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President's report

Proposed supplementary loan to the Dominican Republic under the Spanish Food Security Cofinancing Facility Trust Fund for the

Rural Economic Development Project in the Central and Eastern Provinces

Note to Executive Board representatives

Focal points:

Technical questions:

Marco Camagni
Country Programme Manager
Tel.: +39 06 5459 2576
e-mail: m.camagni@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Governing Bodies Officer
telephone: +39 06 5459 2374
e-mail: gb_office@ifad.org

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For: Approval

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Abbreviations and acronyms

IDB	Inter-American Development Bank
M&E	monitoring and evaluation
PACTA II	Agrifood Competitive Transition Support Project

Map of the project area

Dominican Republic



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

Rural Economic Development Project in the Central and Eastern Provinces

Financing summary

Initiating institution:	IFAD
Borrower:	Dominican Republic
Executing agency:	Ministry of Agriculture
Total project cost:	US\$48.46 million
Amount of Spanish Food Security Cofinancing Facility Trust Fund loan:	EUR 11.43 million (equivalent to approximately US\$16 million)
Terms of Spanish Food Security Cofinancing Facility Trust Fund 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 semi-annually
Amount of IFAD loan (as approved by IFAD's Executive Board in April 2010):	SDR 9.25 million (equivalent to approximately US\$14 million)
Cofinanciers:	National financial institutions: US\$9.46 million
Contribution of borrower:	US\$5.31 million
Contribution of beneficiaries:	US\$3.68 million
Appraising institution:	IFAD
Cooperating institution:	Directly supervised by IFAD

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed supplementary loan under the Spanish Food Security Cofinancing Facility Trust Fund to the Dominican Republic for the Rural Economic Development Project in the Central and Eastern Provinces, as contained in paragraph 37.

Proposed supplementary loan to the Dominican Republic for the Rural Economic Development Project in the Central and Eastern Provinces

I. The project

A. Main development opportunity addressed by the project

1. The Dominican Republic has comparative advantages in the production of both traditional and organic agricultural products, for which there is increasing demand in global and national markets. Value chains and producer organizations exist in the country within a favourable policy environment. Four pro-poor value chains with potential have been identified (coffee, cocoa, vegetables and fruit) and the project is intended, inter alia, to help position small-scale producers within them. The project will contribute to generating employment and microenterprise activities to benefit the very poor rural population, while establishing partnerships with existing economic and social development programmes.

B. Proposed financing

Terms and conditions

2. It is proposed that the Spanish Food Security Cofinancing Facility Trust Fund provide a loan to the Dominican Republic in the amount of EUR 11.43 million (equivalent to approximately US\$16 million) on ordinary terms, to cofinance the Rural Economic Development Project in the Central and Eastern Provinces approved by the Executive Board in April 2010 (EB 2010/99/R.24/Rev.1; IFAD loan 811-DO). The Spanish Food Security Cofinancing Facility Trust Fund replaces the Central American Bank for Economic Integration (CABEI) as cofinancier at the request of the Dominican Republic. 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 semi-annually.

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

3. The Dominican Republic's PBAS allocation for the 2010-2012 cycle was committed following the approval of IFAD loan 811-DO at the April 2010 session of the Executive Board.

Country debt burden and absorptive capacity of the State

4. The Dominican Republic has the capacity to absorb and service the proposed loan amount. The country's external debt is managed in the framework of the stand-by agreement signed with the International Monetary Fund (IMF) in November 2009. In 2009, the total external debt outstanding was US\$8.2 billion (20 per cent of GDP). Since 1980, IFAD has provided funding totalling SDR 56 million to the Dominican Republic.

Flow of funds

5. The loan proceeds will be deposited in a euro-denominated account designated to receive funds in advance. Applications for withdrawal of the loan proceeds will be processed by the authorized signatories designated by the Ministry of Finance.

Supervision arrangements

6. The project will be directly supervised by IFAD.

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

7. No exceptions are foreseen.

Governance

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

C. Target group and participation

Target group

9. The project will be implemented in 20 provinces in the country's central and eastern regions. The target group comprises 88,643 families of poor and very poor small-scale producers. Direct beneficiaries include 24,000 poor households of small-scale producers (19,000), as well as women, young people and landless campesinos (5,000).

Targeting approach

10. The project's targeting strategy is in line with the IFAD Policy on Targeting and reflects the lessons learned in previous IFAD operations to ensure the effective inclusion of the poorest groups. A combination of direct targeting and self-targeting will be applied within the project framework, based on demand and priorities as determined by the communities, groups and organizations.

Participation

11. The project will promote and ensure beneficiary participation. Project-supported self-diagnostics will ensure that business and development plans are generated and identified on a participatory basis. Beneficiaries will participate in committees reviewing and approving business and development plans, in the selection of providers of goods and services, and in monitoring and evaluation (M&E).

D. Development objectives

Key project objectives

12. The project goal is to contribute to reducing levels of poverty and extreme poverty in rural areas of the Dominican Republic. The purpose is to increase the incomes and assets of poor men, women and young people served by the project in 20 central and eastern provinces, through their permanent and mutually beneficial positioning within dynamic and environmentally sustainable value chains.
13. Specific objectives are to: (i) promote and build the capacities of beneficiaries and their organizations; (ii) contribute to access by small-scale producer organizations to dynamic markets and value chains; and (iii) improve the capitalization of small-scale farm producers, producer organizations and microentrepreneurs, by facilitating sustainable access to financial markets.

Policy and institutional objectives

14. The Government has requested IFAD support, within the framework of the National Development Strategy and Development Agenda, in two key areas: (i) national food security, in particular for the poorest and most vulnerable rural people; and (ii) competitiveness in the rural small-scale producers sector, given national and international market opportunities and the impact of the Dominican Republic-Central America-United States Free Trade Agreement (DR-CAFTA).

IFAD policy and strategy alignment

15. Building on close to 30 years of cooperation in the country, this project – together with the one approved in April 2009 – represents an important step in consolidating the Fund's role as a strategic partner of the Government in areas within its mandate and in line with the country strategic opportunities programme (COSOP). The project is aligned with IFAD's strategy and policies aiming to increase incomes and improve living conditions among poor rural people by: (i) strengthening organizations and human and social capital; (ii) expanding and facilitating access to market, financial and support services; (iii) promoting gender equity and the management of natural resources and the environment; and (iv) serving the country's poorest people and most disadvantaged groups through specific targeting mechanisms.

E. Harmonization and alignment

Alignment with national priorities

16. The project objectives and approaches are aligned with the National Development Strategy 2010-2030, the Ministry of Agriculture's sector policy priorities and the Government's economic policies. The project aims to position small-scale producers in value chains, in line with the strategic objectives set in the National Development Strategy, by means of: (i) higher productivity and improved post-harvest management; (ii) compliance with international phytosanitary health standards and the adoption of sustainable environmental practices; (iii) business management training; and (iv) strengthened producer-market relations. In the area of rural financial services, the proposed project is aligned with national efforts to mobilize resources from the private financial system and create a national crop insurance system and a guarantee fund.

Harmonization with development partners

17. The project was designed under a country programme approach and in a manner that fully complements the project approved last year for 11 provinces along the border with Haiti. Activities will be harmonized with those of the main partner, i.e. the Inter-American Development Bank (IDB), which is funding the Agrifood Competitive Transition Support Project (PACTA II), to be implemented in close coordination with both IFAD projects under the responsibility of the Ministry of Agriculture. Linkages will be strengthened with the European Union in connection with its infrastructure projects; with the United States Agency for International Development (USAID), which has provided financial support for the public-private network for value chains (AgroRED); and with the Government of Italy, which funds the ART Gold programme (Articulation of Territorial and Thematic Networks of Cooperation for Human Development – Governance and Local Development, a United Nations Development Programme initiative).

F. Components and expenditure categories

Main components

18. The project has four components: (i) building human and organizational capital (8 per cent); (ii) developing business opportunities (17 per cent); (iii) financing business and employment initiatives (69 per cent); and (iv) project management and M&E (6 per cent).

Expenditure categories

19. There are three Spanish Food Security Cofinancing Facility Trust Fund-financed expenditure categories: (i) vehicles and equipment (3 per cent of base costs); (ii) cofinancing for agricultural productive assets, agro-industry and rural microenterprises (93 per cent); and (iii) operating costs (4 per cent).

G. Management, implementation responsibilities and partnerships

Key implementing partners

20. The key partners are the Ministry of Agriculture and the project steering committee, which is chaired by the Minister for Agriculture and includes representatives from the Ministry of Finance and the Ministry of Economy, Planning and Development. Other partners include national and international NGOs and private enterprises in connection with the provision of specialized technical services, second- and third-tier producer organizations (including the National Confederation of Dominican Cocoa Producers [CONACADO] and the Southern Region Coffee Growers' Federation [FEDECARES]) and value chain partners.

Implementation responsibilities

21. The Ministry of Agriculture will be responsible for project implementation, through the project execution unit (PEU) created in 2010 to manage IFAD- and IDB-funded projects. Project implementation will be decentralized: the Government will retain control of strategic and policy 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

22. The main thrust of the project is to build local and institutional capacity at three levels: (i) institutional strengthening for groups and organizations, and for value chain consortiums; (ii) capacity-building for production; and (iii) capacity-building for implementation of Ministry of Agriculture projects. Specialized technical assistance services will be contracted out to expert providers or covered by value chain players, second- or third-tier producer organizations, or Ministry of Agriculture technicians.

Status of key implementation agreements

23. In agreement with IDB and IFAD, the Ministry of Agriculture has set up the PEU, which is tasked with the implementation of both the IFAD projects and IDB-funded PACTA II. Several service providers have presented expressions of interest that could be formalized upon start-up. With respect to the second- and third-tier organizations (CONACADO, FEDECARES, etc.) that are leading value chain players, preliminary agreements exist and could also be formalized upon start-up. Expressions of interest in writing exist for participation by financial institutions such as the banks ADOPEM and ADEMI.

Key financing partners and amounts committed

24. The total project cost is US\$48.46 million. The main sources of financing are: the Spanish Food Security Cofinancing Facility Trust Fund (33 per cent); IFAD (29 per cent); the Government (11 per cent); beneficiaries (8 per cent); and national financial institutions (19 per cent).

H. Benefits and economic and financial justification

Main categories of benefits generated

25. The services provided under the project will benefit mainly 19,000 small-scale producers and 5,000 women and young people. Specifically, these benefits will include the following: (i) at least 50 per cent of the project beneficiaries will have permanent access to value chains, and 100 per cent will have improved access to markets; (ii) total sales of beneficiary producers will rise by at least 10 per cent per annum; (iii) 27 microenterprises will be set up; (iv) 5,000 unorganized producers (30 per cent women) will join organizations; (v) 30 per cent of first-tier organizations will create linkages to second-tier organizations, and 90 per cent of the organizations served will show improvements in institutional strengthening; and (vi) productivity will rise 20 per cent, 60 per cent of producers will meet required market standards, and 80 per cent will apply agricultural best practices.

Economic and financial viability

26. An economic and financial analysis was conducted following the review of a number of models of farms, adding post-harvest value and microenterprises. The following economic indicators were applied in evaluating the project: economic internal rate of return (EIRR), net present value (NPV) and cost-benefit ratio, calculated over a 20-year period and using a discount factor of 4.27 per cent. The results showed EIRR of 26.6 per cent, NPV of US\$154.4 million and a cost-benefit ratio of 15.4. Sensitivity to benefit reductions and cost increases is low: a 20 per cent decrease of benefits combined with a 30 per cent increase in costs still results in an EIRR of about 12 per cent.

I. Knowledge management, innovation and scaling up

Knowledge management arrangements

27. The project M&E unit will be responsible for obtaining, analysing and sharing knowledge to generate learning to build into project activities, as well as for promoting knowledge sharing among project partners and other stakeholders. Experiences will be systematized at yearly workshops. A project webpage will be developed with implementation information and a permanent value chains observatory, and events will be organized to exchange experiences. Special attention will be paid to knowledge exchange under an integrated country programme approach in the Dominican Republic, as well as with operations based in Haiti.

Development innovations that the project will promote

28. Major innovations for the country include: (i) the targeting and gender strategy; (ii) intervention mechanisms that focus on positioning in pro-poor value chains; (iii) the financing strategy in partnership with the private sector; and (iv) a sustainable agriculture approach emphasizing organic farming and adaptation to climate change.

Scaling up

29. The project is a priority for the Government and for the Ministry of Agriculture in that it is based in areas with a high proportion of poor people who were previously not served by IFAD operations. In addition, it brings an innovative focus on small-scale producers through the replication of experiences already existing in the country with greater sustainability and on a larger scale. The knowledge and experience acquired, once analysed and validated by the M&E system, will allow for scaling up and replicating the proposed approach to benefit other small-scale producers.

J. Main risks

Main risks and mitigation measures

30. The project faces four main risks: (i) market risk; (ii) the risk of adverse climate events; (iii) the risk of limited access to commercial financing, which could lead to constraints; and (iv) the risk that extremely poor people will be excluded given the value chain approach.
31. The first risk will be minimized by the value chain approach, which ensures more stable market access. The second risk will be mitigated by promoting agricultural best practices adapted to climate change and support for the development of insurance systems. The third risk could be attenuated through ongoing monitoring and support by IFAD for the development of rural financial markets, and the fourth risk by the strict application of direct targeting mechanisms and by IFAD monitoring and supervision.

Environmental classification

32. 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

33. Key elements in support of sustainability are as follows: (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

34. A project financing agreement between the Dominican Republic and the Spanish Food Security Cofinancing Facility Trust Fund will constitute the legal instrument for extending the proposed supplementary financing to the borrower. A copy of the negotiated financing agreement is attached as an annex.
35. The Dominican Republic is empowered under its laws to receive financing from the Spanish Food Security Cofinancing Facility Trust Fund, acting through IFAD in its capacity as Trustee.
36. I am satisfied that the proposed supplementary financing will comply with the Agreement Establishing IFAD and the Lending Policies and Criteria.

III. Recommendation

37. I recommend that the Executive Board approve the proposed supplementary financing in terms of the following resolution:

RESOLVED: that the Spanish Food Security Cofinancing Facility Trust Fund, acting through IFAD in its capacity as Trustee, shall provide a loan on ordinary terms to the Dominican Republic in an amount equivalent to eleven million four hundred and thirty thousand euros (EUR 11,430,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Kanayo F. Nwanze
President

Convenio de financiación negociado: "Proyecto de Desarrollo Económico Rural en el Centro y Este"

(Negociaciones concluidas el 21 de marzo de 2011)

Número del Préstamo del Fondo Fiduciario: [insertar número]

Proyecto de Desarrollo Económico Rural en el Centro y Este (el "Proyecto")

La Facilidad Financiera de España para la Cofinanciación de la Seguridad Alimentaria (el "Fondo Fiduciario")

Y

La República Dominicana (el "Prestatario")

(cada uno de ellos por separado la "Parte" y los dos colectivamente las "Partes")

acuerdan lo siguiente:

Preámbulo

CONSIDERANDO que la Junta Ejecutiva del Fondo Internacional de Desarrollo Agrícola (el "FIDA") en su 100 período de sesiones aprobó el instrumento por el que se crea la Facilidad Financiera de España para la Cofinanciación de la Seguridad Alimentaria ("Fondo Fiduciario") y asimismo autorizó que el Fondo Fiduciario, actuando mediante el Fondo Internacional de Desarrollo Agrícola ("FIDA") en su capacidad de Fideicomisario del Fondo Fiduciario, contrajera un convenio de préstamo con el Reino de España (España);

CONSIDERANDO que España y el FIDA, en su capacidad de Fideicomisario del Fondo Fiduciario, han contraído un Convenio de préstamo con fecha 28 diciembre 2010;

CONSIDERANDO que el FIDA ha concedido un préstamo al Prestatario ("Financiamiento FIDA") por el importe de DEG 9 250 000 para asistir en la financiación del Proyecto de acuerdo con los términos y condiciones establecidos en el Convenio de Financiamiento del FIDA Número 811-DO de fecha 25 mayo 2010 ("Convenio de Financiamiento 811-DO FIDA");

CONSIDERANDO que la Sección E 1 del Convenio de Financiamiento 811-DO FIDA indica como motivo de suspensión adicional de susodicho convenio que el Prestatario no logre confirmar el espacio fiscal para la financiación adicional de USD 16 millones prevista en el diseño del Proyecto antes del 31 de Diciembre 2011, así como no logre identificar un financiador y/o donante para tal importe;

CONSIDERANDO que el Prestatario ha confirmado el espacio fiscal para la financiación adicional de USD 16 millones, y que, mediante el FIDA, ha logrado identificar un financiador, el Fondo Fiduciario, para tal importe;

CONSIDERANDO que el Prestatario ha solicitado un préstamo adicional del Fondo Fiduciario con el propósito de incrementar el financiamiento con respecto al Proyecto, tal y como se describe en el Anexo 1 del Convenio de Financiamiento 811-DO FIDA.

Por lo tanto, las Partes acuerdan lo siguiente:

Sección A

1. Los siguientes documentos en su conjunto conforman colectivamente este Convenio: el presente documento, el Cuadro de asignaciones (Anexo 1 del presente Convenio) y la Descripción del Proyecto y Disposiciones de ejecución del Convenio de Financiamiento 811-DO FIDA (Anexo 1 del Convenio de Financiamiento 811-DO FIDA).
2. Se adjuntan al presente convenio las *Condiciones Generales para la Financiación del Desarrollo Agrícola* de fecha 29 de abril de 2009, en sus sucesivas versiones enmendadas, (las "Condiciones Generales") y cualquiera de las disposiciones en ellas contempladas serán aplicables al presente Convenio. A los efectos del presente Convenio, los términos definidos en las Condiciones Generales tendrán el significado en ellas indicado.
3. El Fondo Fiduciario proporcionará un Préstamo del Fondo Fiduciario al Prestatario (la "Financiación del Fondo Fiduciario"), que el Prestatario utilizará para ejecutar el Proyecto de conformidad con los términos y condiciones del presente Convenio.

Sección B

1. El monto del Préstamo del Fondo Fiduciario es de 11 430 000 Euros.
2. El Préstamo se concede en condiciones ordinarias por un plazo de 18 años incluyendo un período de gracia de tres (3) a partir de la fecha en que el Fondo Fiduciario haya determinado que se han cumplido todas las condiciones generales previas para el retiro de fondos. La tasa de interés será el Tipo de Interés de Referencia del Fondo aplicable a los Préstamos del Fondo Fiduciario.
3. La Moneda de Pago del Servicio del Préstamo del Fondo Fiduciarios será el Euro.
4. El primer día del Ejercicio Financiero aplicable será el indicado en el Convenio de Financiamiento 811-DO FIDA.
5. Los pagos del capital y los intereses serán pagaderos cada 15 de mayo y 15 de noviembre.
6. El Prestatario proporcionará financiación de contrapartida para el Proyecto de conformidad con el Convenio de Financiamiento 811-DO FIDA.

Sección C

1. El Organismo Responsable del Proyecto será el indicado en el Convenio de Financiamiento 811-DO FIDA.
2. La Fecha de Terminación del Proyecto será el sexto aniversario de la fecha de entrada en vigor del presente Convenio.

Sección D

El Préstamo del Fondo Fiduciario será administrado y el Proyecto será supervisado de conformidad con el Convenio de Financiamiento 811-DO FIDA.

Sección E

1 Se considera que, además de las condiciones generales previas indicadas en las Condiciones Generales, el Prestatario no podrá efectuar retiro de fondos hasta que las siguientes condiciones se hayan cumplido:

- a) que se haya efectuado el primer retiro de fondos del Convenio de Financiamiento 811-DO FIDA; y
- b) que el Gobierno haya abierto una cuenta designada para recibir fondos del Préstamo del Fondo Fiduciario por adelantado.

2. El presente Convenio está sujeto a la ratificación del Congreso Nacional del Prestatario.

3. Se indican a continuación los representantes designados y las direcciones que han de utilizarse para cualquier intercambio de comunicaciones relacionados con el presente Convenio:

Por la Facilidad Financiera de España para
la Cofinanciación de la Seguridad Alimentaria:

Presidente del Fondo Internacional de
Desarrollo Agrícola en su capacidad de Fideicomisario de
La Facilidad Financiera de España para la Cofinanciación
Fondo Internacional de Desarrollo Agrícola
Via Paolo di Dono 44
00142 Roma, Italia

Por el Prestatario:

Ministro de Hacienda
Ministerio de Hacienda
Avenida México no 45, Gazcue
Santo Domingo
República Dominicana

El presente Convenio, de fecha [insertar fecha], se ha preparado en idioma español en seis (6) copias originales, tres (3) de las cuales son para el Fondo Fiduciario y las otras tres (3) para el Prestatario.

Por la Facilidad Financiera de España para
la Cofinanciación de la
Seguridad Alimentaria
[insertar nombre y cargo]

Por el Prestatario
[insertar nombre]

Anexo 1

Cuadro de asignaciones

1. *Asignación de los recursos del Préstamo del Fondo Fiduciario.* En el cuadro que figura a continuación se presentan las Categorías de Gastos Admisibles que se financiarán con cargo al Préstamo del Fondo Fiduciario y la asignación de los montos del Préstamo del Fondo Fiduciario a cada Categoría, así como los porcentajes de los gastos correspondientes a los rubros que se financiarán en cada Categoría:

Categoría	Monto del Préstamo del Fondo Fiduciario asignado (expresado en Euro)	Porcentaje de financiación
I. Vehículos y Equipos	300 000	100% sin impuestos
II. Fondos de Cofinanciamiento de Activos Productivos Agrícolas y de Agroindustria, y MER	10 690 000	100% sin impuestos y sin contribución beneficiarios
III. Costos de Operación	440 000	100% sin impuestos
TOTAL	11 430 000	

2. Cualquier reasignación entre categorías será acordada por las Partes.

Documentos básicos de referencia

Documentos de referencia del país

Estrategia Nacional de Desarrollo 2010-2020 (Secretaría de Estado de Economía, Planificación y Desarrollo –SEPYD 2009).
Focalización de la Pobreza en la República Dominicana (ONAPLAN 2005).
Información estadística del sector agropecuario 1998-2007(SEA, 2008)
Plan Nacional de Competitividad Sistémica y Observatorio de Competitividad (CNC 2008).
Hacia una estrategia de desarrollo territorial rural en República Dominicana (SEPYD 2007)
Encuesta Nacional de Condiciones de Vida (ENCOVI) (Banco Central de la República Dominicana, 2004).

IFAD reference documents

Project design reports, key files and working papers
Preliminary draft of COSOP
Market Access. The 2009 Annual report on result and Impact of IFAD Operations (ARRI)
IFAD Rural Finance Policy
IFAD Targeting Policy
IFAD Gender Policy and Plan of Action
IFAD's administrative procedures, guidelines and procurement procedures
IFAD's environmental procedures and recommendations

Marco lógico

2

Resumen Narrativo	Indicadores ¹	Medios de Verificación	Supuestos
FIN Contribuir a la reducción de los niveles de pobreza y pobreza extrema en áreas rurales de la República Dominicana	% de reducción en la malnutrición infantil # de hogares que han incrementado el índice activos # de hogares que han aumentado el nivel de ingreso monetario (desagregado por sexo, región y categoría de beneficiarios) # de empleos rurales generados: permanentes y temporales	Estudio de base del proyecto y encuesta RIMS Evaluación de medio término Evaluación final y encuesta final RIMS Informes de seguimiento	El Gobierno mantiene la prioridad en la estrategia de reducción de la pobreza
PROPOSITO Incrementar los niveles de ingresos y los activos de hombres, mujeres y jóvenes pobres atendidos por el Proyecto en 20 provincias del Centro y Este, a través de su inserción permanente y de mutuo beneficio en encadenamientos dinámicos ambientalmente sostenibles	Al final del proyecto: <ul style="list-style-type: none"> Por lo menos el 50% (12 000) de los productores/as beneficiarios/as del proyecto logran acceder y mantenerse en cadenas de valor Las ventas totales de productores/as atendidos aumentan en al menos 10% anual No menos del 90% de los planes de negocios aprobados son ejecutados satisfactoriamente (más del 90% de ejecución técnica y financiera) 102 microempresas poseen instalaciones de acopio, almacenamiento, transformación de la producción y mercadeo. La mayoría de productores/as atendidos/as expresan satisfacción con los bienes y servicios entregados por el proyecto Aumento en el número de organizaciones que cuenta con mujeres en la directiva 19 000 pequeños productores rurales pobres (30% mujeres), 3000 mujeres jefas de hogar y 2 000 jóvenes (30% mujeres) se benefician directa o indirectamente de las acciones del proyecto, desagregados por zona y tipo de actividad 	Evaluación de medio término Evaluación final y encuesta final RIMS Informes de seguimiento Estudios puntuales Estudios de caso	Influencia política a nivel local/regional no interfiere con el desempeño estratégico del proyecto
RESULTADO 1: Fortalecimiento del capital Humano y Organizativo Hombres, mujeres y jóvenes beneficiarios del proyecto manejan sus actividades productivas con criterio empresarial y sus organizaciones se articulan para aprovechar mejores oportunidades de generación de ingreso	<ul style="list-style-type: none"> 5 000 productores no organizados se integran a organizaciones, de los cuales al menos un 30% son mujeres El 100% de las organizaciones atendidas se vinculan a cadenas productivas y a mercados 30% de organizaciones de primer nivel se vinculan a organizaciones de segundo nivel Al menos el 80% de las organizaciones atendidas que realizan diagnósticos y análisis sistemáticos de las cadenas de valor a que están integradas No menos del 90% de las organizaciones atendidas evidencia mejoras en su fortalecimiento institucional, superando cada año al menos el 50% de las debilidades diagnosticadas Variación del número de organizaciones apoyadas según las tres categorías de fortalecimiento: incipientes, en transición y consolidadas 	Informes de seguimiento Registros de los técnicos de campo Informes de evaluación Informe consolidado de diagnósticos y autoevaluaciones de las organizaciones Estudio de la participación de la Mujer en las organizaciones de productores	PARA TODOS LOS RESULTADOS: Niveles de importación de productos agrícolas se mantienen estables Niveles de flujo turístico se mantienen dentro de los rangos proyectados El Gobierno e instituciones satisfacen demandas de infraestructura y servicios sociales en las comunidades
RESULTADO 2: Desarrollo de Oportunidades de Negocios Organizaciones de pequeños productores han establecido relaciones comerciales con el sector privado para acceder a mercados e insertarse en encadenamientos más dinámicos mediante el mejoramiento y especialización de sus actividades productivas y económicas en empresas competitivas y sostenibles	<ul style="list-style-type: none"> La productividad de la tierra aumenta en un 20% en predios atendidos 3000 mujeres jefas de hogar y 2000 jóvenes (30% mujeres) se insertan a la actividad productiva 60% de los productores atendidos han diferenciado sus productos para atender a nichos de mercado 60% de los productores atendidos cumplen con estándares de calidad e inocuidad requeridos por el mercado 80% de productores atendidos aplica buenas prácticas agrícolas (BPA) y de manufactura (BPM), según cultivo A partir del 3er año del proyecto al menos dos alianzas estratégicas se generan cada año dentro de las cadenas de valor seleccionadas A partir del 4to año del proyecto, cada organización atendida forma parte de un plan de negocios en ejecución 	Registro de técnicos de campo Informes de seguimiento Informes de evaluación	
Resultado 3: Financiamiento de Iniciativas de negocio y empleo Las organizaciones de pequeños productores agropecuarios y microempresarios rurales se han capitalizado y han mejorado su perfil de riesgo, y se ha facilitado su acceso a mercados financieros sostenibles	<ul style="list-style-type: none"> El 100% de las infraestructuras cofinanciadas concluidas están en funcionamiento y son administradas por organizaciones beneficiarias del FOCAP XX productores (30% mujeres) y organizaciones con acceso a crédito 3 000 beneficiarios/as y/o 150 grupos inician microempresas rurales El ratio de inversión del FOCAP por socio participante en cada plan de negocios es igual o menor a USD 1 500 Por lo menos XX productores (XX% mujeres) y XX organizaciones acceden a productos financieros rurales desarrollados a través del Fondo de Promoción de Alianzas Estratégicas 	Registros de los técnicos de campo Reportes de las intermediarias financieras Informes de seguimiento Informes de evaluación	