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## President's report

### Proposed loan to the Plurinational State of Bolivia for the Integral Strengthening Programme for the Camelid Value Chain in the Bolivian High Plateau

#### Note to Executive Board representatives

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For: Approval

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## Abbreviations and acronyms

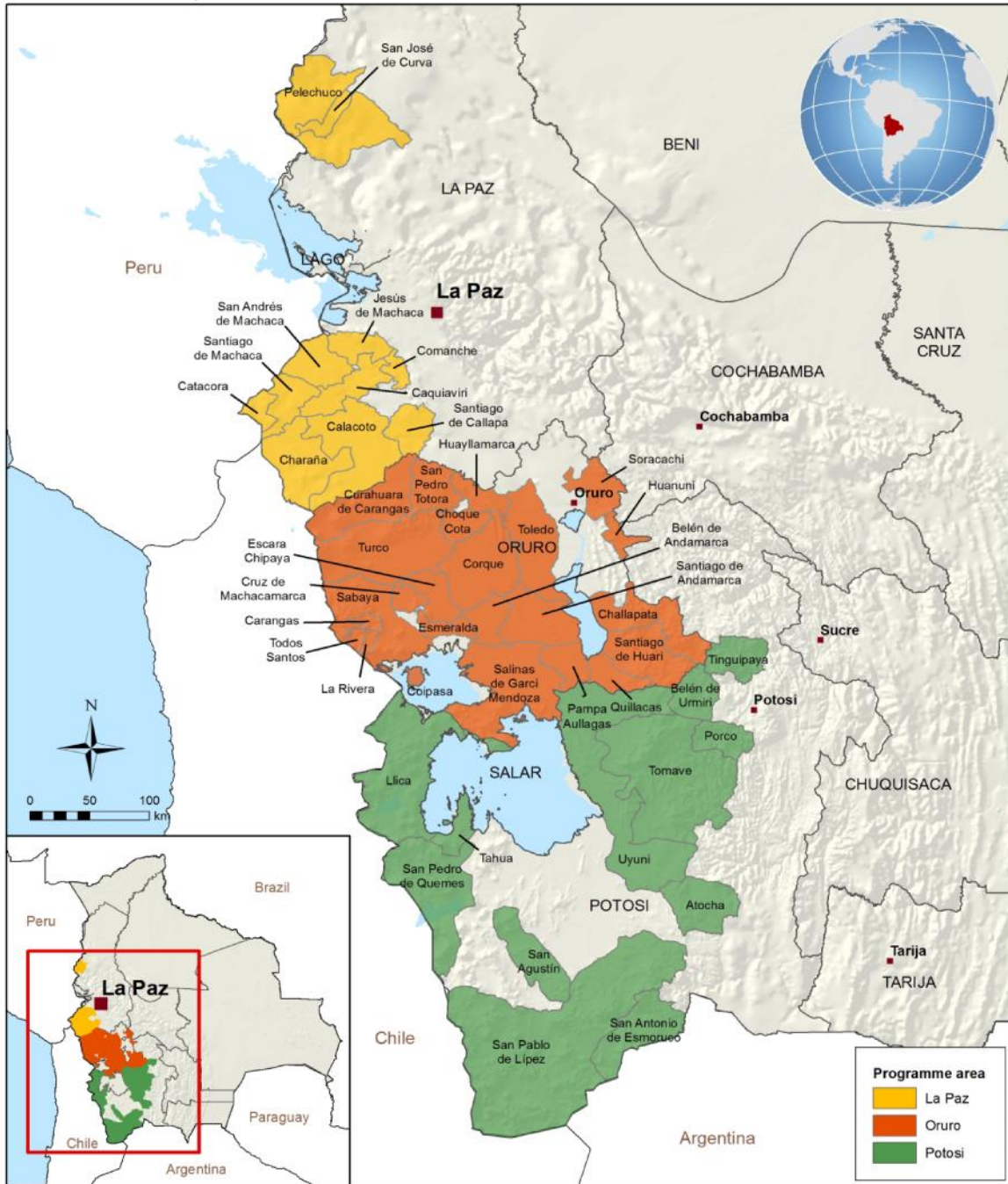
AWP/B	annual workplan and budget
DTU	departmental technical unit
IRR	internal rate of return
LPIAC	local productive initiatives approval committee
MDRyT	Ministry of Rural Development and Lands
M&E	monitoring and evaluation
MTR	midterm review
NPV	net present value
PIU	programme implementation unit
PROMARENA	Management of Natural Resources in the Chaco and High Valleys Project
PROSAT	Technical Assistance Services Project for Smallholders
PSC	programme steering committee
RB-COSOP	results-based country strategic opportunities programme
RIMS	Results and Impact Management System
SENASAG	National Agricultural Health and Food Safety Service
VALE	Enhancement of the Peasant Camelid Economy Support Project

# Map of the programme area

## The Plurinational State of Bolivia

Integral Strengthening Programme for the Camelid value chain in the Bolivian High Plateau

President's report



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.  
 Map compiled by IFAD | 06-10-2014

## Plurinational State of Bolivia

### Integral Strengthening Programme for the Camelid Value Chain in the Bolivian High Plateau

#### Financing summary

<b>Initiating institution:</b>	IFAD
<b>Borrower:</b>	Plurinational State of Bolivia
<b>Executing agency:</b>	Ministry of Rural Development and Lands
<b>Total programme cost:</b>	US\$38.76 million
<b>Amount of IFAD loan:</b>	SDR12.87 million (equivalent to approximately US\$17.89 million)
<b>Terms of IFAD loan:</b>	Blend: Maturity period of 25 years, including a grace period of 5 years, with interest at a fixed rate of 1.25 per cent plus a service charge of 0.75 per cent per annum
<b>Contribution of borrower:</b>	US\$16.5 million
<b>Contribution of beneficiaries:</b>	US\$4.3 million
<b>Appraising institution:</b>	IFAD
<b>Cooperating institution:</b>	Directly supervised by IFAD

## Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed loan to the Plurinational State of Bolivia for the Integral Strengthening Programme for the Camelid Value Chain in the Bolivian High Plateau, as contained in paragraph 47.

## Proposed loan to the Plurinational State of Bolivia for the Integral Strengthening Programme for the Camelid Value Chain in the Bolivian High Plateau

### I. Strategic context and rationale

#### A. Country and rural development and poverty context

1. In the past eight years, the performance of the economy of the Plurinational State of Bolivia was sound, based on favourable macroeconomic policies despite slow growth of major economies. From 2006 to 2013, the economy grew at an average rate of 4.9 per cent, resulting in a fiscal surplus and a sustained increase in international reserves. The debt-to-GDP ratio decreased from 51 per cent in 2006 to 27 per cent in 2010. Per capita income increased from US\$1,100 in 2006 to US\$3,000 in 2014, with a GDP of US\$30,000 million. Notwithstanding this, the Plurinational State of Bolivia is one of the poorest countries in South America and one of the most unequal: about 65 per cent of a total population of 10 million inhabitants live in poverty and 2.7 million people live in extreme poverty. Inequality remains high. The Gini index dropped from 0.59 in 2006 to 0.51 in 2009, and in rural areas from 0.64 to 0.53 in the same period. Poverty here has the face of indigenous and peasant women, and the highest levels of food insecurity. Of the 340 municipalities, 102 (30 per cent) are in an extremely vulnerable situation.

#### B. Rationale and alignment with government priorities and RB-COSOP

2. The proposed programme is fully justified in taking into account poverty conditions, food insecurity and vulnerability of the rural population in selected priority municipalities in the targeted area. Moreover, programme interventions are relevant, taking into account the important contribution of South American camelids to the economy of the population in the Bolivian High Plateau, whose welfare is associated with the income derived from breeding and processing, and from the marketing of fibre, meat and hides. The proposed activities will help reduce difficulties and obstacles in primary production such as: (i) low productivity, low quality and livestock numbers in the Bolivian High Plateau; (ii) improper handling of animals and herds; (iii) limited availability of feed and water due to deterioration of natural resources and climate change; (iv) expansion of the agricultural frontier for quinoa cultivation; (v) low value added to raw materials; and (vi) inadequate access to services (veterinary, inputs, etc.). The programme will also address limitations on processing and marketing, including: (i) lack of technical assistance; (ii) high production costs; (iii) inadequate access to markets; (iv) lack of access to financial services; and (v) absence of relationships among the diverse actors in the production complex. In this context, a long-term strategy is proposed based on the sustainability of joint venture projects with access to markets, and strengthening of organizational actors. Programme implementation will scale up development approaches promoted by other IFAD-funded projects in the country. The programme contributes to achievement of the objectives of the

National Development Plan, the Patriotic Agenda 2025 and the Agricultural Development Sector Plan 2014-2018 of the Ministry of Rural Development and Lands (MDRyT): poverty eradication and financial, productive and natural resource sovereignty, which emphasizes that agricultural production must be used to meet domestic demand and ensure food security.

3. The proposed programme, although not included in the results-based country strategic opportunities programme (RB-COSOP) for the Plurinational State of Bolivia 2008-2012 and its 2013-2014 extension, is consistent with IFAD Strategic Framework 2011-2015 objectives to assist rural poor people in improving their food security, increasing their incomes and strengthening their resilience by implementing cost-effective and sustainable initiatives, which can create opportunities for wealth creation and employment in rural areas.

## II. Programme description

### A. Programme area and target group

4. Programme area. The programme has been designed to be implemented in approximately 47 municipalities in three departments of the High Plateau: La Paz, Oruro and Potosi. Selection of the programme area was based on: (i) poverty conditions; (ii) indices of economic, social and environmental vulnerability; and (iii) the production potential of South American camelids and their by-products. The programme area concentrates 67 per cent of the population of camelids in the country, representing 1,915,436 animals, with Oruro accounting for 57 per cent, La Paz 33 per cent and Potosi 17 per cent.
5. The programme area is characterized by altitudes ranging from 3,600 to 4,600 metres, presenting low humidity, low rainfall and high solar radiation. The climate is cold and dry, with extreme temperatures up to minus 15° C in winter and annual average temperatures of 4-8° C. Frosts occur throughout the year, and hail by the end of the rainy period, causing serious damage to the few crops and native grasslands of the area.
6. Targeting and target groups. Implementation of the programme will be based on geographical targeting in accordance with IFAD's targeting policy. The programme will be consistent with the definition adopted by IFAD for interventions in the Plurinational State of Bolivia, which determines that the target population is composed of small-scale producers, artisans, women and men microentrepreneurs, rural populations living in extreme poverty and food insecurity, and marginalized groups (indigenous peoples, women and youth). The target group includes: rural populations (Quechua, Aymara) with moderate to extreme levels of poverty, limited access to irrigation and water, lack of financial capital, difficulties in accessing financial services, training and technology, limited employment opportunities, poor or inadequate socio-economic organizational levels and outmigration in areas with high environmental vulnerability. As part of the targeting strategy, the programme will take into account the New State Constitution, which explicitly recognizes the collective rights of indigenous peoples and the right to consultation processes.
7. Target group. Using geographical targeting criteria, a typology of farm families, and data from the 2012 census by the National Institute of Statistics, the programme area comprises 106,571 rural families. Of this total, it is estimated that 63,942 families are engaged in breeding camelids.
8. Gender. The programme is consistent with the three strategic objectives of IFAD's gender policy: (i) promote economic empowerment to give women and men an equal opportunity to participate in profitable economic activities and benefit from them; (ii) give women and men the opportunity to equally express themselves and influence rural institutions and organizations; and (iii) achieve a more equitable balance in workloads and the distribution of economic and social benefits for

women and men. It will ensure that these considerations are taken into account, identifying inequalities and furthering affirmative action. The programme will promote equitable leadership in productive organizations that contribute to the economic empowerment of women's associations and groups, taking into account the workload these economic initiatives will entail. It will also systematize experience by productive organizations in the implementation of measures for gender equality and inclusion of youth, disseminating findings and recommendations through events and publications.

## B. Programme development objective

9. The main purpose of the programme is to improve living conditions of families and productive economic organizations linked to the camelid production complex, while ensuring sustainable management of natural resources. The programme will contribute towards: (i) reducing rural poverty and child malnutrition; (ii) increasing physical assets (productive infrastructure) and financial assets of programme users; (iii) enhancing the integration of business initiatives of beneficiaries in camelid value chains; (iv) increasing the incomes of participating families; (v) furthering adoption of practices conducive to natural resource management; and (vi) increasing the capacities of programme users (human and social assets) based on the principle of social inclusion of women and youth.

## C. Components/outcomes

10. Programme implementation includes three main components:
11. Component 1: Primary production and management of natural resources. The objectives of this component are to strengthen access by poor families to initiatives seeking to improve: primary production at the level of family production units and communities, and sustainable management of natural resources. Programme initiatives will improve the productive environment, increase resilience to the effects of climate change, mitigate negative environmental impacts and provide conditions for competitive entry into markets.
12. Implementation of this component will include two subcomponents:
  - (a) Improvement of primary production in nutrition, animal health and management and support to small farm infrastructure. Implementation will include the following activities: (a) programme information dissemination workshops; (b) participatory territorial planning; (c) competitive financing of household and community production unit initiatives; and (d) training in gender equality, rural youth and experience-sharing.
  - (b) Sustainable use of natural resources. This subcomponent will be based on a territorial management approach to implementation of natural resource management, aimed at improving livelihoods ecosystems through the following activities: (a) integrated community management of water resources; (b) management and soil conservation; and (c) strengthening local institutions for natural resource management and systematization of experiences.
13. Component 2: Processing and marketing. The objective of this component is to support families and their organizations in generating productive economic infrastructure conditions to encourage private investment, improve transformation processes for value creation and deepen competitive access to markets, while increasing interaction among actors in the South American camelid production complex. The component links the dynamics of improving production and productivity of camelid breeders with transformation initiatives to generate added value in the fibre, meat and hides value chains.
14. This component includes two subcomponents:



- (a) Processing of fibre, meat and hides. Implementation will include the following main activities: (a) training of programme teams in competitive allocation of financial resources and financing of business plans; (b) strategic analysis of the camelid production complex in its three value chains; and (c) financing of business plans in processing and speciality export markets.
  - (b) Marketing of processed products. Implementation will include the following main activities: (a) support to marketing processes and markets; and (b) innovation and systematization in terms of gender equality and rural youth.
15. Component 3: Access to financial services. The objective of this component is to enhance knowledge, access to and inclusion of participating farmers, organizations and business groups in the financial services and products offered by financial entities. This component includes three subcomponents: (i) information and financial education; (ii) mobilization of savings; and (iii) promotion of financial services.

### III. Programme implementation

#### A. Approach

16. The programme will pursue a territorial development approach in the context of the camelid production complex. It will strengthen the capacities of families and local organizations to improve camelid productivity, while enhancing the management of natural resources and resilience in order to support livelihoods and food and nutritional security, in partnership with public and private stakeholders. Assistance will be provided in developing the business skills of productive economic organizations to help them gain access to markets through implementing business plans and through strategic investments in the processing of intermediate products of the camelid complex value chain. The programme will also promote and deepen the provision of financial services, thus furthering financial inclusion. It will allocate funds through competitive mechanisms for the implementation of various production and business initiatives in accordance with existing public policies.

#### B. Organizational framework

17. Programme implementation will be the responsibility of a programme implementation unit (PIU) within the MDRyT, and departmental technical units (DTUs), located in the three departments in the programme area.
18. Implementation. The PIU will be responsible for day-to-day implementation of the programme, with technical, administrative, financial and legal capacity. The PIU will be staffed by a programme coordinator and by the professional, technical and administrative staff required for the correct implementation of the programme. Staff will be located in a central office in La Paz and in the three DTUs located in the programme area.
19. Programme guidance. Overall guidance will be provided by a programme steering committee (PSC). At the departmental level, the programme will establish territorial rating committees, community juries and local productive initiatives approval committees (LPIACs).
20. Programme steering committee. The PSC will be responsible for providing strategic policy for interventions. It will be composed of five members, representing the MDRyT – which will head the committee; ministries involved in programme implementation; and programme users.
21. Territorial rating committees. These committees will assess proposed primary production and food security and nutrition initiatives. They will be established at the departmental level and composed of five members selected according to custom. One of the members will be a subject-matter specialist or local expert.

22. Community juries. Participating communities will select an expert in natural resource management according to local customs, who will qualify the physical results in each community, together with a local municipal facilitator.
  23. Local productive initiatives approval committees. Three LPIACs will be established in the programme area and entrusted with selection and approval of business plans submitted by potential users or beneficiary groups. The composition of the committees and the requirements for the submission and approval of business plans will be detailed in the programme implementation manual.
- C. Planning, monitoring and evaluation, and learning and knowledge management
24. Planning. Operational planning will be based on annual workplans and budgets (AWP/Bs) prepared through a participatory process. The PIU will submit quarterly progress reports and an annual report to IFAD.
  25. Monitoring and evaluation. M&E will be the responsibility of the PIU. Activities will include preparation of a baseline survey, a midterm review (MTR) and a programme completion report. The baseline survey will be prepared in parallel with the collection and systematization of information under the Results and Impact Management System (RIMS), which will be replicated at midterm and at programme completion.
  26. Learning and knowledge management. Programme implementation will involve introduction of an effective knowledge management system involving all stakeholders. The programme will develop activities to enable a process of reflection to better understand what processes and programme outcomes are being reached. Knowledge acquired will contribute towards lessons learned and towards adjusting the implementation strategy of the programme if needed. The programme will support systematization, exchanges of experiences, life stories and the use of audiovisual techniques in evaluation. These will be disseminated through information and communications technologies and will contribute greatly towards knowledge-sharing.
- D. Financial management, procurement and governance
27. Financial management. The MDRyT, through the PIU, will be responsible for overall financial management of the programme, including AWP/Bs, procurement, flow of funds, disbursement, internal control, accounting, financial reporting and audit. The programme will use the national Integrated System of Management and Administrative Modernization software, in addition to programme-specific software for budget and accounting to ensure compliance with IFAD requirements.
  28. Flow of funds. The Ministry of Economy and Public Finance will open, in the Central Bank of Bolivia, a designated account in United States dollars, within the treasury single account system. The designated account will be operated by the MDRyT and will be used exclusively for the proceeds of the loan.
  29. Procurement. Procurement will follow national procurement procedures and regulations to the extent that they are consistent with IFAD's procurement guidelines.
  30. Audit. The programme's consolidated financial statements will be audited annually by private independent auditors in accordance with IFAD Guidelines on Project Audits. All programme accounts will be audited, including all sources of funding, IFAD, the Government, departmental and municipal governments and communities of users. Annual audit reports will be submitted to IFAD within six months after the end of each fiscal year.

## E. Supervision

31. The programme will be directly supervised by IFAD, which will oversee compliance with the programme financing agreement, including procurement and contractual agreements, in collaboration with the PIU. Supervision missions will be scheduled after consultation with the national authorities and the PIU.

## IV. Programme costs, financing, benefits

### A. Programme costs

32. Total programme costs have been estimated at the equivalent of US\$38.8 million. The cost structure includes the three main components and programme management: (i) primary production and management of natural resources, US\$18.3 million (47.2 per cent); (ii) processing and marketing, US\$13.7 million (35.9 per cent); (iii) access to financial services, US\$1.4 million (3.6 per cent) and; (iv) programme management, US\$5.4 million (13.8 per cent).

Table 1  
**Indicative programme costs by component and financier**  
 (Thousands of United States dollars)

	<i>IFAD loan</i>		<i>National Government counterpart</i>		<i>Beneficiaries</i>		<i>Departmental governments</i>		<i>Municipal governments</i>		<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
1. Primary production and management of natural resources	5 361	29.3	4 221	23.1	2 351	12.9	1 154	6.3	5 204	28.5	18 291	47.2
2. Processing and marketing	7 005	51.0	1 901	13.9	1 461	10.6	2 747	20.0	610	4.4	13 725	35.4
3. Access to financial services	808	58.5	55	4.0	518	37.5	-	-	-	-	1 381	3.6
4. Programme management	4 717	87.9	648	12.1	-	-	-	-	-	-	5 365	13.8
<b>Total</b>	<b>17 891</b>	<b>46.2</b>	<b>6 826</b>	<b>17.6</b>	<b>4 329</b>	<b>11.2</b>	<b>3 902</b>	<b>10.1</b>	<b>5 814</b>	<b>15.0</b>	<b>38 762</b>	<b>100.0</b>

## B. Programme financing

33. Programme financing comprises an IFAD loan of approximately US\$17.9 million (46.2 per cent); the Government contribution of US\$16.5 million (49.7 per cent), made up of the national government counterpart contribution of about US\$6.8 million (17.6 per cent), departmental governments US\$3.9 million (10.1 per cent), municipal governments US\$5.8 million (15 per cent); and contributions in cash from beneficiaries of about US\$4.3 million (11.2 per cent).

Table 2

### Indicative Programme costs by expenditure category and financier

(Thousands of United States dollars)

	IFAD loan		National Government counterpart		Beneficiaries		Departmental governments		Municipal governments		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Grants and subsidies	9 151	38.5	3 442	14.5	4 329	18.2	1 471	6.2	5 352	22.5	23 744	61.3
2. Training	2 299	48.6	2 407	50.9	-	-	-	-	20	0.4	4 726	12.2
3. Works	150	4.9	29	0.9	-	-	2 431	79.7	442	14.5	3 052	7.9
4. Consultancies	1 920	84.0	376	16.0	-	-	-	-	-	-	2 287	5.9
5. Vehicles and equipment	524	83.2	106	16.8	-	-	-	-	-	-	630	1.6
6. Operating costs	3 848	89.0	475	11.0	-	-	-	-	-	-	4 324	11.2
<b>Total</b>	<b>17 891</b>	<b>46.2</b>	<b>6 826</b>	<b>17.6</b>	<b>4 392</b>	<b>11.2</b>	<b>3 902</b>	<b>10.1</b>	<b>5 814</b>	<b>15.0</b>	<b>38 762</b>	<b>100.0</b>

## C. Summary benefit and economic analysis

34. Benefits and beneficiaries. Programme benefits will accrue as a result of increased herd productivity, value addition in fibre, meat and leather, strengthened partnerships with other actors in the value chain, better participatory territorial management of the sustainable use of natural resources (water, soil and grassland), and cofinancing of business plans, capacity-building of users and greater participation by women and youth. It will benefit a total of 30,000 families; equivalent to 47 per cent of the target population, encompassing a total of 1,996 rural communities.
35. Economic analysis. The programme's financial feasibility was evaluated for 10 years, taking into account the opportunity cost relative to the bank rate (11.5 per cent). For farm models, the internal rate of return (IRR) was estimated at 22-37 per cent. Net present value (NPV) was positive in all cases, ranging from US\$107 to US\$543, with incomes above the poverty line. Microenterprise models showed an IRR from 18 to 56 per cent, and NPV ranged from US\$5,882 to US\$45,312 with increased employment levels – implying a reduction of wage labour outside the farm and greater commitment to business development. The economic evaluation was projected for 20 years in terms of contributing to improving the national economy. The evaluation considered adjustments in cash transfers to programme users (competitions for primary production, management of natural resources, productive infrastructure for proposed business plans and savings). Price contingencies were adjusted, considering that imported inflation is a distortion of actual prices. Adjustments were also made regarding economic input prices (farm labour) and shadow prices (for tradable goods) whose ratio is equivalent to US\$1.24. Indicators show that the programme is economically feasible and a good investment for the Government. The IRR is 27 per cent, NPV US\$23.5 million and the cost-benefit ratio 2.3:1, considering a discount rate of 12.67 per cent.
36. Sensitivity analysis shows that in terms of economic feasibility the programme is more sensitive to the reduction of benefits than to increased costs. With reduced benefits, the programme withstands up to 37 per cent, and with increases in costs, up to 84 per cent. Considering delays, the programme withstands two-year delays, maintaining positive benefits.

## D. Sustainability

37. Sustainability of programme interventions is based on: (i) strengthened capacity of families, communities and municipalities to undertake sustainable territorial planning to manage their productive base – assuming the adoption of improved management of natural resources; (ii) organizational strengthening of communities and productive economic organizations, which will enable greater empowerment and capacity for coordination in intervention areas and will generate public/private partnerships; (iii) improved access by producers – as a result of technical and business management training – and strategic investments in productive infrastructure (jointly with municipal and provincial governments) will enable them to fully participate in value chains, gaining access to local, regional, national and international markets; and (iv) adoption of gender and generational approaches will allow for greater participation by vulnerable groups such as women and youth. All of the above will be reinforced through financial education supported by savings mobilization, which will allow producers and productive economic organizations to graduate from dependence on government funding and grants, allowing them to grow independently. The MTR and M&E of the programme will facilitate design of an exit strategy – considering progress made and prospects for sustainability of the results in different dimensions (institutional/organizational, financial, technical and environmental).

## E. Risk identification and mitigation

38. The following risks have been identified: (i) possible duplication with upcoming financing by the World Bank; (ii) delays in launching programme operations; (iii) limitations on the processes of establishing or formalizing small- and medium-sized enterprises; (iv) funding for new business ventures will require transfers to producer organizations with low implementation capacity, including for fiduciary duties, which may affect implementation of economic initiatives; (v) implementation of infrastructure initiatives in conjunction with departmental and municipal governments will require financial contributions that may not be available; (vi) market acceptance, increased demand for diverse products in the value chain, and reduced barriers resulting from measures designed to ensure food safety, especially meat products; (vii) climate change events such as droughts, frosts and hailstorms affecting agricultural primary production; (viii) increased deforestation of native species in favour of the introduction of quinoa, based on market demand; and (ix) difficulty in making progress in financial inclusion, owing to geographical and cultural distance between financial institutions and potential customers.
39. Mitigation measures will include: (i) coordination during the design of new projects and leadership of national authorities in generating synergies in the implementation stages and agreements between funders to avoid duplication of efforts; (ii) IFAD and national authorities will facilitate the processes needed for effectiveness, including prompt approvals and no objections; (iii) the programme will facilitate establishment of new ventures through support to strengthening corporate governance and compliance requirements; (iv) it will provide training to programme users in managing trust mechanisms of the financial resources transferred; (v) the programme will ensure that funding by departmental and municipal governments is assured before the start of activities, and that agreements have been signed to ensure compliance with the agreements made; (vi) it will support producers' groups in fulfilling food-safety certification requirements when it begins sponsoring implementation of this type of initiative. The programme will also follow up on ongoing measures designed to streamline the obtaining of health certificates from the National Agricultural Health and Food Safety Service (SENASAG) for infrastructure and meat products; (vii) it will provide funding for initiatives by target groups to improve their environment and reduce their vulnerability; (viii) the programme will implement awareness workshops on

environmental issues, keeping in mind the balance that must exist in the man/nature relationship, and strengthening knowledge management activities through learning routes and other mechanisms; and (ix) a strategy to reduce geographical and cultural distances in accessing financial services will be adapted to include financial education and temporary monetary savings incentives, which have proved to be useful tools in stimulating demand for deposit-taking services.

## V. Corporate considerations

### A. Compliance with IFAD policies

40. The programme is aligned with IFAD policies regarding: (i) targeting, by supporting activities that benefit the rural population living in poverty; (ii) gender equality, by furthering empowerment and promoting greater participation by women; (iii) indigenous peoples, by adopting an intervention strategy based on sustainable land management, strengthening the traditional local organization of production units through a participatory approach and recognition of the value of ancestral knowledge; (iv) management of natural resources, through more productive and resilient ecosystems and activities including soil conservation, integrated water resource management, and institutional strengthening of local communities and municipal governments; (v) rural finance, by supporting access to financial services and deepening access to credit for productive enterprises; and (vi) private-sector development, through strengthening the capacity of camelid breeders to establish partnerships with diverse actors in the fibre, meat and leather value chains generated.

### B. Alignment and harmonization

41. The programme is aligned with the Agricultural Sector Development Plan 2014-2018, which includes technological development, agricultural innovation, use and management of soil, water and vegetation cover for agricultural production, health and food safety, sovereignty and territorial management by indigenous and peasant farmers. The programme will generate synergies and strategic alliances with public and private entities that operate in some municipalities in the programme area, thus contributing to harmonization of activities in rural territories (e.g. the World Bank's Rural Alliances and Community Investment in Rural Areas Projects).

### C. Innovations and scaling up

42. The programme will innovate by introducing participatory planning, and supporting economic initiatives on a more continuous basis, including provision of diversified technical assistance. It will scale up development approaches promoted by the VALE, PROMARENA and PROSAT projects funded by IFAD in the country.<sup>1</sup> The scaling up process is possible in the context of a favourable regulatory framework that supports innovation with a territorial perspective aimed at management of the primary production base, an efficient management of natural resources, financial inclusion and inclusion of women and youth.

### D. Policy engagement

43. Policy dialogue will cover: governance of municipal territories and communities for sustainable territorial management; strengthening of local institutions in natural resource management; and capacity-building of communities and municipalities in land-use planning and in natural resource and risk management, including strengthening municipal productivity and risk management units. The programme will further engage in analysing the policy approach of the MDRyT in the context of its National Camelid Programme.

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<sup>1</sup> Enhancement of the Peasant Camelid Economy Support Project, Management of Natural Resources in the Chaco and High Valleys Regions Project and Technical Assistance Services Project for Small Holders.

## VI. Legal instruments and authority

44. A programme financing agreement between the Plurinational State of Bolivia and IFAD will constitute the legal instrument for extending the proposed loan to the borrower. A copy of the negotiated financing agreement is attached as appendix I.
45. The Plurinational State of Bolivia is empowered under its laws to receive financing from IFAD.
46. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

## VII. Recommendation

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

RESOLVED: that the Fund shall provide a loan on blend terms to the Plurinational State of Bolivia in the amount of twelve million eight hundred seventy thousand special drawing rights (SDR 12,870,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Kanayo F. Nwanze  
President

## Negotiated financing agreement

Convenio de financiación negociado: "Programa de Fortalecimiento Integral del Complejo Camélidos en el Altiplano (PRO CAMÉLIDOS)"

(Negociaciones concluidas el 11 June 2015)

Préstamo núm. \_\_\_\_\_

Programa de Fortalecimiento Integral del Complejo Camélidos en el Altiplano (PRO CAMÉLIDOS) (el "Programa").

El Fondo Internacional de Desarrollo Agrícola (el "FIDA" o el "Fondo")

y

El Estado Plurinacional de Bolivia (el "Prestatario")

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

acuerdan lo siguiente:

### Preámbulo

CONSIDERANDO que el FIDA ha acordado conceder un préstamo al Prestatario para asistir en la financiación del Programa de acuerdo con los términos y condiciones establecidos en el presente Convenio;

las Partes acuerdan lo siguiente:

### Sección A

1. Los siguientes documentos en su conjunto conforman colectivamente este Convenio: el presente documento, la Descripción, Disposiciones de Ejecución del Programa (Anexo 1) y el Cuadro de Asignaciones (Anexo 2).
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 FIDA proporcionará un Préstamo (la "Financiación") al Prestatario, que éste utilizará para ejecutar el Programa, por intermedio del Ministerio de Desarrollo Rural y Tierras (MDRyT) y de conformidad con los términos y condiciones del presente Convenio.

### Sección B

1. El monto de la Financiación es doce millones ochocientos setenta mil Derechos Especiales de Giro (DEG 12 870 000).
2. La Financiación se concede en condiciones combinadas y estará sujeta al pago de intereses sobre el capital del préstamo pendiente de reembolso a un tipo de interés fijo del 1,25% y tendrá un plazo de reembolso de veinticinco (25) años, incluido un período de gracia de cinco (5), además de un cargo por servicio del 0,75% por año, a partir de la fecha de aprobación de la Junta Ejecutiva.



3. La Moneda de Pago del Servicio de la Financiación será el dólar de los Estados Unidos de América (USD).
4. El primer día del Ejercicio Financiero aplicable será el 1º de enero.
5. Los pagos del capital, los intereses y los cargos por servicio de la Financiación serán pagaderos cada 15 de mayo y 15 de noviembre. El capital de la Financiación será pagadero en 40 plazos semestrales, comenzando cinco años después de la fecha de de aprobación de la Junta Ejecutiva del FIDA.
6. El Prestatario, a través del MDRyT, abrirá en el Banco Central de Bolivia una cuenta designada en dólares de los Estados Unidos de América (USD) para recibir exclusivamente los recursos de la Financiación, según el sistema de Cuenta Única del Tesoro. La cuenta designada será administrada por el MDRyT.
7. El Prestatario proporcionará Financiación de contrapartida para el Programa por un monto equivalente a aproximadamente dieciséis millones quinientos mil dólares de los Estados Unidos de América (USD 16.5 millones), consistiendo en aportes del Tesoro General de la Nación (TGN), Gobiernos Autónomos Departamentales (GAD) y Gobiernos Autónomos Municipales (GAM).

#### Sección C

1. El Organismo Responsable del Programa será el Ministerio de Desarrollo Rural y Tierras (MDRyT).
2. Se designan Partes adicionales en el Programa a la Unidad Ejecutora del Programa (UEP) y a las Unidades Técnicas Departamentales (UTD).
3. La Fecha de Terminación del Programa será el sexto aniversario de la fecha de entrada en vigor del presente Convenio.

#### Sección D

La Financiación será administrada por el FIDA y el Programa será supervisado por el FIDA.

#### Sección E

1. Se considera como motivo adicional a los previstos en las Condiciones Generales para la suspensión del presente Convenio que el Manual de Operaciones del Programa haya sido objeto de enmienda u otra modificación sin el acuerdo con el FIDA, y éste haya determinado que tal enmienda o modificación ha tenido o es probable que tenga, consecuencias adversas sustanciales para el Programa.
2. Se considera que son condiciones generales previas para el retiro de fondos, adicionalmente a la prevista en las Condiciones Generales, las siguientes:
  - a) Que el FIDA haya dado su no objeción al Manual de Operaciones del Programa.
  - b) Que la cuenta designada del Programa haya sido abierta en el Banco Central de Bolivia.
  - c) Que se hayan asignado los fondos de contrapartida en el presupuesto general del Prestatario para el primer año de operaciones del Programa.
3. El presente Convenio está sujeto a ratificación por parte del Prestatario.

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

Por el Fondo:      Por el Prestatario:

Presidente Ministro/a  
Fondo Internacional de Desarrollo Agrícola    Ministerio de Planificación del Desarrollo  
Via Paolo di Dono 44    Avenida Mariscal Santa Cruz No.1092  
00142 Roma, Italia    Edificio Ex COMIBOL  
La Paz, Bolivia

Número de fax: + (592)2312641

El presente Convenio se ha preparado en idioma español en dos copias originales, una (1) para el Prestatario y una (1) para el FIDA.

ESTADO PLURINACIONAL DE BOLIVIA

\_\_\_\_\_  
[insertar nombre del Representante Autorizado]  
[insertar su título]

Fecha: \_\_\_\_\_

FONDO INTERNACIONAL PARA EL DESARROLLO AGRÍCOLA

\_\_\_\_\_  
Kanayo F. Nwanze  
Presidente

Fecha: \_\_\_\_\_

## Anexo 1 Descripción y Disposiciones de Ejecución del Programa

### VIII. Descripción del Programa

1. **Objetivo.** El objetivo del Programa es que las familias vinculadas al complejo productivo camélicos mejoren sus condiciones de vida y que las organizaciones económicas productivas de las mismas incrementen su productividad, con un manejo sostenible de los recursos naturales en el Área del Programa.
2. **Meta.** Municipios, Comunidades y Familias con mejor gestión territorial, articulados al complejo productivo de camélicos, manejando sosteniblemente los recursos naturales, mejor accesos a servicios financieros y generando rentabilidad con los negocios de forma sostenible, con equidad de género e inclusión de jóvenes
3. **Población-objetivo.** La Población-objetivo está compuesta por familias rurales que viven en situación de pobreza o extrema pobreza e inseguridad alimentaria e incluye entre otros a poblaciones quechuas y aymaras, limitaciones al riego y al uso del agua, falta de capital financiero, dificultades de acceso a servicios financieros, falta de capacitación y acceso a nueva tecnología, poca existencia de trabajo disponible en sus comunidades, poca o inadecuada organización socioeconómica y permanencia en zonas con alta vulnerabilidad ambiental.
4. **Área del Programa.** Está compuesta por aproximadamente 47 Municipios identificados en los Departamentos de La Paz, Oruro y Potosí. Los Municipios beneficiarios serán detallados en el Manual de Operaciones del Programa.
5. **Componentes.** El Programa comprende tres componentes operativos y un componente de gestión del Programa:
  - 5.1. **Componente 1: Base productiva primaria y gestión de los recursos naturales.** El objetivo principal de este componente es fortalecer y contribuir a un mejor acceso de la Población-objetivo a iniciativas de mejoramiento de la producción primaria a nivel de sus unidades productivas familiares y comunales en el manejo de los recursos naturales y seguridad alimentaria.

Los subcomponentes que comprenden este componente son:

- 5.1.1 **Mejoramiento de la producción primaria en nutrición, sanidad y manejo animal y apoyo a pequeña infraestructura predial.** Las principales actividades previstas bajo este subcomponente incluyen:
  - Talleres de difusión del Programa para difundir la estrategia del Programa.
  - Planificación participativa territorial con enfoque de complejo productivo, zonificación agroecológica geo-referenciada de la situación productiva, estado de los recursos naturales y riesgos inherentes del Área del Programa.
  - Financiamiento de iniciativas a nivel de unidades productivas familiares y comunales, a través de concursos, con el objetivo de mejorar los índices productivos de la ganadería camélica. Se promoverán iniciativas de prácticas de manejo (recuperación de saberes ancestrales, nutrición, sanidad, manejo de ganado) e iniciativas de mejora de la pequeña infraestructura productiva.
  - Capacitación, seguridad alimentaria y nutrición (SAN), equidad de género, juventud rural e intercambio de experiencias.
- 5.1.2 **Uso sostenible de los recursos naturales.** Las principales actividades previstas bajo este subcomponente incluyen:
  - Manejo integral de recursos hídricos en comunidades.

- Manejo y conservación de suelos, de manera de recuperar y mantener la capacidad productiva del suelo, retención hídrica, reducción de la tasa de evapotranspiración.
- Fortalecimiento de la institucionalidad local para la gestión de recursos naturales y sistematización de experiencias en temas de planificación territorial, gestión de recursos naturales y gestión de riesgos.

5.2. Componente 2: Transformación y Comercialización. Este componente tiene como objetivo fortalecer a las familias de organizaciones económicas/productivas en generar condiciones de infraestructura para incentivar las inversiones privadas de manera de mejorar sus procesos de transformación para la creación de valor agregado y para un acceso competitivo al complejo productivo de camélidos.

Los subcomponentes que comprenden este componente son:

5.2.1. Transformación de fibra, carne y cuero. Las principales actividades previstas bajo este subcomponente incluyen:

- Capacitación al equipo del Programa en metodología de concursos y planes de negocios, profundizando enfoques y metodologías.
- Elaboración de un análisis valorativo y estratégico del complejo productivo de camélidos en sus tres principales cadenas de valor.
- Financiamiento de Planes de Negocios (PN) en transformación primaria, secundaria y de mercados especiales y de exportación. Se financiará la asistencia técnica e inversión productiva requerida en la formulación e implementación de los PN previstos bajo el Programa. El financiamiento de infraestructura productiva, incluirá el cofinanciamiento de los GAD, de los GAM y del TGN.

5.2.2. Comercialización de productos transformados. Las principales actividades previstas bajo este subcomponente incluyen:

- Apoyo a los procesos de comercialización y mercados, brindando soporte a los diferentes actores involucrados para incrementar sus relaciones y vínculos comerciales a través de ferias y campañas de promoción.
- Innovación, sistematización en equidad de género y juventud rural, de manera de impulsar actividades específicas e innovadoras a favor de mujeres y jóvenes.

5.3. Componente 3: Acceso a Servicios Financieros. El objetivo de este componente, en el marco de la nueva legislación nacional de auspicio para el acceso e inclusión financiera de productores del área rural, es difundir el contenido de la nueva legislación de manera de obtener el acceso e inclusión financiera de los productores, organizaciones y grupos de negocios del complejo productivo de camélidos a diversos servicios y productos financieros ofrecidos por el sistema financiero.

Los subcomponentes que comprenden este componente son:

5.3.1. Información y educación financiera

5.3.2. Movilización del ahorro. El Programa proporcionará incentivos y modalidades innovadoras de apertura al ahorro monetario, en colaboración con entidades financieras con cobertura en el Área del Programa.

5.3.3. Promoción de servicios financieros. Se establecerá una estrategia de acceso a servicios financieros a favor del complejo productivo, así como de los actores principales que participen en el Programa.

## IX. Disposiciones de Ejecución

### 1. Organismo Responsable del Programa

1.1. Designación. El Prestatario designa al Ministerio de Desarrollo Rural y Tierras como Organismo Responsable del Programa.

1.2. Funciones del Organismo Responsable del Programa. El Organismo Responsable del Programa será el nexo con el FIDA y responsable directo de la ejecución global del Programa. Dentro sus funciones están: a) aprobar el Manual de Operaciones del Programa mediante Resolución Ministerial; b) aprobar los Planes Operativos Anuales del Programa (POA); c) incluir en su presupuesto anual, los requerimientos de los recursos del Programa y tramitar su aprobación ante el Viceministerio de Inversión Pública y Financiamiento Externo (VIPFE) y el Ministerio de Economía y Finanzas Públicas (MEFP); d) supervisar la ejecución del Programa de acuerdo a los términos del Convenio de Financiación y el Manual de Operaciones del Programa; e) revisar y comentar los informes de auditoría interna y externa; f) revisar y comentar la evaluación de la Revisión a Mitad de Período del Programa; y g) conjuntamente con la UEP, suscribir las solicitudes de reposición de fondos.

### 2. Comité Directivo

2.1. Establecimiento y composición. Se establecerá un Comité Directivo del Programa compuesto por cinco miembros, incluyendo a un representante del MDRyT quien lo presidirá, representantes de los Ministerios relacionados a la temática del Programa y un representante de los beneficiarios del Programa. El Coordinador Nacional del Programa oficiará como secretario del Comité. Se reunirá dos veces al año y extraordinariamente si fuese necesario.

2.2. Funciones. El Comité Directivo estará encargado de delinear la planificación estratégica de las actividades que se ejecutarán bajo el Programa. Entre sus funciones se incluyen: a) servir como mecanismo de coordinación interministerial con el propósito de realizar el monitoreo y evaluación de su gestión; b) delinear las líneas de acción presentadas por el Coordinador Nacional del Programa; c) revisar el Plan Operativo Anual (POA); d) tomar conocimiento de los resultados de las auditorías externas e internas anuales; e) revisar la evaluación de mitad de período; f) evaluar la ejecución del Programa; y g) revisar los informes de avance y presupuestario. Además, será considerado como una instancia para facilitar la transmisión de experiencias.

### 3. Unidad Ejecutora de Programa (UEP)

3.1. Designación. El MDRyT designará a la UEP, que será parte orgánica del mismo, para asumir las funciones de implementación diaria del Programa.

3.2. Atribuciones de la UEP. La UEP tendrá la responsabilidad directa de la implementación de las actividades derivadas del Programa, con autonomía de gestión, con capacidad técnica, administrativa, financiera y jurídica para una idónea y eficiente ejecución.

3.3. Funciones de la UEP. Incluirán: a) elaborar el Manual de Operaciones del Programa con los lineamientos generales para su ejecución; b) formular los POA para su inscripción en el presupuesto; c) preparar los informes de avance semestrales y anuales del Programa; d) tomar conocimiento de los informes de auditoría interna y externa; e) revisar y comentar la evaluación de la revisión a mitad de período del Programa; f) conjuntamente con el Organismo Responsable del Programa, suscribir las solicitudes de reposición de fondos.

3.4. Composición. La UEP estará conformada por un(a) Coordinador(a) del Programa y el equipo profesional, técnico y administrativo necesario para la correcta ejecución del Programa, que serán agrupados en una oficina central en La Paz y en tres UTD, ubicadas en los tres departamentos del Área del Programa. Las UTD serán lideradas por un(a) Coordinador Departamental. Los cargos y sus funciones serán definidos en el Manual de Operaciones del Programa.

3.5. Contratación del personal de la UEP. El MDRyT seleccionará y nombrará al(a) Coordinador(a) Nacional del Programa de acuerdo con la normativa vigente nacional, mediante un proceso público de amplia divulgación, competitivo y transparente, con términos de referencia y metodología de selección aceptables para el Fondo. Dicho nombramiento se hará previa no objeción del Fondo. En caso de ser necesario reemplazar al Coordinador del Programa, el MDRyT, tras justificar al Fondo dicha necesidad y en base a una evaluación de desempeño de tipo técnico, seleccionará y nombrará, en acuerdo con el Fondo, a su sucesor a la brevedad posible siguiendo un procedimiento competitivo y transparente. Todos los demás cargos del Programa o sus eventuales reemplazos serían cubiertos conforme al procedimiento establecido en la normativa nacional vigente y según el siguiente procedimiento: definición de los términos de referencia y las calificaciones y experiencia a reunirse en acuerdo con el Fondo; proceso de selección público, transparente y competitivo previamente acordado con el Fondo; y nombramiento del/a candidato/a seleccionado/a previa no objeción del Fondo.

3.6. Renovación de contratos. La renovación de todos los contratos del personal de la UEP se realizará previa evaluación de desempeño satisfactorio de acuerdo a normativa boliviana vigente y anuencia del Fondo.

#### 4. Comités Locales de Aprobación de Iniciativas Económicas Productivas

4.1. Establecimiento, funciones y composición. La UEP establecerá tres Comités Locales de Aprobación de Iniciativas Económicas Productivas (CLAIP) en el Área del Programa, que estarán encargados de la selección y aprobación de propuestas de Planes de Negocios y proyectos de infraestructura productiva. La reglamentación para el funcionamiento de los CLAIP, su composición y las bases de los concursos y criterios de selección serán detallados en el Manual de Operaciones del Programa.

#### 5. Comités Territoriales de Calificación Comunal

5.1. Establecimiento y funciones. La formulación de las propuestas en unidades productivas familiares y comunales (producción primaria) contará con el apoyo de Facilitadores Municipales, quienes serán seleccionados por las Unidades Técnicas Departamentales del Programa en coordinación con las Comunidades y brindarán al seguimiento y monitoreo de las actividades principales de los componentes, así como formarán parte del Jurado Comunal. Las propuestas serán calificadas por Comités Territoriales de Calificación. Las bases de las convocatorias a concursos y los criterios de selección serán detallados en el Manual de Operaciones del Programa.

5.2. Composición. Los Comités Territoriales de Calificación serán seleccionados por las comunidades de acuerdo a sus propios usos y costumbres y estarán compuestos por cinco miembros de la zona de intervención (dos autoridades locales originarias campesinas, un delegado del gobierno municipal y dos talentos locales).

#### 6. Jurados Inter Comunales

6.1. Establecimiento y funciones. Los concursos en manejo de recursos naturales serán calificados por Jurados Comunales. Las bases de las convocatorias a concursos y los criterios de selección serán detallados en el Manual de Operaciones del Programa.

6.2. Composición. Los Jurados Comunales serán seleccionados por las comunidades participantes de acuerdo a sus propios usos y costumbres y estarán compuestos por un experto de acuerdo a la temática del concurso en manejo de recursos naturales y el Facilitador Municipal del Programa.

## 7. Manual de Operaciones del Programa

7.1. La elaboración final del Manual de Operaciones del Programa, estará a cargo de la UEP quien tomará como referencia los siguientes documentos básicos: el presente Convenio de Financiación; las Condiciones Generales para la Financiación de Desarrollo Agrícola del FIDA; las Directrices para la adquisición de bienes en el ámbito de los proyectos del FIDA; Directrices del FIDA para la auditoria de proyectos; Administración de Préstamos y Donaciones – Manual de Operaciones, Informe de evaluación ex-ante del Programa y las leyes y normas relacionadas del Prestatario.

7.2. El Manual de Operaciones del Programa tiene como objetivos definir la estructura organizacional y las responsabilidades para la ejecución del Programa; definir la normativa y las responsabilidades de las partes adicionales del Programa en los procesos del ciclo de intervención metodológica, es decir desde el diseño hasta su aprobación final de las acciones para su implementación; normar relaciones entre las diferentes Partes adicionales del Programa responsables de la ejecución; y proveer el marco para el manejo administrativo y financiero del Programa. Entre otras cosas incluirá: los cargos requeridos para la UEP y los términos de referencia de los mismos, las modalidades de ejecución de los componentes, la organización del Programa, los arreglos de seguimiento y evaluación, el flujo de fondos que se pondrá a disposición de las Partes adicionales del Programa, los procedimientos de las adquisiciones y contrataciones, los sistemas de contabilidad, gestión y control financiero, la reglamentación para el funcionamiento de los CLAIP y su composición, las bases de concursos y criterios para la selección, los techos de las transferencias y otros asuntos acordados por las partes.

7.3. El Manual de Operaciones del Programa será enviado por la UEP al MDRyT para su revisión y comentarios y al FIDA para su revisión, comentarios y la emisión de su no objeción.

Si fuera necesario, la UEP podrá proponer cambios al Manual de Operaciones del Programa que se consideren oportunos aplicar durante la implementación y serán remitidos por la UEP al MDRyT antes de ser sometido para la anuencia del FIDA.

## Anexo 2

## Cuadro de Asignaciones

Asignación de los recursos de la Financiación. a) En el cuadro que figura a continuación se presentan las Categorías de Gastos admisibles que se financiarán con cargo a la asignación de los montos de la Financiación a cada Categoría, así como los porcentajes de los gastos correspondientes a los rubros que se financiarán en cada Categoría:

Categoría	Monto del Préstamo asignado (expresado en DEG)	Porcentaje
I. Donaciones y subsidios (transferencias)	5 920 000	100% excluyendo impuestos
II. Capacitación	1 490 000	100% excluyendo impuestos
III. Consultorías	1 240 000	100% excluyendo impuestos
IV. Vehículos y equipos	340 000	100% excluyendo impuestos
V. Obras	100 000	100% excluyendo impuestos
VI. Gastos operativos	2 490 000	100% excluyendo impuestos
Sin asignación	1 290 000	
<b>Total</b>	<b>12 870 000</b>	

b) Los términos que se emplean en el cuadro supra se definen así:

I. Donaciones y subsidios: Transferencias en forma efectiva a las organizaciones comunales, organizaciones económicas y familias, para la ejecución de las iniciativas aprobadas, para el mejoramiento de la producción primaria, transformación, comercialización e inclusión financiera.

II. Capacitación: El monto asignado a esta categoría incluye cursos y talleres; giras, jornadas de campo, ferias, ruedas de negocio, becas, y eventos relacionados con los componentes del Programa.

III. Consultorías: Montos asignados para la realización de diferentes servicios de consultoría (firmas consultoras, consultores individuales u otros), para estudios, sistematizaciones, difusión del Programa, talleres, evaluaciones u otros que el Programa requiera.

IV. Vehículos y Equipos: Para financiar vehículos y equipos para la UEP y las UTD; compra de materiales y suministros.



## Logical framework

Hierarchy of objectives	Indicators	Means of verification	Assumptions and risks
Purpose Contribute to reducing rural poverty of families of producers involved in the South American camelids complex	Upon completion the Programme would have contributed to: Reduction in rural poverty by 5% related to the baseline. Reduced child malnutrition by 3% related to the baseline (RIMS 3er level).	National statistics by the National Statistics Institute based on the 2012 Census. Reports by the Analysis of Economic and Social Policies Unit and statistics by the National Food and Nutrition Council	
Development objective Families involved in the South American camelid complex have improved their living conditions and their productive economic organizations have increased their productivity sustainably managing natural resources in 47 municipalities of La Paz, Oruro and Potosi	In the Programme area  At least 80% of the 30 000 rural families have increased their assets (physical, social, financial and knowledge) by 20% (RIMS 3er. level).  At least 70% of the 492 productive economic organizations pursuing business plans increase their profitability (RIMS 2.5.2.)	Baseline survey RIMS. Surveys Baseline of productive initiatives Monitoring registries by activity by the M&E system Supervision reports Midterm review.	-Macro-economic stability -Favourable inclusion policies. -Climate change effects Political engagement and financial contribution by national, departmental and municipal budgets
<b>Component 1 Primary production and management of natural resources</b>			
Result 1 The families of farmers and rural producers, young people and their organizations efficiently manage their production units sustainably promoting food security and value addition to primary production	At least 26 000 families have improved the productivity of their South American camelid herds by 15% as a result of adopting of best practices in nutrition, health, herd management and productive infrastructure  At least 50% of women and 15% youths (men and women) participate in community productive initiatives.  Municipal veterinary pharmacies (10 established and 10 strengthened), at least 70% continue providing services on their own.  Animal health campaigns have been institutionalized in municipalities and communities with the support of the SENASAG and through improved herd management and implementation of productive infrastructure have reduced mortality rates by 30%.  At least 80% of 1996 communities participating in the Programme improve their capacity in participatory territorial management through implementing concerted initiatives in sustainable use of natural resources soil water and pastures.	Baseline survey Mid Term review Programme completion report RIMS surveys Registry of physical progress of different initiatives. M&E reports. Municipal zoning studies (maps and pre portfolio analysis of initiatives to be developed by communities). Municipal reports on physical and financial progress concerning infrastructure works Research studies.	Limitations in the process of forming and / or formalization of SMEs program users/beneficiaries. Effects of climate change manifested in droughts, frosts and hailstorms on primary production.- Increased deforestation of native species in favor of the introduction of quinoa crops by market demand

	<p>At least 70% of the communities improve management, conservation, protection and use of natural resources soil water and pastures.</p> <p>At least 20% of 11000 families with high levels of food insecurity and nutrition have diversified their diets by consuming nutritious foods</p>		
<b>Component 2 Processing and marketing</b>			
<p>Result 2 Families of rural producers and their organizations and / or businesses access and develop economic initiatives in productive value chains within the South American camelids complex through public - private partnerships or other, improving the conditions of processing and marketing sustainably</p>	<p>282 productive economic organizations implementing business plans co-financed for value addition at the primary production level have increased their sales at least by 20%.</p> <p>188 productive economic organizations with value addition co financed business plans at the secondary level, increase their group sales and 30% have consolidated on average at least 3 alliances with other actors in the value chain.</p> <p>22 economic organizations with value addition business plans with special focus on domestic and / or specialised export markets have increased sales on average y 40% sales / billing and have increased at least by 20% on payments to their suppliers.</p> <p>At least 85% of the 13 investments in infrastructure are operational and are managed in a business-like manner showing profitability and sustainability.</p> <p>At least 50% of members / partners of supported enterprises are women and 15% young people (men and women)</p>	<p>Baseline survey Activity registries of the M&amp;E system Supervision reports. Mid Term Review Programme completion report RIMS. Surveys Sales and accounting records Business agreements and contracts.</p>	<p>The component's approach is based on the demand and responsive in terms of its effective capabilities.</p> <p>The actors of the respective chains of production complex fulfill their shared responsibility agreements and achieve common visions.</p> <p>The producers and governments (national, departmental and municipal) meet their counterpart contributions</p>
<b>Component 3 Access to Financial Services</b>			
<p>Result 1 Rural producer families access different financial services offered by intermediary financial intuitions in the area of influence of the Programme strengthening citizenship and self-esteem.</p>	<p>15 000 beneficiary families access financial education, know the rights and obligations of financial consumers and the various financial products offered by system entities.</p> <p>At least 5000 people use by the end of the Programme services / platforms for electronic transfers and / or phone "wallets"</p> <p>At least 80% of the 10 000 people who open savings accounts maintain and renew them</p> <p>At least 20 productive economic organizations access credit and financial products of system entities for working capital and investment in their ventures</p>	<p>Baseline survey Financial institutions reports M&amp;E data Supervision reports Mid Term Review Programme Completion Report RIMS surveys.</p>	<p>Distances and geographical and cultural gaps between financial institutions and families / organizations in the Programme area addressed and reduced</p> <p>The national financial system is stable and national financial inclusion policies implemented.</p>