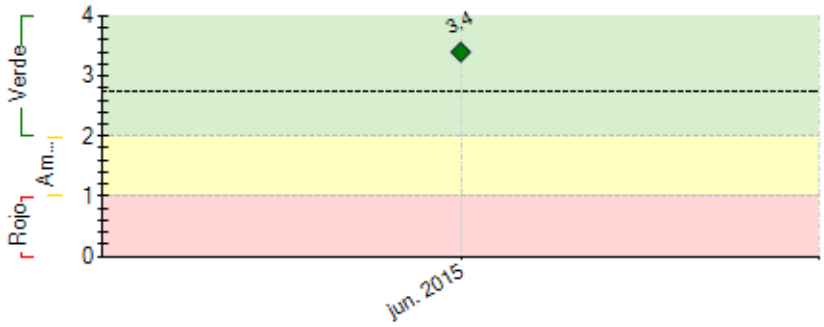




PUNTAJE DE DESEMPEÑO



Puntaje actual: Satisfactorio: 3.4
Promedio FOMIN: 2.731

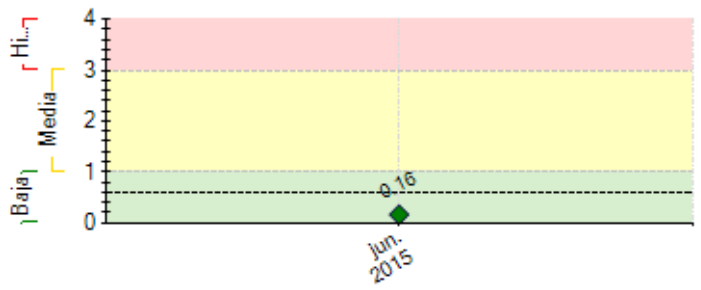


----- Promedio desempeño FOMIN

RIESGOS EXTERNOS

CAPACIDAD INSTITUCIONAL

	Riesgo
Administración Financiera:	Alto
Adquisiciones:	Media
Capacidad Técnica:	Media



---- Promedio de riesgo FOMIN: 0.606

SECCIÓN 2: DESEMPEÑO

Resumen del desempeño del proyecto en los últimos seis meses

1. Main achievements:

- We finished recruiting participants and surpassed our goals
- We launched all cohorts (7) and there is only one cohort that is on course (the rest have finished)

2. Difficulties

It has been difficult to gather all Baseline and Endline surveys. COSISE Red (subcontractor) has had delays

3. Critical actions for the future:

- Organizing the conferences to disseminate results
- Putting together the best practices and implementers manual
- Graduate the last cohort

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	Planificado	Logrado	Estado
Propósito: Women's strengthened business practices	R.1	% of enterprises with improved marketing practices	0 Dic. 2014	15 Dic. 2016	15 Dic. 2017	20 Dic. 2018	20 Dic. 2019	0	
	R.2	% of enterprises with inventory management	0 Dic. 2015	15 Dic. 2016	15 Dic. 2017	20 Dic. 2018	20 Dic. 2019	0	
	R.3	% of enterprises with sound financial management practices	0 Dic. 2014	15 Dic. 2016	15 Dic. 2017	20 Dic. 2018	25 Dic. 2019	0	
	R.4	% of women-owned enterprises utilizing business planning practices	0 Dic. 2014	20 Dic. 2016	20 Dic. 2017	25 Dic. 2018	25 Dic. 2019	0	
	R.5	% of women who increase frequency of participation in professional networks	0 Dic. 2014	5 Dic. 2016	5 Dic. 2017	5 Dic. 2018	5 Dic. 2019	0	
	R.6	% of women who have decision making power in applying for a loan.	0 Dic. 2014	2 Dic. 2016	2 Dic. 2017	5 Dic. 2018	5 Dic. 2019	0	
	R.7	# of key actors that use knowledge "How-To" methodological guide generated during the project to inform project or policy design.	0 Dic. 2014	5 Dic. 2018			8 Dic. 2019	0	
	R.8	% of participating women-led firms accessing credit	0 Dic. 2014	10 Dic. 2016	15 Dic. 2017	15 Dic. 2018	20 Dic. 2019	0	
	R.9	% of participating women who assign themselves a fixed salary	0 Dic. 2014	10 Dic. 2016	10 Dic. 2017	15 Dic. 2018	15 Dic. 2019	0	
Componente 1: Adaptación del plan de estudios, capacitación de asesores y facilitadores y selección de participantes **Peso:** 15% **Clasificación:**	**C1.I1**	Program curriculum and workbooks designed	0 Dic. 2014				36 Dic. 2016	36 Jun. 2015	Finalizado
	C1.I2	Business advisor curriculum designed	0 Dic. 2014				40 Dic. 2016		Finalizado
	C1.I3	Advisors trained	0				11 Dic. 2014	24 Dic. 2014	Finalizado
	C1.I4	Women micro and small business owners recruited.	0 Dic. 2014	630 Dic. 2016			1170 Dic. 2017	1188 Jun. 2015	Finalizado
Componente 2: Implementación de los	**C2.I1**	Number of women who complete management excellence	0	504			936	791	En curso

programas de capacitación **Peso:** 40% **Clasificación:**		workshops (1,170 invited)	Dic. 2014	Dic. 2016			Dic. 2017	Jun. 2015	
	C2.I2	Number of women who complete one-on-one advisory sessions (390 women invited in total)	0	120			310	284	En curso
			Dic. 2014	Dic. 2016			Dic. 2017	Jun. 2015	
	C2.I3	Number of women who complete peer network training (390 invited in total).	0	120			310	222	En curso
			Dic. 2014	Dic. 2016			Dic. 2017	Jun. 2015	
	C2.I4	Number of women trained in Operational Improvement Workshops	0	504			760	791	En curso
			Dic. 2014	Dic. 2016			Dic. 2017	Jun. 2015	
	C2.I5	Number of women trained in motivational events (of 1,200 invited)	0	360			720	163	En curso
			Dic. 2014	Dic. 2016			Dic. 2017	Dic. 2014	
Componente 3: Estudio de impacto aleatorio **Peso:** 25% **Clasificación:**	**C3.I1**	Baseline surveys completed	0				1150	1146	Atrasado
							Dic. 2014	Jun. 2015	
	C3.I2	Endline surveys completed	0	1	980	980	980	770	Atrasado
			Dic. 2014	Dic. 2014	Jun. 2018	Dic. 2018	Dic. 2019	Jun. 2015	
	C3.I3	Monitoring focus groups completed	0	2			6		
			Dic. 2014	Dic. 2017			Dic. 2018		
Componente 4: Gestión del conocimiento y comunicaciones estratégicas **Peso:** 20% **Clasificación:**	**C4.I1**	Number of local and international conferences organized	0	2			3		
			Dic. 2014	Dic. 2018			Dic. 2019		
	C4.I2	Case study summarizing RCT findings	0				1		
							Dic. 2019		
	C4.I3	Detailed "how-to" methodological guide	0				1		
							Dic. 2017		
	C4.I4	Project fact sheets	0	1	3	4	6		
			Dic. 2014	Dic. 2015	Dic. 2017	Dic. 2018	Dic. 2019		

	Hitos	Planificado	Fecha Vencimiento	Logrado	Fecha en que se logró	Estado
H1	Condiciones previas	7	Jun. 2015	7	Jun. 2015	Logrado
H2	Mujeres han sido invitadas a entrar al programa	1170	Jun. 2015	1191	Jun. 2015	Logrado
H3	Mujeres han terminado su participación en el programa (entrenamiento y asesorías)	740	Jun. 2015	779	Jun. 2015	Logrado
H4	Mujeres han terminado su participación en el programa (entrenamiento y asesorías)	900	Sep. 2015			

FACTORES CRÍTICOS QUE HAN AFECTADO EL DESEMPEÑO

[No se reportaron factores para este período]

SECCIÓN 4: RIESGOS

RIESGOS MÁS RELEVANTES QUE PUEDEN AFECTAR EL DESEMPEÑO FUTURO

	Nivel	Acción de mitigación	Responsable
1. Macroeconomic conditions become unstable in Peru.	Baja	The project will offer intensive training for women entrepreneurs and the MIF has cultivated various relatioships with local financing institutions.	Project Guest

NIVEL DE RIESGO DEL PROYECTO: Baja **NÚMERO TOTAL DE RIESGOS:** 2 **RIESGOS VIGENTES:** 1 **RIESGOS NO VIGENTES:** 1 **RIESGOS MITIGADOS:** 0

SECCIÓN 5: SOSTENIBILIDAD

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

FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO

Factor	Comentarios
[X] Ausencia de mecanismos de recuperación de costos o fuentes de financiamiento externas (gobierno, donantes y/o sector privado) para continuar con las actividades del proyecto una vez agotados los recursos del FOMIN	

Acciones realizadas o a ser implementadas relativas a la sostenibilidad:

We have created a data base to share with project participants so they can find sinergies among themselves in the future
We are taking steps to design a consulting-like product that can be offered to MSMEs through Sector 3 in the future

SECCIÓN 6: LECCIONES PRÁCTICAS

	Relativo a	Autor
1. What affects participation and quality in Individual Advising The need to be informed - Advisors should review the application of each entrepreneur before starting The power of knowledge – The satisfaction levels with individual advising has gone up since the advisors received industry-specific training on best practices. Also previous industry experience matters Time of the year matters - Sessions should not be held in the second half of November or during December Flexibility is good up to a point – some changes in meeting times may be allowed but "last minute"	Implementation	Querol, Ximena

changes should not be tolerated. MELD team must intervene Ensure focus on program expectations – individual advisors should work with “change logs” per participant that reflect goals and achievements based on specific indicators so that we can keep them on track		
2. What affects participation and retention in Working Groups The power of habits -The groups needs to meet at regular intervals to generate a habit and ease scheduling Considering personal preferences - Selection of day and time of class is important for retention rates. Allow for planning - Provide all dates for trainings and meetings to participants from the start so they can program Importance of academic homogeneity - Each group should be homogenous in terms of business background so that the entrepreneurs can progress at the same pace The power of peer pressure - A group prize (tablet), puts pressure on attendance Avoid direct competition - Women from the same industry do not feel like “competitors” unless they work in the same industrial cluster hence they do not feel restrained from sharing Mixed industry groups do work - Our initial hypothesis was that women of different industries may not relate to each other hindering engagement, but the opposite is true	Implementation	Querol, Ximena