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Enabling poor rural people
to overcome poverty

President's report

Proposed loan to the Dominican Republic for the

Development Project for Rural Poor Economic Organizations of the Border Region

Executive Board — Ninety-sixth Session
Rome, 29-30 April 2009

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

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Abbreviations and acronyms

M&E	monitoring and evaluation
PMU	project management unit

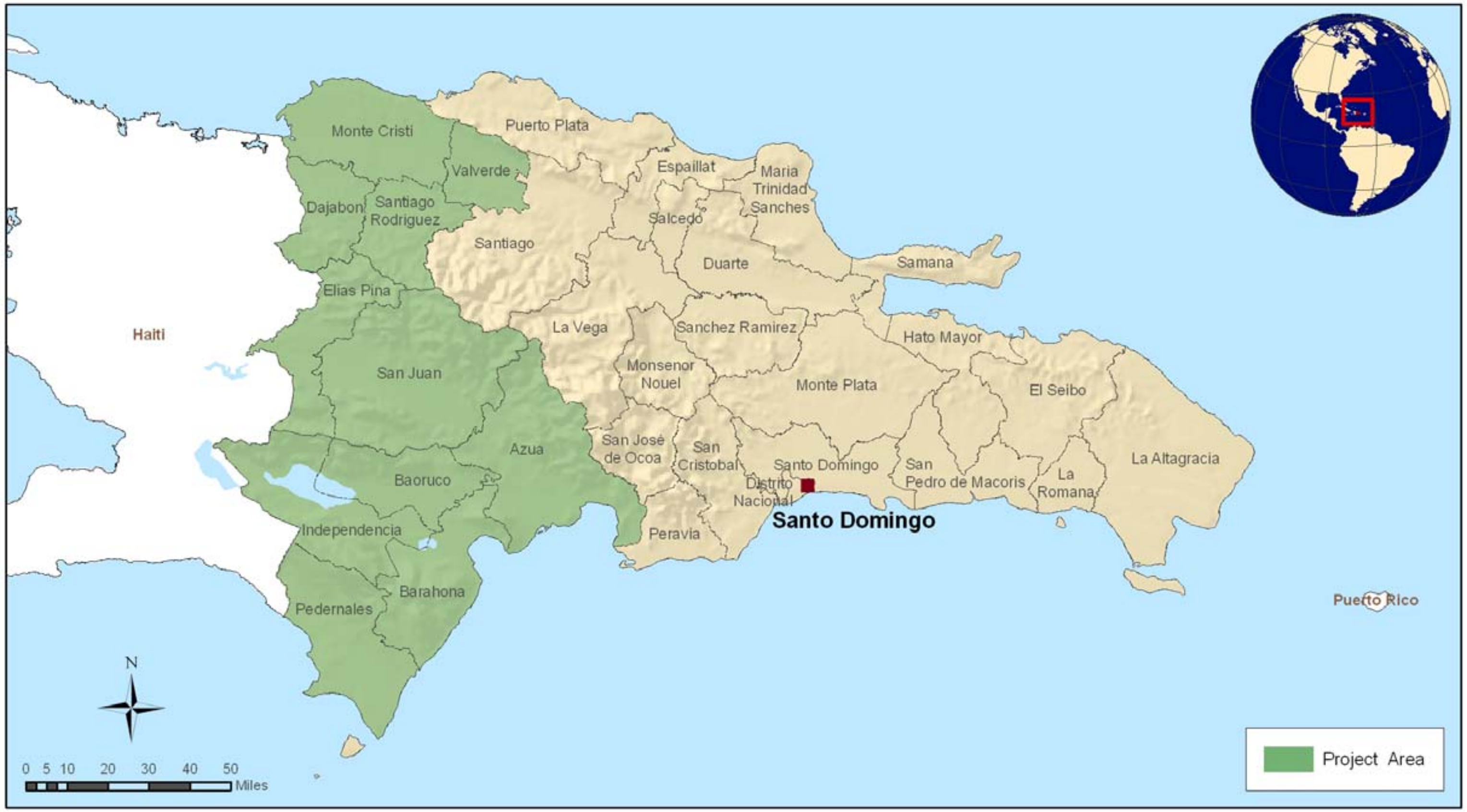
Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed loan to the Dominican Republic for the Development Project for Rural Poor Economic Organizations of the Border Region, as contained in paragraph 38.

Map of the project area

Dominican Republic

Development Project for Rural Poor Economic Organizations of the Border Region



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

IFAD *Map compiled by IFAD*

Dominican Republic

Development Project for Rural Poor Economic Organizations of the Border Region

Loan summary

Initiating institution:	IFAD
Borrower:	Dominican Republic
Executing agencies:	Ministry of Agriculture
Total project cost:	US$29.83 million
Amount of IFAD loan:	SDR 9.45 million (equivalent to approximately US$13.80 million)
Terms of IFAD loan:	18 years, including a grace period of three years, with an interest rate equal to the reference interest rate per annum as determined by the Fund annually
Cofinancier:	OPEC Fund for International Development
Amount of cofinancing:	US$10 million
Terms of cofinancing:	Parallel
Contribution of borrower:	US$5 million
Contribution of beneficiaries:	US$1.03 million
Appraising institution:	IFAD
Cooperating institution:	Directly supervised by IFAD

Proposed loan to the Dominican Republic for the Development Project for Rural Poor Economic Organizations of the Border Region

I. The project

A. Main development opportunity addressed by the project

1. Over the past decade, the Dominican Republic has emerged as one of the world's foremost exporters of agricultural niche (organic, quality, fair trade) products. The recent food price crisis has increased the importance of food security and achieving self-sufficiency in key staple crops on the Government's agenda. From a development perspective, the challenge is to provide small farmers with the means to benefit from niche market opportunities both domestic and international, improve consistency in product quality, increase volume on a sustainable basis and ensure food security. The project aims to assist in these endeavours by building on the productive and organizational capacity and knowledge of poor small-scale farmers in the Dominican Republic.

B. Proposed financing

Terms and conditions

2. It is proposed that IFAD provide a loan to the Dominican Republic in the amount of SDR 9.45 million (equivalent to approximately US$13.80 million) on ordinary terms to help finance the Development Project for Rural Poor Economic Organizations of the Border Region. The loan will have a term of 18 years, including a grace period of three years, with an interest rate equal to the reference interest rate per annum as determined by the Fund annually.

Relationship to the IFAD performance-based allocation system (PBAS)

3. The allocation defined for the Dominican Republic under the PBAS is US$14 million over the 2007-2009 allocation cycle.

Country debt burden and absorptive capacity of the State

4. The country has adequate capacity to absorb and service the proposed loan. Dominican Republic's external debt is managed under a strict financial policy and the supervision of the International Monetary Fund. The total external debt outstanding in 2008 was US$8.3 billion or 18 per cent of GDP, which is a drop from a high of 20.2 per cent in 2005. Since 1980, IFAD has provided loan funding totalling SDR 37.5 million to the country to finance five rural development projects.

Flow of funds

5. IFAD loan proceeds will be channelled through a special account denominated in United States dollars. Applications for withdrawals from the IFAD loan will be processed by the authorized signatories designated by the Ministry of Finance.

6. Withdrawals not exceeding in the aggregate the equivalent of US$50,000 may be made from the loan account in respect of expenditures for recruitment of the project management unit (PMU) staff. Such expenditures may be incurred before the date of the loan agreement but after Executive Board approval.

Supervision arrangements

7. The project will be directly supervised by IFAD.

Exceptions to IFAD General Conditions for Agricultural Development Financing and operational policies

8. No exceptions are foreseen.

Governance

9. The following planned measures are intended to enhance the governance aspects of the IFAD loan: (i) annual independent audits will be undertaken in accordance with international auditing standards and the IFAD Guidelines on Project Audits; and (ii) the PMU will include an auditor from the Ministry of Agriculture's General Auditing Office and an auditor from the National Accounting Office who will review, ex ante, all project expenditures.

C. Target group and participation

Target group

10. The project will be implemented in 11 provinces in the western area bordering Haiti. The target population includes 65,000 poor and extremely poor small farmers and microentrepreneurs aged from 15 to 64 years. The project's direct beneficiaries include 16,000 men and women small farmers belonging to local and community-level economic organizations and 3,000 young people and adult women – both actual and potential microentrepreneurs – linked to selected value chains.

Targeting approach

11. The project's targeting strategy is in line with the IFAD Policy on Targeting and reflects the lessons learned in previous IFAD interventions. To this effect, emphasis will be placed on the adoption of appropriate measures to enhance the project's capacity to reach the poorest groups effectively – those living in mountain areas in particular – and to address social, ethnic and gender diversity in its operations. Specific attention will be also given to certain vulnerable groups, such as Haitian immigrants, who represent the majority of agricultural wage labourers in the project area.

12. Self-targeting will play a major role in two of the main value chains to be supported by the project, namely quality organic coffee and organic banana. It is estimated that over 90 per cent of coffee producers are poor smallholders who live in mountains areas registering the highest incidence of poverty in the project area. Cultivation of organic banana is also associated with poor farmers, often Haitian descendants, living in very poor villages called *bateyes*.

Participation

13. The project will apply a participatory approach at all levels, from the three subregional consultative councils to the beneficiaries' economic organizations. The latter will be supported in carrying out a participatory institutional self-diagnosis, which – combined with market information – will be the basis for the formulation of a business plan for each organization.

D. Development objectives

Key project objectives

14. The overall **goal** is to contribute to the reduction of poverty and extreme poverty in the rural areas of the border region (see appendix II). The **purpose** of the project is to increase the income and assets of men, women and young people who are members of economic organizations through a participative, equitable and environmentally sustainable development process in the 11 provinces of the project area.

15. The specific objectives are to: (i) attain improved, effective and systematic linkages between agricultural and non-agricultural organizations of the target group and local, regional, national and external markets; (ii) develop and consolidate the planning, management and marketing capacity of beneficiaries' formal and informal economic organizations; (iii) improve the competitiveness of small farmers belonging to economic organizations to meet the demand and requirements of value chains and markets; and (iv) capitalize economic organizations and facilitate their access to sustainable financial markets.

Policy and institutional objectives

16. Since the re-election in May 2008 of President Leonel Fernández Reyna, the Government of the Dominican Republic has been promoting a participatory consultation process with all sectors of the country to build the country's development agenda for the next 20 years. Within this framework, IFAD has been requested to support a medium-term response to address two key issues: (i) food self-sufficiency and food security of the most vulnerable poor population; and (ii) the competitiveness of the smallholder sector vis-à-vis the opportunities and challenges of the current economic and trade context (i.e. the impact of the Dominican Republic-Central America-United States Free Trade Agreement [DR-CAFTA]).

IFAD policy and strategy alignment

17. Building on almost 30 years of cooperation in the country, this project represents an important step in consolidating IFAD's role as a strategic partner of the Government in areas within its mandate and in line with the IFAD Strategic Framework 2007-2010: (i) improving poor small farmers' staple food production and productivity as well as strengthening their organizations to develop improved and effective linkages with local, regional and national markets; (ii) improving the competitiveness of the small–scale productive sector to face global challenges and opportunities, by promoting their linkages with value chains for niche export commodities through strong partnerships with the private sector.

E. Harmonization and alignment

Alignment with national priorities

18. The Dominican Republic Development Plan 2008-2012 was unveiled in August 2008, when the President initiated his second consecutive period as head of government. The plan aims at further reducing poverty and social inequality and envisages a balanced expansion of social expenditure (in health, education, housing, water supply and social security), to reach by 2012 a minimum of 12 per cent of the country's GDP. In the agricultural sector, the plan includes a strategy based on four main thrusts: (i) supporting competitiveness and quality; (ii) increasing integration of productive food and agricultural value chains and maintaining national food security; (iii) expanding external markets for traditional and non-traditional products; and (iv) promoting public-private sector coordination partnerships. Therefore, this project is fully aligned with national priorities and the national poverty reduction strategic framework.

Harmonization with development partners

19. IFAD will ensure harmonization with key development partners in the project area. Such partners include: (i) the Inter-American Development Bank, which is funding the Agrifood Competitive Transition Support Project (PATCA); (ii) the European Union, which finances infrastructure projects; (iii) the United States Agency for International Development, which has supported the public-private network for value chains (AgroRED); and (iv) the Italian Government, which funds the UNDP initiative ART GOLD Programme [Articulation of Territorial and Thematic Networks of Cooperation for Human Development – Governance and Local Development].

F. Components and expenditure categories

Main components

20. The project has five components: (i) market access (15 per cent); (ii) strengthening economic organizations (19 per cent); (iii) technological innovation and diversification (23 per cent); (iv) rural finance (32 per cent); and (v) PMU and monitoring and evaluation (M&E) (11 per cent).

Expenditure categories

21. There are six expenditure categories: (i) financial funds (28 per cent of base cost); (ii) vehicles and equipment (2 per cent of base cost); (iii) training (13 per cent); (iv) service providers and technical assistance (40 per cent); (v) salaries (11 per cent); and (vi) operational costs (6 per cent).

G. Management, implementation responsibilities and partnerships

Key implementing partners

22. These will be: (i) the Ministry of Agriculture, i.e. the project's lead agency; (ii) the Dominican Agrarian Institute, which will participate in the project steering committee; (iii) local, national or international NGOs and in some cases grass-root organizations, which will provide services and specialized technical assistance to the project beneficiaries; and (iv) the private sector.

Implementation responsibilities

23. The project will be implemented in a decentralized manner: the Government will maintain control of policy and strategic decisions, planning and supervision, while delegating to private-sector organizations or public institutions the actual implementation responsibilities under specific contracts or subsidiary agreements.

Role of technical assistance

24. A key element of the project strategy is a strong emphasis on institutional strengthening and capacity-building of farmers' organizations and their members to ensure sustainability after the end of the project. Farmers' organizations, notwithstanding some inherent weaknesses and their heterogeneous consolidation levels, are a permanent feature in rural areas of the Dominican Republic. They provide marketing services and act as unions to lobby the Government to address farmers' demands. Project support to capitalize these economic organizations and strengthen their managerial, productive and marketing capacity will empower their members and directive bodies, thereby rendering these bodies a sustainable vehicle for rural social and economic development.

Status of key implementation agreements

25. In addition to the loan agreement, all technical assistance and service providers will be hired on the basis of the IFAD Procurement Guidelines. The credit fund trustee will be selected through a competitive tendering procedure at the beginning of project implementation and will manage the project funds according to a subsidiary agreement with the lead agency and the PMU.

Key financing partners and amounts committed

26. The total project cost is US$29.83 million over six years. The sources of financing are IFAD (46.3 per cent), the OPEC Fund for International Development (33.5 per cent), the Government (16.8 per cent) and beneficiaries (3.5 per cent).

H. Benefits and economic and financial justification

Main categories of benefits generated

27. The principal gains envisaged are that: (i) 16,000 poor farmers (40 per cent from mountain areas) will benefit from services facilitated by the project; (ii) 90 per cent of second-level organizations will increase sales income from local, regional, national and niche export markets by at least 30 per cent; (iii) women will constitute 40 per cent of members of economic organizations and at least 90 per cent of second-level organizations will have women in management positions; (iv) 80 per cent of microenterprises set up by young people and women heads of households will be functioning two years after being established and linked to local value chains; (v) 70 per cent of second-level organizations will have organized local technical services to support the implementation of their production plans; (vi) 60 per cent of organizations and individuals supported by the project will obtain greater access to local, national or international sources of financing; and (vii) a pilot scheme of

weather index-based insurance will be developed, implemented and evaluated for replication and scaling up.

Economic and financial viability

28. A financial analysis was completed for a number of farm and agro-industrial models. The aggregated economic evaluation of the project was completed, based on: (i) benefits from farm and agro-industrial models; (ii) production costs including investment and operational costs; and (iii) project costs, excluding financial funds (the cost incurred in credit provision, productive capitalization and the strengthening of unregulated microfinance institutions.) Benefits were calculated using the economic price of commodities (excluding value-added tax). As a result, the economic internal rate of return (EIRR), calculated for a period of 20 years, is 29.9 per cent. The sensitivity analysis confirmed the economic feasibility of the project: in the worst scenario (20 per cent decrease of benefits combined with a 30 per cent increase in costs), the EIRR still shows a solid result of 14.7 per cent.

I. Knowledge management, innovation and scaling up

Knowledge management arrangements

29. The project has important elements of innovation. Therefore, its M&E system and knowledge management strategy have been designed accordingly. Project progress will be continuously monitored and documented during implementation to feed the PMU and the project stakeholders regularly with information. In this way, the project’s strategy and instruments can be adjusted, with the aim of maximizing impact.

Development innovations that the project will promote

30. The project design has several innovative features: (i) targeting existing economic organizations oriented towards commercialization of crops as the project’s “entry point”, which is a shift in focus away from individuals or households; (ii) promoting a gender-sensitive and inclusive economic development process based on market-driven productive activities and strong partnerships with the private sector at different stages of the value chains (particularly those related to export markets and associated with fair trade and organic niche markets); and (iii) a comprehensive rural finance strategy, based on a combination of loans, matching grants and pilot risk-sharing mechanisms aimed at building both the productive and the value-adding assets of beneficiaries’ organizations as well as facilitating their sustainable access to local, national and international sources of financing.

Scaling-up approach

31. The project focuses on the poorest areas of the Dominican Republic. However, the Government has already expressed interest in the possible replication and scaling up of the same approach in other regions of the country. Given the level of innovation embedded in some of the activities, these will be initially undertaken on a pilot basis. Once the results have been assessed, the activities will gradually be scaled up.

J. Main risks

Main risks and mitigation measures

32. The project faces two main risks: (i) organizations’ financial and management (governance) risks; (ii) global market and agriculture-related risks. The planned mitigation measures include respectively (i) effective and timely M&E combined with specialized supervision and technical assistance for the organizations. In addition, an independent technical audit will be carried out at project midterm; (ii) building capacity within the organizations to access and monitor market information and take timely decisions accordingly.

Environmental classification

33. Pursuant to IFAD's environmental assessment procedures, the project has been classified as a Category B operation in that it is not likely to have any significant negative environmental impact.

K. Sustainability

34. Key elements in support of sustainability include: (i) the institutional strengthening, capacity-building and capitalization of the targeted organizations and their members; (ii) the consolidation of effective and long-term strategic alliances with key private-sector players (processors, buyers, traders, etc.) along the value chain; and (iii) the establishment of permanent and sustainable financing mechanisms.

II. Legal instruments and authority

35. A project loan agreement between the Dominican Republic and IFAD will constitute the legal instrument for extending the proposed loan to the borrower. Important assurances included in the negotiated agreement are attached as an annex.

36. The Dominican Republic is empowered under its laws to borrow from IFAD.

37. I am satisfied that the proposed loan will comply with the Agreement Establishing IFAD.

III. Recommendation

38. I recommend that the Executive Board approve the proposed loan in terms of the following resolution:

> RESOLVED: that the Fund shall make a loan to the Dominican Republic in various currencies in an amount equivalent to nine million four hundred fifty thousand special drawing rights (SDR 9,450,000) with a maturity period of 18 years from effectiveness and to bear an interest rate equal to the reference interest rate per annum as determined by the Fund annually, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Kanayo F. Nwanze
President

Important assurances included in the negotiated loan agreement

(Negotiations concluded on 17 March 2009)

Pest management practices

1. The Government of the Dominican Republic will comply with the International Code of Conduct on the Distribution and Use of Pesticides, as amended, and ensure that pesticides procured under the project do not include any pesticides classified as extremely hazardous or highly hazardous by the World Health Organization.

Insurance of project personnel

2. The Government will insure project personnel against health and accident risks to the extent consistent with good business practice.

Fraud and corruption

3. The Government will promptly bring to the attention of IFAD any allegations or concerns of fraud and/or corruption in relation to the implementation of the project of which it has knowledge or becomes aware.

Protection of resources

4. The Government will use every reasonable means to ensure adherence to prevailing legal norms on the safeguarding of water, forests and wildlife within the project area. Additionally, the Government will take every step within its power to ensure project sustainability without detriment to the environment.

   The project will promote sustainable agriculture and rational natural resource management by: (i) promoting coffee growing in shaded areas and fruit plantations in mountainous areas to provide permanent soil protection; (ii) supporting the implementation of works to mitigate climate risks, to protect the security of farming families and their means of production; (iii) promoting and expanding areas under organic cultivation (coffee, banana, vegetables, etc.) and, in traditional cultivation, encouraging the systematic use of organic fertilizers to increase yields and the use of non-chemical inputs to control pests, diseases and weeds; (iv) applying technologies for soil conservation and sustainable water use; and (v) training project beneficiaries in the management of natural resources and off-farm practices for the conservation of soil and water resources.

Gender equity

5. The overall objective of the project's gender focus is to contribute to narrowing the existing gaps between men and women in the project area, in relation to access to resources and productive assets, and opportunities to improve women's incomes.

   To effectively mainstream women as project users, a set of mechanisms and strategies will be applied that contribute to effectively reducing inequities in access to support services and citizen participation. Methodologies will be developed to identify restrictions and structure demand based on the typology of women in the project area: rural poor women, women living in extreme poverty and women heads of household, focusing on the latter group in particular.

   The gender unit will be responsible for carrying out the strategy and achieving the proposed objectives and targets, and will be under the charge of a coordinator.

Counterpart funds

6. The counterpart funds of the Government will cover all contributions required under national legislation and all taxes and import duties on goods, public works and services acquired under the project.

Suspension

7. IFAD may suspend, in whole or in part, the right of the Government to request withdrawals from the loan account if:

   (a) The project manager has been removed from the project without the prior agreement of IFAD.

   (b) IFAD has determined that the material benefits of the project are not adequately reaching the target group.

   (c) The IFAD loan from the OPEC Fund for International Development (OFID) has not entered into effect within a period of nine months after loan effectiveness, and the Government does not have replacement funding available on conditions acceptable to IFAD.

   (d) The right of the Government to withdraw funds from the loan account has been suspended, cancelled or extinguished, in whole or in part, or the loan has become due and payable prior to the due date agreed upon; or an event has occurred which, through notification or with the passage of time, could give rise to any of the aforesaid circumstances.

   (e) The project operating manual, or any provision thereof, has been suspended, rescinded in whole or in part, waived or otherwise modified without the prior consent of IFAD, and IFAD has determined that such event has had, or is likely to have, a material adverse effect on the project.

   (f) Procurement has not been or is not being carried out in accordance with the loan agreement.

   (g) The Government has defaulted in the performance of any covenant set forth in provisions supplementary to the loan agreement and IFAD has determined that such default has had, or is likely to have, a material adverse effect on the project.

   (h) IFAD has given notice to the Government that credible allegations of corrupt or fraudulent practices in connection with the project have come to the attention of IFAD, and the Government has failed to take timely and appropriate action to address the matters to the satisfaction of IFAD.

   IFAD will suspend, in whole or in part, the right of the Government to request withdrawals from the loan account if the audit report or reports have not been concluded satisfactorily within the six months following the date set for that purpose.

Conditions precedent to effectiveness

8. The loan agreement will become effective upon the fulfilment of the following conditions precedent:

   (a) The Government has duly appointed the project manager and technical coordinator in accordance with the loan agreement;

   (b) The loan agreement has been duly signed, and the signature and performance thereof by the Government has been duly authorized and ratified by all necessary administrative and governmental action in accordance with the prevailing legal provisions of the Government; and

   (c) The Government has delivered to IFAD a favourable legal opinion, acceptable in form and substance to IFAD, issued by the Legal Counsel of the Executive Branch.

Key reference documents

Country reference documents

Poverty Geographic Information System (2002)
National Poverty Assessment (2002)
Population Census (2002)
UNDP – Human Development Report

IFAD reference documents

Project design document (PDD) and key files, working papers
IFAD Rural Finance Policy
IFAD Targeting Policy
IFAD Gender Action Plan
Administrative Procedures on Environmental Assessment
Project Completion Report of the PROPESUR project (495-DO)

Logical framework

OBJECTIVE HIERARCHY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS AND RISKS
GOAL To contribute to the reduction of poverty and extreme poverty in the rural areas of the border region	• *20% reduction in the prevalence of child malnutrition* • *Increase in % of households with sustainable food security* • 12,000 rural households increase yearly income by at least 60% • *8,000 rural households have increased their assets*	Baseline and final RIMS survey Biannual survey of farmers and organizations	The Government maintains as priorities poverty reduction and food security
PURPOSE To increase the income and assets of men, women and youth members of economic organizations through a participative, equitable and environmentally sustainable development process in the 11 provinces of the project area.	• *16,000 poor farmers (40% from mountain areas) benefit from services offered by the project* • *90% of organizations increase sales income to local, regional, national and niche export markets by at least 30%* • *At least 37 organizations increase their fixed assets and net patrimony* • *90% of first level organizations have increased their production and productivity levels in at least 40%* • 60% of organizations and persons supported by the project increased access to local, national or international sources of financing • *40% women participation as members of economic organizations* • *80% microenterprises of youth and women heads of households installed and functioning after 2 years of established and linked to local value chains* • *70% of microenterprises have production and/or service contracts with local or regional value chains*	Baseline study, mid-term review and final evaluation Biannual survey of farmers and organizations Specialized studies	Political influence at local and regional levels do not alter operational capacity of Project Levels of import of basic products are stable
OUTPUTS **COMPONENT 1: MARKET ACCESS** Economic organizations have attained effective and systematic and sustainable linkages to local, regional, national and export markets	• At least 5 internal and external potential markets identified for each crop supported by the Project • 55 1st and 2nd level organizations have elaborated and are implementing Business Plans • *250 groups of youth and women heads of households trained as entrepreneurs identify and enable microenterprises linked to local dynamic productive chains* • 40 second level organizations establish production/purchase contracts with private companies. • *Organizations have* increased in at least 40% the commercialized volumes • 30% increase in the value of commercial transactions of the organizations	Specialized studies Monitoring reports Biannual survey of farmers and organizations Accounting records of organizations	The international markets continue valuing the quality of farming products The flow of international tourists stays at acceptable levels.
COMPONENT 2: Institutional Strengthening of economic organizations Economic organizations have developed and consolidated planning, management and marketing capacities	• *100% of second level organizations develop and implement Strategic Plans* • *At least 90% of second level organizations have women in management positions* • *By the fourth year of the project, 375 first level economic organizations have developed Strengthening Plans* • *90% of first level organizations are inserted into second level organizations* • *At least 80% of first level organizations have women in management positions* • 16,000 women and men members of economic organizations trained in gender aspects • 150 informal economic organizations have received legal support	Monitoring reports Accounting records of organizations Biannual survey of farmers and organizations MTR Technical Audit	The Government and other institutions maintain or increase the levels of social investment at the border
COMPONENT 3: Technological innovation and diversification Small farmers, members of economic organizations have improved their competitiveness to meet demand and requirements of value chains and markets.	• *16.000 women and men members of organizations have improved their knowledge and skills to increase crop productivity and improve the commercial quality of their products* • *40 second level organizations have adopted international standardization norms for agricultural production, responding to quality requirements of markets and to best agricultural practices* • *34 agricultural technicians of SEA and CODOCAFE trained in specialized productive techniques and providing regularly technical assistance and training services to members of 40 second level organizations* • *70% of second level organizations have established local technical services to support the implementation of their production plans* • 3,127 ha. cultivated with food crops for the internal markets	Biannual survey of farmers and organizations Monitoring reports Business Plans Training reports	
COMPONENT 4: Rural Finance Economic organizations have been capitalised and their access to sustainable financial markets have been facilitated.	• *10 trained and strengthened financial Intermediaries with index of operative efficiency[1] between 15 and 25% and return on assets[2] non inferior to 5%* • Local Financial Intermediaries finance rural productive activities with the Credit Fund with a portfolio at risk[3] below 6% • *9.600 agricultural and microenterprise producers access to the Credit Fund, of which no less than 60% will be women* • USD1.2 million have been invested in productive infrastructure identified in the Business Plans of consolidated organizations • Business Plans receive short term financing from regulated and not regulated financial organizations • At least 10% of the organizations marketing in external markets have access to the Collateral Fund for risk activities • A pilot scheme of parametric insurance has been developed, implemented and evaluated for replication and scaling up.	Financial reports Monitoring reports IFI Financial statements	Effects of the international financial crisis do not cause restrictions and/or limitations in the financial services

1 Operative costs/ average portfolio in a period of 12 months
2 Net utility/average assets
3 Overcome and outstanding installments of over 31 days