

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK  
MULTILATERAL INVESTMENT FUND

**PARAGUAY**

**CLEANER PRODUCTION IN VALUE CHAINS**

**(PR-M1001)**

**DONORS MEMORANDUM**

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## ABBREVIATIONS

CONAM	Consejo Nacional Ambiental [National Environmental Council]
CPL	Centro de Producción Limpia [Center for Clean Production]
GTZ	German Agency for Technical Cooperation
MERCOSUR	Southern Common Market
MIC	Ministry of Industry and Commerce
MIF	Multilateral Investment Fund
MSMEs	Micro, small, and medium-sized enterprises
SEAM	Secretariat of the Environment
SISNAM	Sistema Nacional Ambiental [National Environmental System]
SMEs	Small and medium-sized enterprises
UCNSA	Universidad Católica Nuestra Señora de la Asunción [Nuestra Señora de la Asunción Catholic University]
UIP	Unión Industrial Paraguaya [Paraguayan Industrial Union]

# CLEANER PRODUCTION IN VALUE CHAINS

(PR-M1001)

## I. EXECUTIVE SUMMARY

<b>Beneficiary and executing agency:</b>	Centro de Producción Limpia Paraguay [Center for Clean Production—Paraguay] (CPL)	
<b>Beneficiaries:</b>	The project will directly benefit: (i) 80 small and medium-sized enterprises (SMEs) that implement cleaner production, in at least six different sectors; (ii) 300 business managers and leaders who are briefed on the advantages of implementing environmental-management and cleaner-production systems in production chains; and (iii) 200 local consultants who are trained in the application of cleaner production techniques for working in SME production chains.	
<b>Financing and source:</b>	Modality:	Nonreimbursable (Small Enterprise Development Facility – IIIA)
	MIF	US\$460,000
	Local counterpart:	US\$ <u>195,000</u>
	Total:	US\$655,000
<b>Objective:</b>	The general objective of the project is to help make Paraguayan SMEs more efficient and competitive. The purpose is to facilitate the development and dissemination of techniques and methods for promoting cleaner production in value chains, in order to encourage the implementation of cleaner production and environmental management strategies among SMEs and expand their use nationwide.	
<b>Execution timetable:</b>	Execution period:	36 months
	Disbursement period:	42 months
<b>Environmental and social review:</b>	The Committee on Environment and Social Impact reviewed and approved the project summary without comment on 14 February 2005 (meeting 06-05).	

**Special contractual clauses:**

As a condition precedent to the first disbursement of the Bank's contribution, CPL must have selected the project coordinator.

The disbursement of resources for environmental improvement activities and activities to develop a national cleaner-production policy (see paragraph 3.9) will be subject to the presentation to the Bank of the interagency agreement signed by the Secretariat of the Environment (SEAM), the Ministry of Industry and Commerce (MIC), and CPL, in accordance with a model previously agreed with the Bank.

**Relevant initiatives by other international agencies:**

The German Agency for Technical Cooperation (GTZ) is implementing a technical-cooperation project on environmental management (see paragraph 2.10).

## **II. BACKGROUND**

### **A. Macroeconomic situation and small and medium-sized enterprises**

- 2.1 According to the Central Bank of Paraguay, agricultural goods and industry accounted for 44.9% of the gross domestic product in 2003.<sup>1</sup> In its latest economic report, the Central Bank estimated that Paraguay's economy grew by 2% in 2004.<sup>2</sup> The manufacturing sector, after two consecutive years of negative growth, is expected to have made a major recovery in 2004, growing more than 2%.
- 2.2 According to the 2002 Industrial Survey, there are 3,745 businesses registered in Paraguay,<sup>3</sup> of which 94% are micro, small, and medium-sized enterprises (MSMEs) employing one to 49 workers, and the remaining 6% employ 50 or more workers. Of these surveyed businesses, 20.6% make food products and beverages, while employing 31% of the industrial workforce. Other important sectors include textiles and clothing, furniture and other wood products, and metal products, except machinery. Thirty-eight percent of the businesses are located in Asunción, 32% are in the Central Department, and 30% are scattered throughout the rest of the country.

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<sup>1</sup> 1993-2003 National Accounts Bulletin, No. 40, Central Bank of Paraguay, Office of Economic Research, Department of National Accounts and the Domestic Market (<http://www.bcp.gov.py/gee/ctnc/2003/ctnc.pdf>).

<sup>2</sup> Economic report, December 2004, Office of Economic Research, Central Bank of Paraguay.

<sup>3</sup> Source: Office of the President of the Republic, Technical Secretariat for Planning, General Office of Statistics, Surveys, and Censuses, Paraguay 2003 (<http://www.dgeec.gov.py/Principal.php>).

- 2.3 The development of SMEs in Paraguay has been directly related to the economic sector, business management, and opportunities created by the Southern Common Market (MERCOSUR). Regional agreements and changes in international trade policy are placing ever greater pressure on member countries to ensure that their products and processes meet quality standards and comply with environmental regulations. This regional trade context has been a determining factor in the changes, both positive and negative, that have taken place in Paraguay's industrial sector, such as the growth and expansion of the plastics sector and the decline of the machine tool sector.

## **B. Environmental management in Paraguay**

- 2.4 In July 2000, Law 1561/00 created the National Environmental System (SISNAM), the National Environmental Council (CONAM), and the Secretariat of the Environment (SEAM).<sup>4</sup> The National Environmental System is composed of public entities and agencies with environmental jurisdiction at the various levels of government. Its purpose is to integrate and coordinate activities to manage environmental quality and the country's natural resources. The National Environmental Council is a deliberative, consultative body made up of representatives from the environmental units of ministries, secretariats, and public sectoral entities; department and municipal environmental entities; and private production sectors, trade unions, and civil society organizations. It is responsible for setting, overseeing, and evaluating national environmental policy, as well as ensuring strict compliance with it.
- 2.5 The objective of the SEAM is to formulate policy and coordinate, supervise, and implement environmental initiatives that contribute to lasting improvements in living conditions among the different sectors of the Paraguayan population and create conditions to ensure long-term economic growth, social equity, and ecological sustainability.
- 2.6 Paraguay has basic laws and regulations for the management and environmental control of activities that have environmental impacts, such as Law 294/93 and its regulations, in accordance with which the SEAM enforces environmental impact assessment and environmental permit requirements. In July 2002, the Executive Branch enacted Decree 17,726, targeting existing activities and businesses, which created the Environmental Measures Implementation Program (PIMA) to enable businesses to work with the SEAM to make the improvements needed to come into compliance with current environmental laws. It should be noted that under this decree, cleaner production measures developed by businesses could be incorporated into the environmental improvement program.

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<sup>4</sup> Revista Jurídica [Law Journal], CEDUC, Catholic University.  
(<http://www.rjuca.com/articulo.php?term=Derecho%20agrario%20y%20ambiental&articulo=306>).



- 2.7 Most pollution in the industrial sector is due to inefficient manufacturing processes. Initial efforts to manage industrial waste have focused on treating and controlling pollution. Not only are such methods expensive, but they also raise production costs without adding any value to the product. As a result, only 4% of the industrial sector has formulated environmental control plans as part of the environmental improvement process. The gradual process of bringing the various production activities and services in line with environmental technical standards must therefore be regulated in order to reconcile the preservation of a healthy and ecologically balanced environment with the right of the Paraguayan people to better labor conditions and economic progress.

### **C. Value chains and cleaner production in Paraguay**

- 2.8 There are many value chains and business networks in Paraguay. For example, there are jewelers and precious metal craftsmen in Luque, Ñandutí weavers in Itauguá, makers of fruit products in Carlos A. López, silk thread and fabric manufacturers in Hernandarias, tea (mate) and sugar producers in Guairá, etc. Most of these chains and networks use primary raw materials (whether forest or agricultural resources), and their productive processes generate tailings and industrial waste that have a significant impact on the environment. The Study for the Economic Development of Paraguay<sup>5</sup> states that the comparative advantages afforded by these natural and agricultural resources should be properly leveraged to create added value. In addition, developing a group strategy is extremely important for MSMEs because they can achieve economies of scale collectively that would be impossible individually.
- 2.9 In 1998, the Multilateral Investment Fund (MIF) approved the Business Integration Program with the Paraguayan Industrial Union (UIP), subprogram B of which, Incorporation of Cleaner Technology and Loss Minimization Techniques, sought to introduce cleaner production processes into 20 Paraguayan businesses.<sup>6</sup> The Center for Clean Production – Paraguay (CPL) was created as an outgrowth of this experience. The importance of working in production chains was included among the conclusions and recommendations highlighted in program evaluations.
- 2.10 In February 2002, the German Agency for Technical Cooperation (GTZ) launched a joint MERCOSUR-Germany project called “Competitiveness and the Environment: Promoting Environmental Management and Cleaner Production for SMEs,” the purpose of which is to devise and implement a regional strategy promoting cost-effective environmental management in MERCOSUR member countries. The local counterparts for this project are the SEAM and the Ministry of Industry and Commerce (MIC). As part of the project, the MIC has launched a pilot

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<sup>5</sup> Study for the Economic Development of Paraguay: Its importance to socioeconomic development (prepared for the Japan International Cooperation Agency).

<sup>6</sup> ATN/ME-6399-PR.

project to provide cleaner production assistance to the dairy sector, the results of which will be incorporated into this new project proposed by the MIF.

#### **D. Proposed project**

- 2.11 The aforementioned reasons underpin the proposed project for implementing cleaner production in value chains. This project will give SMEs in value chains the opportunity to acquire tools for local productive development and codes of good practices. The value chains and SMEs in a specific region will commit to sustainable development, becoming more competitive by: (i) making better use of raw materials, water, and energy; (ii) offering better products and services; and (iii) making their processes more productive. The goal of the project is to promote and facilitate the implementation of clean production and ecoefficient management in value chains of industrial businesses in Paraguay, to help them boost their economic and environmental performance. Based on their economic importance, their interest in improving productivity, and their significant environmental impact, the sectors to be included in the project are meat and leather, dairy, wood and furniture, textiles, agroindustrial, and other sectors that may be identified during project implementation.

#### **E. Bank and MIF strategy**

- 2.12 The Bank's country strategy with Paraguay includes direct support for private sector initiatives to increase the productivity of the factors of production and, by extension, to increase the competitiveness of Paraguayan products on the international market. One of the three major areas is support for MSMEs to improve their productivity. The Bank has a loan to the Ministry of Industry and Commerce in Paraguay aimed at enhancing competitiveness. It contains specific activities for conducting diagnostic assessments in SMEs, including aspects related to cleaner production (PR-0100). Those assessments are expected to help cultivate greater interest among Paraguayan SMEs in participating in this MIF project.
- 2.13 This project is expected to have a demonstration effect, showing businesses not only in these sectors, but also in other sectors, the advantages associated with upgrading production processes through the incorporation of cleaner-production methods. Although this project deals with cleaner production under the MIF cluster, specific resources for the cluster do not need to be included in this project, because most activities associated with that cluster will be completed before this project is implemented. However, funds have been allocated for project staff from the executing agency to participate in the cluster's final event in the second half of 2005.

### III. OBJECTIVES AND COMPONENTS

#### A. Objectives

- 3.1 The general objective of the project is to help make Paraguayan SMEs more efficient and competitive. The purpose is to facilitate the development and dissemination of techniques and methods for promoting cleaner production in value chains, in order to encourage the implementation of cleaner-production and environmental-management strategies among SMEs and expand their use nationwide.
- 3.2 To achieve these objectives, the project will include the following components:  
(i) raising awareness about cleaner production and disseminating outcomes;  
(ii) building local capacity; and (iii) implementing cleaner production in value chains.

#### B. Components

##### **1. Component I: Promoting and disseminating the project (MIF US\$31,300; local counterpart US\$19,700)**

- 3.3 The purpose of this component is to promote the project and familiarize entrepreneurs with the benefits of cleaner production, with an emphasis on value chains and their advantages and benefits. Promotion and awareness-raising efforts will be bolstered by publicly recognizing SMEs that are able to demonstrate cleaner production-based environmental improvements, more efficient processes, increased competitiveness, and environmental management in value chains. To this end, the component calls for the following activities: (i) designing and producing promotional and informational materials; (ii) organizing and holding a project kickoff event; (iii) organizing and holding awareness-raising workshops and meetings; (iv) developing and maintaining a project website; and (v) organizing and holding an international conference marking project completion.
- 3.4 At project startup, a kickoff event will be held for representatives from the private sector, public sector, and civil society. This event will serve to promote not only the project, but also the advantages and benefits accruing to businesses that incorporate cleaner production. Awareness-raising workshops for SMEs will also be organized to encourage them to take advantage of the technical assistance offered under the project. The workshops will primarily provide technical information on the opportunities for incorporating cleaner production in value chains.
- 3.5 The project calls for the development and maintenance of a project website to publicize the project's technical scope, the various project activities, information on the participants and businesses, etc. The site will be updated every month to reflect new events and will include links to the websites of businesses, sponsoring

institutions, and other projects. Finally, an international conference marking the close of the event will be organized and held to publicize project outcomes. High-level representatives from the private sector, public sector, and civil society will be invited to attend this event.

## **2. Component II: Building local and institutional capacity in cleaner production (MIF US\$63,390; Local counterpart US\$37,660)**

- 3.6 This component has two important purposes: to build local capacity in cleaner production in value chains in order to consolidate the country's available supply of cleaner production services and to strengthen businesses' environmental management tools. To achieve its dual purpose, the component calls for the following activities: (i) training project executing unit staff; (ii) developing manuals and didactic materials on environmental management and cleaner production for SMEs; (iii) training professionals and service providers on specific technical issues related to cleaner production; (iv) incorporating the concept of cleaner production into environmental improvement regulations; (v) developing a national cleaner production policy; and (vi) participating in MIF cluster activities.
- 3.7 The first activity will be geared towards building the capacity of the project team in the executing unit to ensure that it has the knowledge and skills needed to effectively support Paraguayan businesses.<sup>7</sup> For this, an international consultant will be hired to conduct an intensive training session on the technical aspects of cleaner production, as well as provide training on how to run a cleaner production center. Project staff will also have an opportunity to participate in the MIF cleaner production cluster, where they will be able to learn from the experience of similar projects in various stages of execution.
- 3.8 There are plans to provide professionals and others with training in the following three areas: general courses on cleaner production, specific courses on value chains, and technical courses on other aspects related to cleaner production, such as green markets, process and product certification, development of environmental leaders, studies on production chains, product lifecycle, and marketing. Before these courses are offered, consultants will be hired to tailor existing courses and/or design new ones.
- 3.9 Activities to strengthen environmental management will include developing two key tools for Paraguay's industrial sector: a national cleaner production policy proposal and legislation that incorporates cleaner production into the regulations on the environmental improvement process in the industrial sector. To support the coordination of these activities, an interagency agreement between the SEAM, the MIC, and CPL will be arranged (see paragraphs 4.9 and 9.1).

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<sup>7</sup> The importance of providing this type of training at the beginning of the project was a lesson learned from the MIF ecoefficiency cluster.

### **3. Component III: Implementing cleaner production in value chains (MIF US\$251,350; Local counterpart US\$34,080)**

- 3.10 The purpose of this component is to implement cleaner production in value chains and environmental management tools, to enhance the competitiveness and environmental performance of the industrial sector and SMEs in particular. Beneficiary companies in value chains will receive technical assistance, as well as guidance and training for developing their environmental improvement plans. This component calls for the following activities: (i) training company representatives in each chain; (ii) providing technical assistance on cleaner production in value chains; (iii) developing manuals and didactic materials on environmental management and cleaner production in value chains; and (iv) providing technical assistance.
- 3.11 The value chains will be composed of at least eight SMEs with established client-provider links or with the potential to be linked. In the identification and formation of value chains, priority will be given to SMEs in the following sectors: (i) agroindustrial products; (ii) food products; (iii) dairy products; (iv) wood products and furniture; (v) textile products; and (vi) leather products, in addition to other sectors that may be identified once the project is under way. In order to be selected, SMEs must: (i) be legally constituted; (ii) bill less than US\$3 million per year; (iii) employ fewer than 100 workers; (iv) fall within a sector corresponding to one of the selected chains; (v) have the commitment of their upper management (vi) be prepared to pay part of the cost of technical assistance; and (vii) agree to share outcomes.
- 3.12 The program to link businesses will be designed by the project executing unit with the support of the international consultant hired (activity 2.1) to train executing unit staff. A workshop will be organized to test and present the program to potential SMEs. At least 50 SMEs are expected to attend the workshop, and the businesses that will form the chains will be selected from this pool. Additional workshops will be held until 10 chains have been established and/or 80 SMEs are participating. Companies interested in receiving technical assistance in value chains will sign a list that will be made available to all of the companies attending the project kickoff event and distributed at all project workshops and meetings. The technical director for the project or whomever the director designates will verify that interested companies meet all of the selection criteria mentioned above.
- 3.13 The selected companies will sign a contract with CPL. Each value chain will consist of at least eight SMEs, and technical assistance will be provided by qualified, trained consultants, who will work with a maximum of four SMEs in one or more sectors. The consultants will sign a contract with CPL and work closely with each participating company, producing three manuals on cleaner production in value chains for the selected sectors towards the end of the third year. The manuals will be edited, designed, and printed.

- 3.14 As part of activities to implement cleaner production, project consultants will establish indicators for each company that are related to the environmental and economic benefits accruing to each of them. To devise these indicators, baseline data should be provided for purposes of comparison with levels once the project is under way. These indicators, which may include annual pollution load or energy costs, and the corresponding analyses will be documented in consultants' reports as a way of evaluating the impact of the improvements made by the companies.

#### **IV. EXECUTING AGENCY AND EXECUTION MECHANISM**

##### **A. Executing agency**

- 4.1 The Center for Clean Production – Paraguay (CPL) will serve as the executing agency for the project. The CPL is a nonprofit, autonomous, independent organization created by the Paraguayan Industrial Union (UIP), the Universidad Católica Nuestra Señora de la Asunción (UCNSA), and the Ko'etí Foundation, as founding members, and the MIC. It began as a capacity-building project to ensure the development and implementation of a national cleaner production strategy that would target production sectors generally and Paraguayan industry specifically, searching for more competitive solutions that would be less harmful to the environment.
- 4.2 For this project, CPL, through the UIP, will provide all necessary and available infrastructure, such as office space for project staff, meeting rooms, Internet access, and telephone and fax service. The UCNSA will provide class and study rooms, a library, laboratories, and event space. The founding institutions will also provide auxiliary human and technical resources. These conditions were set forth in letters of commitment with both institutions.

##### **B. Execution mechanism**

- 4.3 Operating Regulations that establish the scope, terms, and conditions for using project resources will govern project execution. For project administration, the executing agency will hire a project director, an administrative assistant, and a part-time accountant. The director will be responsible for: (i) ensuring fulfillment of contractual conditions and compliance with the Operating Regulations; (ii) managing project activities according to the annual work plan; (iii) supervising consultants; (iv) monitoring budget management and administration according to established procedures; (v) processing requests for disbursement of the Bank's contribution; (vi) submitting administrative and technical reports to the Bank; and (vii) coordinating necessary activities with agency partners and other entities working in this area. A CPL representative will supervise the director.

- 4.4 A consultative council will be formed for this project. The council will be composed of CPL, the SEAM, the MIC, and representatives from production sector associations and the Red de Empresarios para el Desarrollo Sostenible [Network of Entrepreneurs for Sustainable Development]. Representatives from the sector associations and the Network of Entrepreneurs for Sustainable Development will be called to participate only for analysis or when the council is discussing sectoral issues associated with value chains. The council will be responsible for: (i) evaluating the annual work plan; (ii) monitoring fulfillment of the technical aspects of project objectives and goals; and (iii) coordinating activities with other projects in execution in order to create synergies, maximize anticipated impacts, and prevent duplication of financial and technical activities.
- 4.5 Complementing the work and role of the consultative council, the CPL board of directors will be responsible for: (i) overseeing fulfillment of project objectives and goals; (ii) reviewing project budget performance; (iii) approving annual work plans and Sustainability Fund disbursements; and (iv) suggesting agreements with institutions and companies associated with the project that are needed to perform the activities required for proper implementation.
- 4.6 The execution period for the project will be 36 months and the disbursement period, 42 months. The Bank will set up a revolving fund equivalent to no more than 10% of the total contribution approved by the MIF. The executing agency will otherwise engage the consulting services and procure the goods and services needed for project execution, in accordance with applicable Bank and MIF policies and procedures.
- 4.7 **Procurement of consulting services.** Consulting services must be selected and engaged using Bank procedures, in accordance with the *Policies for selection and contracting of consultants financed by the IDB* (document GN-2350-4). Several individual consultants would be hired to provide the consulting services, and they will be selected based on qualifications, cost, and any other competitive method set forth in the aforementioned policy. For contracts under US\$50,000 the Bank will review the selection and hiring processes on an ex post basis. The procedures must guarantee transparent, competitive processes obtaining the lowest costs.<sup>8</sup>
- 4.8 **Procurement of goods.** CPL will procure the goods provided for in the project in accordance with the provisions set forth in the *Policies for the procurement of works and goods financed by the IDB* (document GN-2349-4).
- 4.9 **Procurement plan.** The proposed procurement plan is attached as Annex XII. Before the executing agency can issue any calls for bids in the case of goods or requests for proposals from consultants, it will submit the proposed project

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<sup>8</sup> For the purposes of selecting and hiring consulting firms for contracts under the equivalent of US\$50,000, the same selection and hiring procedures as used for individual consultants will apply.

procurement plan to the Bank for review and approval. The plan is to include the estimated cost of each contract, the grouping of contracts, and the procurement or selection methods that apply pursuant to Bank policies. This plan must be updated every six months during project execution, and each updated version will be submitted to the Bank for review and approval.

- 4.10 **Project readiness.** Project design, budget, and planned activities have been prepared in consultation with project participants. In addition, Operating Regulations and a work plan for the first year of execution have been developed (see Annexes IV and IX, respectively, in the technical files), and a draft interagency agreement between the SEAM, the MIC, and CPL has been drawn up (see Annex XI in the technical files).

## V. COST AND FINANCING

- 5.1 The total estimated cost of the project is US\$655,000, divided between: (i) the Bank, which will contribute US\$460,000 in nonreimbursable MIF resources (Small Enterprise Development Facility: III-A); and (ii) CPL, which will contribute US\$195,000 in local counterpart resources, at least half of which will be in cash. A summary of the main cost and financing categories is presented below.

**Budget (In US\$)**

<b>Components</b>	<b>MIF</b>	<b>Local</b>	<b>Total</b>	<b>%</b>
1. Promoting and disseminating the project	31,300	19,700	51,000	7.8
2. Building local and institutional capacity in cleaner production	63,390	37,660	101,050	15.1
3. Implementing cleaner production in value chains	251,350	34,080	285,430	43.6
4. Project administration	57,900	81,880	139,780	21.3
5. Monitoring and evaluation	30,000	10,800	40,800	6.2
6. Financial audits	5,000	0	5,000	0.8
7. Contingencies	21,060	10,880	31,940	5.2
<b>TOTAL</b>	<b>460,000</b>	<b>195,000</b>	<b>655,000</b>	<b>100</b>

- 5.2 **Sustainability.** The sustainability of the project is closely tied to its ability to promote and expand new services offered as part of this initiative. For this reason, the hope is that during project execution CPL will succeed in consolidating the future supply of and demand for cleaner production-related services, in order to ensure market continuity. The project is expected to set in motion activities that will create a growing, sustained market in environmental management and cleaner production in SMEs. In addition, the project will generate revenue (sale of publications, course and workshop registration fees) that will be used to promote, over the long term, the services needed for the market to function. The



sustainability of technical assistance services will be derived from the contributions that the beneficiaries make. A sustainability fund (FOS) will be established that will be used upon project completion (see Annex VIII for the fund's regulations).

## **VI. BENEFITS AND RISKS**

### **A. Benefits**

- 6.1 This project will help spur supply of and demand for environmental services through technical assistance that will contribute to the development of innovative systems in the application of cleaner production tools using a production chain model. As a result, the participating companies will benefit from the lower production costs and value added associated with fewer pollutants being emitted during production. These changes will lead to better opportunities for exporting products to countries with green markets.
- 6.2 **Beneficiaries.** The project will directly benefit: (i) 80 SMEs that implement cleaner production, in at least six different sectors; (ii) 300 business managers and leaders who are briefed on the advantages of implementing environmental management and cleaner production in production chains; and (iii) 200 local consultants who are trained in the application of cleaner production techniques and methods for working in production chains of SMEs.

### **B. Risks**

- 6.3 Two primary risks for this project have been identified: (i) companies are unwilling to work with other companies in value chains due to a lack of awareness of the advantages and benefits of doing so; and (ii) there are not enough consultants with cleaner production experience who are trained to provide advisory services to groups of companies in production chains. The first risk will be mitigated by allocating resources to familiarize Paraguayan SMEs with the advantages of implementing cleaner production in chains to improve the quality of finished products, creating new export opportunities. The second risk will be mitigated with training courses that will build expertise in cleaner production techniques and teach professionals how to work in chains.

## **VII. MONITORING AND EVALUATIONS**

### **A. Monitoring and oversight**

- 7.1 The Bank's Country Office in Paraguay will monitor and oversee the project, with technical support provided by the project team. The executing agency will draft and present to the Bank progress reports 30 days after the end of each six-month period and a final report 30 days after the last disbursement. These reports will adhere to a

format previously agreed on with the Bank and will cover project activities and finances, as well as project outcomes, measured against the performance indicators in the logical framework. The Country Office will use these reports to oversee project implementation and prepare a project completion report in the three months following the last disbursement.

## **B. Evaluations**

- 7.2 Using project funds, the Bank will hire external consultants to perform two evaluations: a midterm evaluation approximately 18 months after the project becomes eligible for disbursements or when 50% of the Bank's contribution has been disbursed; and a final evaluation at the end of the execution period. The Bank, in collaboration with the executing agency, will prepare the terms of reference for these evaluations. For the midterm evaluation, the consultant will evaluate: (i) the effectiveness and impact of awareness-raising events to increase demand for services; and (ii) the level of satisfaction among users of project services (participants in training courses, companies participating in Component III, etc.). As necessary, the consultant will propose changes to the logical framework to better reflect subsequent activities. Based on the results of this analysis, recommendations will be made as to any necessary changes in the use of remaining funds. For the final evaluation, the consultant will evaluate: (i) the percentage of recommendations that were implemented as a result of evaluations done in participating companies under Component III; (ii) the benefits obtained by participating companies; and (iii) the geographic area of influence of project activities.
- 7.3 The executing agency will be responsible for gathering and analyzing relevant information to monitor, on an ongoing basis, the main indicators established in the logical framework in Annex I to this document, as modified by mutual agreement of the Bank and the executing agency. The executing agency and the Bank will use these indicators to oversee and evaluate the project, taking them into consideration when preparing the semiannual progress reports, as well as the midterm and final evaluations.

## **VIII. SOCIAL AND ENVIRONMENTAL IMPACT**

- 8.1 This project is expected to have a positive effect on the environment, inasmuch as its focus is on promoting the concept of cleaner production. Moreover, the main idea behind all project activities is to help companies implement pollution prevention strategies, such as making better use of resources and using materials that are less harmful to the environment. Since the concept of cleaner production includes occupational health and safety considerations, the project is expected to have a positive impact on working conditions.

- 8.2 The Committee on Environment and Social Impact reviewed and approved the summary of this project without comment on 14 February 2005 (meeting 06-05).

## **IX. SPECIAL CONTRACTUAL CLAUSES**

- 9.1 As a condition precedent to the first disbursement of the Bank's contribution, CPL must have selected the project coordinator.
- 9.2 The disbursement of resources for environmental improvement activities and activities to develop a national cleaner production policy (see paragraph 3.9) will be subject to the presentation to the Bank of an interagency agreement signed by the SEAM, the MIC, and CPL, in accordance with a model previously agreed on with the Bank.

**LOGICAL FRAMEWORK**  
**PARAGUAY: CLEANER PRODUCTION IN VALUE CHAINS**  
**(PR-M1001)**

Narrative summary	Indicators	Means of verification	Assumptions
<b>Goal</b>			
To make Paraguayan small and medium-sized enterprises (SMEs) more efficient and competitive.	<p>Among participating companies, a 5% improvement in the environmental and productivity indicators, which will include the following specific indicators:</p> <ul style="list-style-type: none"> <li>▪ Per-unit energy use</li> <li>▪ Per-unit water use</li> </ul>	Comparison of baseline evaluations with the periodic and final project evaluations	Macroeconomic and business conditions remain stable for Paraguayan companies.
<b>Purpose</b>			
To facilitate the development and dissemination of cleaner-production techniques and strategies within value chains	<p>Among participating companies, 50% of the cleaner-production options recommended are implemented.</p> <p>An increase in the use of cleaner-production services in Paraguayan production chains</p>	<p>Midterm and final evaluation</p> <p>Comparison of the initial diagnostic assessment for each sector with the final evaluation report</p>	Cleaner-production and environmental-management methods become more important in the domestic and international markets for improving efficiency of production and environmental quality.
<b>Components</b>			
<b>COMPONENT 1. PROMOTING AND DISSEMINATING THE PROJECT</b>	<p>At least 300 business managers and leaders are familiarized with the benefits of cleaner production.</p> <p>At 18 months after the first disbursement:</p> <p>A project website has been posted; at least 2,000 copies of promotional materials have been distributed; a kickoff event has been held with at least 100 participants; and 10 training workshops with an average of 25 participants/workshop have been held.</p> <p>At 36 months after the first disbursement:</p> <p>The project website has been updated; 20 training workshops</p>	List of events and companies in attendance	

Narrative summary	Indicators	Means of verification	Assumptions
	with an average of 25 participants/workshop have been held; and an event marking the end of the project has been held with at least 100 participants.		
<b>COMPONENT 2. BUILDING LOCAL AND INSTITUTIONAL CAPACITY</b>	<p>At 12 months after the first disbursement: Executing unit staff have been trained in the technical aspects of cleaner production and project management. The system for controlling project management and monitoring is in operation.</p> <p>At project completion: At least 200 professionals and technical experts have been trained at various levels of specialization in cleaner production and related issues. At least 30 consultants have been trained and listed on the Paraguayan Industrial Union registry.</p> <p>Cleaner-production concepts have been incorporated into the environmental improvement regulations and a national cleaner-production policy has been formulated.</p>	Records of participation in the seminars; midterm and final evaluations	<p>There is sound interest among local consultants in training on environmental management and cleaner production.</p> <p>SMEs are prepared to pay for 50% of the consulting costs associated with implementing cleaner production in their companies.</p>
<b>COMPONENT 3. IMPLEMENTING CLEANER PRODUCTION IN VALUE CHAINS</b>	<p>At 12 months after the first disbursement: At least two groups of SMEs have been selected; a cleaner-production strategy and baseline data have been established for each; and the SMEs are receiving technical assistance to implement cleaner production measures.</p> <p>At 24 months after the first disbursement: At least six groups of SMEs have been selected; a cleaner-production strategy and baseline data have been established for each; and the SMEs are receiving technical assistance to implement cleaner-production measures.</p> <p>At 36 months after the first disbursement: At least 80 SMEs in value chains from at least three different sectors have incorporated cleaner-production measures into their production processes.</p>	<p>List of participants for each course</p> <p>Contracts with each company</p>	The SMEs request information on mechanisms for improving environmental management through cleaner production and make use of the various mechanisms set up under the project to convey information.

Narrative summary	Indicators	Means of verification	Assumptions
<b>Activities</b>			
<b>1.1. Dissemination materials</b>	<p>The following are expected at the end of the first year of the project:</p> <ul style="list-style-type: none"> <li>▪ 1,500 promotional brochures on the project</li> <li>▪ 600 folders on CPL and the project</li> <li>▪ 600 promotional posters on the project</li> <li>▪ 500 technical briefs with successful results</li> <li>▪ A bimonthly online newsletter to promote and disseminate the project, beginning the first year of the project</li> </ul>	<ul style="list-style-type: none"> <li>– Promotional materials</li> <li>– Contracts for the development of promotional materials</li> <li>– Event and attendance records</li> <li>– Up-to-date website in operation</li> <li>– Publications</li> </ul>	
<b>1.2. Project kickoff event</b>	A project kickoff event during the first year, with at least 100 attendees	<ul style="list-style-type: none"> <li>– List of participants</li> <li>– Photographs posted to the website</li> </ul>	
<b>1.3. Awareness-raising workshops and meetings</b>	10 awareness-raising workshops in each of the first two years, with at least 25 participants/workshop	<ul style="list-style-type: none"> <li>– List of workshops participants</li> <li>– List of companies interested in receiving technical assistance</li> </ul>	
<b>1.4. Project website</b>	<p>Design and regular updates of the project website</p> <p>Final or partial project outcomes posted to the website</p> <p>At least 10 cleaner-production consultants listed on the website</p>	<ul style="list-style-type: none"> <li>– Up-to-date website in service, with information on project achievements and outcomes</li> <li>– Consultants registered in cleaner production listed on the website</li> </ul>	
<b>1.5. International conference at the end of the project</b>	A final event marking the completion of the project in the third year, with at least 120 attendees	<ul style="list-style-type: none"> <li>– List of participants</li> <li>– Photographs</li> </ul>	

Narrative summary	Indicators	Means of verification	Assumptions
<b>2.1 Training for executing unit staff</b>	<p>A training workshop for members of the project executing unit</p> <p>Preparation of an annual work plan, for the first year of project execution</p> <p>Design of processes for setting up value chains</p> <p>A workshop with consultants trained in cleaner production</p> <p>Tailoring of the process and methodology for providing technical assistance in value chains</p> <p>Full attendance (100%) by members of the executing unit</p>	<ul style="list-style-type: none"> <li>- Consultant contract</li> <li>- Training course materials</li> <li>- A work plan for the first year of project execution</li> <li>- Documents outlining the procedures for setting up value chains and technical assistance</li> <li>- A document describing the technical assistance methodology adapted for value chains</li> </ul>	
<b>2.2 Training in cleaner-production modules</b>	<p>At least nine modules on different issues related to cleaner production, attended by 15 professionals (e.g., energy, waste management, environmental risks, economic evaluation, etc.) and taught by international professors</p> <p>15 courses on specific cleaner production technical issues, attended by 15 professionals and taught by local professors</p>	<ul style="list-style-type: none"> <li>- List of participants in training courses</li> <li>- Course materials</li> </ul>	
<b>2.3 Incorporation of cleaner production in environmental improvement regulations</b>	<p>Cleaner-production concepts have been incorporated into environmental improvement instruments and permit renewals.</p>	<ul style="list-style-type: none"> <li>- Legal texts published and in force</li> </ul>	
<b>2.4 Development of the national cleaner-production policy</b>	<p>A national cleaner-production policy, including a strategy and action plan approved by interested sectors</p>	<ul style="list-style-type: none"> <li>- A national cleaner-production policy</li> </ul>	
<b>2.5 Adaptation of existing technical manuals on cleaner production</b>	<p>Five technical manuals adapted from other MIF projects and published (150 copies each) on various topics of interest (e.g., efficient energy use, waste management, efficient water use, and economic appraisal of cleaner production)</p>	<ul style="list-style-type: none"> <li>- Five technical manuals adapted from existing manuals published</li> </ul>	

Narrative summary	Indicators	Means of verification	Assumptions
<b>3.1 Training for company representatives by chains</b>	At least 160 employees at participating companies trained in cleaner production  At least 16 workshops on value chains, with at least 20 participants/workshop	<ul style="list-style-type: none"> <li>- List of participants in training courses</li> <li>- Course materials</li> <li>- List of workshop participants</li> <li>- Materials used during presentations</li> </ul>	
<b>3.2 Technical assistance on cleaner production in value chains</b>	At least 80 SMEs trained and supported with technical assistance on cleaner production, with a focus on value chains  During the first year of the project, technical assistance is provided to two value chains.  During the second year, technical assistance is expanded to four value chains.  During the third year of the project, technical assistance is completed with two value chains and initiated with two more.  Each SME has a cleaner-production strategy that strengthens the culture of working in value chains.  120 cleaner-production options implemented	<ul style="list-style-type: none"> <li>- List of companies</li> <li>- Signed agreements</li> <li>- Cleaner-production strategies</li> <li>- Agreements/contracts between SMEs, consultants, and CPL</li> <li>- Onsite evidence of implementation of cleaner production options</li> </ul>	
<b>3.3 Development of manuals and didactic materials on environmental management and cleaner production in value chains</b>	Prepare and publish (100 copies) a manual on cleaner production in value chains	<ul style="list-style-type: none"> <li>- Manual published on cleaner production in value chains</li> </ul>	



**PARAGUAY: CLEANER PRODUCTION IN VALUE CHAINS  
(PR-M1001)  
SUMMARY OF ITEMIZED BUDGET**

	TOTAL			
		CPL		Subtotal
		Cash	In-kind	
<b>Component 1: Promoting and disseminating the project</b>	<b>31,300</b>	<b>3,050</b>	<b>16,650</b>	<b>51,000</b>
Activity 1.1: Designing and producing promotional materials	6,550	0	300	6,850
Activity 1.2: Organizing and holding a project kickoff event	2,400	950	0	3,350
Activity 1.3: Organizing and holding awareness-raising workshops and meetings	17,950	0	1,350	19,300
Activity 1.4: Developing and maintaining a project website, including a cleaner-production database	0	0	11,500	11,500
Activity 1.5: International conference marking project completion	4,400	2,100	3,500	10,000
<b>Component 2: Building local and institutional capacity in cleaner production</b>	<b>63,390</b>	<b>31,660</b>	<b>6,000</b>	<b>101,050</b>
Activity 2.1: Training project staff	10,740	0	0	10,740
Activity 2.2: Training in cleaner-production modules	39,600	14,160	5,400	59,160
Activity 2.3: Incorporating cleaner production in environmental adjustment regulations	6,200	3,000	0	9,200
Activity 2.4: Developing a national cleaner-production policy	5,000	3,000	600	8,600
Activity 2.5: Adapting existing technical manuals	0	11,500	0	11,500
Activity 2.6: Participating in MIF cluster activities	1,850	0	0	1,850
<b>Component 3: Implementing cleaner production in value chains</b>	<b>251,350</b>	<b>30,880</b>	<b>3,200</b>	<b>285,430</b>
Activity 3.1: Training company representatives, by chain	16,800	12,280	1,600	30,680
Activity 3.2: Providing technical assistance on cleaner production in value chains	210,000	9,600	1,600	221,200
Activity 3.3: Developing manuals and didactic materials on environmental management and cleaner production in value chains	7,200	3,000	0	10,200
Activity 3.4: Technical assistant	17,350	6,000	0	23,350
<b>Project administration</b>	<b>57,900</b>	<b>23,400</b>	<b>58,480</b>	<b>139,780</b>
Administrative staff	57,600	23,400	32,400	113,400
Other	300	0	26,080	26,380
<b>Monitoring and evaluation</b>	<b>30,000</b>	<b>0</b>	<b>10,800</b>	<b>40,800</b>
<b>Audits</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<b>Contingencies</b>	<b>21,060</b>	<b>10,880</b>	<b>0</b>	<b>31,940</b>
<b>TOTAL</b>	<b>460,000</b>	<b>99,870</b>	<b>95,130</b>	<b>655,000</b>

**PARAGUAY  
CLEANER PRODUCTION IN VALUE CHAINS  
(PR-M1001)**

**A. Similar or identical MIF projects**

<b>Project number / Date of approval</b>	<b>Project title, executing agency, and amount</b>	<b>Date of signature and original disbursement period in months</b>	<b>Percent disbursed</b>	<b>Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.</b>
ATN/ME-6399-PR 24 February 1999	<b>Business Integration Program</b> Unión Industrial Paraguaya [Paraguayan Industrial Union] (UIP) US\$1,200,000 from the MIF (reduced to US\$1,110,798)	26 April 1999 48 months (extended by 2 months)	100%	Project satisfactorily completed (S/P). The participating companies succeeded in reducing their costs by implementing loss minimization systems.

**B. Similar or related Bank projects**

<b>Project number / Date of approval</b>	<b>Project title, executing agency, and amount</b>	<b>Date of signature and original disbursement period in months</b>	<b>Percent disbursed</b>	<b>Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.</b>
PR-0100 19 September 2001	<b>Business Development Program for Small and Medium-sized Enterprises</b> Ministry of Industry and Commerce (MIC) US\$10 million from the Bank	5 March 2003 48 months	9%	Project classified as U/P. There are delays in project execution and it is very unlikely that all goals will be met. However, project objectives can be achieved to a lesser extent than expected.

**C. MIF projects related to the same sector or beneficiaries**

<b>Project number / Date of approval</b>	<b>Project title, executing agency, and amount</b>	<b>Date of signature and original disbursement period in months</b>	<b>Percent disbursed</b>	<b>Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.</b>
ATN/MT-8083-PR 5 November 2002	<b>Program to Streamline Export Procedures</b>  Government of Paraguay, through the Ministry of Industry and Commerce (MIC)  US\$640,000 from the MIF	12 December 2002  42 months	53%	Yellow flag. Project classified as U/P. Progress has been made in each of the three components, but the project is behind schedule due to initial problems meeting the conditions precedent, forming a board of directors, and appointing an executive director.

**D. Projects in the cleaner-production cluster**

<b>Project number / Date of approval</b>	<b>Project title, executing agency, and amount</b>	<b>Date of signature and original disbursement period in months</b>	<b>Percent disbursed</b>	<b>Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.</b>
ATN/MH-7007-ES 14 June 2000	<b>Promotion of Cleaner Production Processes</b>  Asociación Salvadoreña de Industriales [Salvadoran Industrial Association] (ASI)  US\$749,000 from the MIF	22 June 2004  24 months	34%	Project classified as S/P. The Cámara Agropecuaria e Agroindustrial de El Salvador [Agricultural and Agroindustrial Board of El Salvador], in its capacity as the new executing agency, met the conditions precedent to the first disbursement in July 2004.
ATN/MT-7257-PN 6 December 2000	<b>Environmental Management Instruments and Partnership with Industry for Clean Production</b>  Consejo Nacional de la Empresa Privada [National Private Business Council] (CONEP) and the Autoridad Nacional del Ambiente [National Environmental Authority] (ANAM)  US\$1,213,000 from the MIF	22 May 2001  48 months (extended by 4 months)	59%	Project classified as S/P. The key performance indicators are being met on schedule. However, there have been delays in the technical assistance component for companies, and as a result, CONEP will need an extension of the execution period.

Project number / Date of approval	Project title, executing agency, and amount	Date of signature and original disbursement period in months	Percent disbursed	Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.
ATN/MH-7269-CO 13 December 2000	<b>Environmental Management and Implementation of Cleaner Technologies for Colombian Enterprises</b>  Corporación para la Investigación Socio-económica y Tecnológica de Colombia [Socioeconomic and Technological Research Corporation of Colombia] (CINSET)  US\$1,423,000 from the MIF	25 January 2001  42 months (extended by 12 months)	98%	Project classified as S/P. ACOPI and CINSET have coordinated efforts as planned. The goals related to SMEs with cleaner production processes have been surpassed.
ATN/ME-7833-EC 3 April 2002	<b>Promotion of Cleaner Production Processes</b>  Centro Ecuatoriano de Producción más Limpia [Ecuadorian Center for Cleaner Production] (CEPL)  US\$737,900 from the MIF	3 June 2002  42 months	70%	Project classified as S/P. Significant progress has been made in each component, with 40% of project goals met on average.
ATN/ME-8129-AR 4 December 2002	<b>Promotion of Cleaner Production and Industrial Ecoefficiency</b>  Federación Económica de Mendoza [Mendoza Economic Federation] (FEM)  US\$940,000 from the MIF	15 January 2003  54 months	12%	Red flag. Project classified as U/LP. The Bank's Office of Institutional Integrity determined that the executing agency committed fraud. Decisions are currently being made about which expenses to honor, so that the operation can be shut down.
ATN/ME-8378-ME 30 July 2003	<b>Expansion of Cleaner Production Centers</b>  Instituto Politécnico Nacional (IPN) - Centro Mexicano Producción más Limpia [National Polytechnic Institute-Mexican Center for Cleaner	15 December 2003  30 months	16%	Project classified as S/P. Thirteen projects have been carried out so far—ten in Tabasco and three in Chihuahua—with companies that are putting cleaner-production principles into practice.

Project number / Date of approval	Project title, executing agency, and amount	Date of signature and original disbursement period in months	Percent disbursed	Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.
	Production] US\$1 million from the MIF			
ATN/ME-8424-ME 9 September 2003	<b>Promotion of Cleaner Production Opportunities in the Bajío Region</b>  Bajío chapter of the United States-Mexico Chamber of Commerce  US\$465,000 from the MIF	5 March 2004  30 months	10%	Yellow flag. Project classified as U/P. Due to a delay in the first disbursement for reasons attributed to the executing agency, project activities are behind schedule.
ATN/ME-8427-NI 10 September 2003	<b>Adopting Cleaner Production Methods to Enhance Competitiveness</b>  Universidad Nacional de Ingeniería (UNI) Centro de Producción Más Limpia [National Engineering University – Center for Cleaner Production] (CPML)  US\$700,000 from the MIF	23 September 2003  42 months	23%	Project classified as S/P. Through the CPML, cleaner-production consultants have been trained to provide services to companies interested in cleaner production and a registry of available consultants has been created. No problems in executing the operation are anticipated.
ATN/MT-8429-CR 10 September 2003	<b>Cleaner Production in the Entrepreneurial Sector</b>  Cámara de Industrias de Costa Rica [Costa Rican Industrial Board] (CICR)  US\$705,000 from the MIF	28 October 2003  42 months	9%	Yellow flag. Project classified as U/P. Project execution has been rated unsatisfactory because core project activities have yet to be initiated, although the original assumptions remain.
ATN/ME-8648-BR 5 January 2004	<b>Strengthening the Cleaner Production Center in Bahia</b>  Servicio Nacional de Aprendizaje Industrial [National Industrial Training Service], Department of Bahia  US\$68,000 from the MIF	29 April 2004  30 months	34%	Project classified as S/P. Despite initial delays, no problems in executing the operation are anticipated.

<b>Project number / Date of approval</b>	<b>Project title, executing agency, and amount</b>	<b>Date of signature and original disbursement period in months</b>	<b>Percent disbursed</b>	<b>Comments: Satisfactory execution or problems associated with execution, including delays, extensions, reformulations, change in executing agency, etc.</b>
ATN/ME-8605-GU 15 January 2004	<b>Promotion of Cleaner Production and Environmental Management Systems</b>  Cámara de Industria de Guatemala [Guatemalan Industrial Board] (CIG)  US\$433,000 from the MIF	1 April 2004  42 months	10%	Project classified as S/P. The executing unit has exceeded the attendance goals (20 participants per session) and demonstrated tremendous commitment to the project.
ATN/ME-8613-PE 21 January 2004	<b>Expansion of Cleaner Production Support to the Southern Region</b>  Centro de Servicios Empresariales [Business Service Center] (CESEM)  US\$740,000 from the MIF	3 March 2004  42 months	19%	Project classified as S/HP.
ATN/ME-8723-UR 19 May 2004	<b>Promoting Ecoefficient Production in SMEs</b>  Asociación Instituto de Estudios Empresariales de Montevideo [Montevideo Business Studies Institute Association] (AIEEM)  US\$530,000 from the MIF	16 July 2004  42 months	10%	The conditions precedent have not yet been met. The public call has been made and efforts to select a project director are under way.

**E. Paraguay MIF portfolio**

MULTILATERAL INVESTMENT FUND					PARAGUAY MIF PORTFOLIO					
No.	Memo #	Project #	ATN #	Name	Exec. Agency	FAC	Approval	Status	MIF Amount	% Disb
1	MIF/AT-38	TC9501281	ATN/MT-4865-PR	Regulatory Framework for the Water and Sanitation Sector	MH	I	22-Mar-95	Completed	940,026	100.00
2	MIF/AT-47	TC9501398	ATN/MT-4983-PR	Private Sector Participation in Energy	VMME	I	9-Aug-95	Completed	955,820	100.00
3	MIF/AT-92-1	TC9503310	ATN/MH-5355-PR	Middle Management Training Program	CIRD	II	25-Sep-96	Completed	1,446,822	100.00
4	MIF/AT-112	TC9601354	ATN/MT-5479-PR	Financial Sector Modernization	BCP	I	15-Jan-97	Completed	1,144,132	100.00
5	MIF/AT-138	TC9603160	ATN/MH-5646-PR	Program for Youth Training and Entrepreneurship	RED RURAL	II	30-Jul-97	Completed	1,260,000	100.00
6	MIF/AT-228	TC9805021	ATN/MT-6357-PR	Insurance Industry Reform	SIDES	I	13-Jan-99	In execution	915,000	59.66
7	MIF/AT-236	TC9503328	ATN/ME-6399-PR	Support to the Enterprises	UIP	IIIa	24-Feb-99	Completed	1,110,798	100.00
8	MIF/AT-257	TC9805211	ATN/MT-6539-PR	Strengthen Conciliation and Arbitration Center	CBCA	I	2-Jun-99	Completed	486,097	100.00
9	MIF/AT-353	TC0005024	ATN/ME-7127-PR	Institutional Strengthening Interfisa	INTERFISA	IIIa	6-Sep-00	Completed	271,746	100.00
10	MIF/AT-362	TC0006011	ATN/ME-7168-PR	Institutional Strengthening Vision	VISION	IIIa	12-Oct-00	Completed	246,765	100.00
11	MIF/AT-378	TC9910057	ATN/MT-7244-PR	Support Development of Public Procurement Policies	SNRE	I	29-Nov-00	In execution	1,260,000	44.24
12	MIF/AT-399	TC9906033	ATN/MH-7358-PR	Competitiveness in the Construction Sector	CAPACO	II	7-Mar-01	In execution	840,000	96.44
13	MIF/AT-403	TC0104034	ATN/MH-7405-PR	Training for Young Entrepreneurs	FUPACODE	II	25-Apr-01	In execution	204,707	97.27
14	MIF/AT-430	TC0103034	ATN/ME-7550-PR	Sustainable Rural Microenterprise	COFI	IIIa	10-Aug-01	Completed	300,000	100.00
15	MIF/AT-442	TC0007055	ATN/MT-7674-PR	Strengthening of Consumer Protection	SSEC	I	13-Nov-01	In execution	500,000	69.57
16	MIF/AT-480	TC0203033	ATN/MT-7926-PR	Strengthening the Transparency & the Formalization of the Financial System	SB	I	26-Jun-02	In execution	641,000	12.10
17	MIF/AT-508	TC0110003	ATN/MT-8083-PR	One Stop Shop for Export Facilitation	MIC	I	30-Oct-02	In execution	640,000	53.21
18	MIF/AT-540	TC0205017	ATN/MT-8422-PR	Airport Security	DNAC	I	5-Sep-03	In execution	500,000	40.00
							<b>Total MIF Amount</b>		<b>13,662,914</b>	

**Cleaner Production in Value Chains  
(PR-M1001)**

**Procurement Plan: Procurement of Consulting Services over US\$50,000**

No.	Description of activities	Activity cost 36 months			Selection method	IDB review
		Total	IDB	Local		
1	Project director	54,000	39,600	14,400	QCBS	Ex ante
2	National consultants	120,000	120,000		QCBS	Ex ante
3	International consultants	60,000	60,000		QCBS	Ex ante
	<b>Total individual consultants</b>	<b>234,000</b>	<b>219,600</b>	<b>14,400</b>		
		<b>Selection method</b>				
		QCBS: Quality- and cost-based selection				
		QBS: Quality-based selection				
		FBS: Selection under a fixed budget				
		LCS: Least-cost selection				
		CQS: Selection based on the consultants' qualifications				
		SSS: Single-source selection				
		CQ: Comparison of qualifications				