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Investing in rural people

President's Memorandum

Proposal for Additional Financing to the Dominican Republic for the Rural Families' Productive Inclusion and Resilience Project

Note to Executive Board representatives

Focal points:

Technical questions:

Ladislao Rubio
Country Programme Manager
Latin America and the Caribbean Division
Tel.: +39 06 5459 2575
e-mail: l.rubio@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Chief
Governing Bodies
Tel.: +39 06 5459 2374
e-mail: gb@ifad.org

For: Approval

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Abbreviations and acronyms

DIGECCOM	General Directorate for Multilateral Cooperation of the Ministry of Economy, Planning and Development
M&E	monitoring and evaluation
MEPyD	Ministry of Economy, Planning and Development
OERs	rural economic organizations
PIR	plan for inclusion and resilience
PMU	project management unit

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed additional financing to fill a financing gap to the Dominican Republic for the Rural Families' Productive Inclusion and Resilience Project, as contained in paragraph 49.

I. Background and project description

A. Background

1. The Rural Families' Productive Inclusion and Resilience Project (PRORURAL - Inclusive and Resilient) for the Dominican Republic was approved by IFAD's Executive Board in December 2017 through IFAD's lapse-of-time (LOT) procedure. The project has a duration of six years and is expected to support 14,970 households.
2. The total project cost exclusive of financing gap is US\$21.07 million, composed of: (i) an IFAD loan of US\$11.68 million and an IFAD grant of US\$0.20 million; (ii) Government cofinancing in the amount of US\$4.59 million; (iii) beneficiaries' contributions of US\$1.60 million; and (iv) financing by national financing institutions in the amount of US\$3.00 million. The project was approved with a financing gap of US\$14.23 million (as indicated in paragraph 40 of President's report EB 2017/LOT/P.18/Rev.1 and detailed in the project design report).
3. The financing gap was planned to be financed by: (i) an IFAD loan of US\$10.00 million; (ii) credits from financial institutions totalling US\$2.77 million; and (iii) contributions by beneficiaries of US\$1.46 million. The additional financing will allow the addition of 13,400 households as project participants, for a total of 28,370 households.
4. The Government of the Dominican Republic, through a written communication, has expressed its interest in the financing gap for the PRORURAL Inclusion and Resilience Project being covered through IFAD's performance-based allocation system resources for the coming cycle (Eleventh Replenishment of IFAD's Resources [IFAD11]) and/or through resources to become available during IFAD10.
5. The project will be implemented by the General Directorate for Multilateral Cooperation (DIGECO) under the Ministry of Economy, Planning and Development of the Dominican Republic (MEPyD). Implementation of project activities in the territories and actions supporting rural economic organizations will be undertaken through a public-private agreement.

B. Original project description

6. Project area and target group. The project will cover the entire country, prioritizing its investments in those rural areas with the highest levels of poverty. The target group will be comprised of small-scale producers affected by the lack of diversification of income sources, and of wage labourers with high levels of multidimensional and monetary poverty.
7. Project development objective. The project goal is to contribute to promoting income-generating activities and the food and nutritional security of rural families. The development objective is to increase the beneficiary families' access to markets and their resilience in the face of economic and climate-related shocks. It will achieve this through plans for inclusion and resilience (PIRs).
8. Approach. The project will include: (i) a targeting strategy that identifies the needs and vulnerabilities of the target population; (ii) the identification of challenges and opportunities for project investments through the active participation of public and private organizations operating in the selected territories, promoting the planning of investments and local level

complementarities in conjunction with national programmes and policies; (iii) the use of valid instruments, methods (such as PIRs and partnering with organizations) and alliances (with the private sector and national and local institutions); and (iv) a learning process supported by an effective monitoring and evaluation (M&E) and knowledge management system that provides clear results-based signals to operators and contributes to policy dialogue for the scaling up of the strategy.

9. The project consists of three components: (1) investments in rural families' productive inclusion and resilience; (2) inter-institutional policy dialogue; and (3) project management.
10. Resilience. Based on a resilience model for rural families that identifies key factors contributing to their vulnerabilities or resilience in the country-specific rural context, the project will mainstream a resilience focus in the PIRs. This will include investments in training and in implementation of adaptation measures in land and water management, and in diversifying produce and income streams.
11. Gender and youth strategy. The project will apply incentives to target women for inclusion in income-generating activities. The selection process will ensure that at least 30 per cent of PIRs focus on income generation by women, such that women constitute 40 per cent of those supported by the project.
12. Innovative proposals for youth inclusion will be sought in: information and communication technologies; new functions and responsibilities within organizations; dynamic rural-urban linkages; and microenterprises in innovative sectors related to the environment and tourism. Incubators for ideas will be created; together with youth PIRs, these will be piloted in partnership with the private sector. Models will be adapted and validated that have been successfully tested in urban areas or rural areas of other regions, with adaptation to local contexts through use of simple technologies.
13. Nutrition and diets. In collaboration with the World Food Programme and the Food and Agriculture Organization of the United Nations, the project will exploit complementarities with ongoing government initiatives on diet and nutrition. Through the M&E system, when information collected on participant families shows the presence of nutritional risks or deficiencies, the PIRs will specifically include food and nutrition security activities. Similarly, actions will be undertaken to increase awareness of dietary guidelines and promote linkages between production and consumption among participant families facing nutritional imbalances and dietary risks.

II. Justification for the additional financing

A. Rationale and justification for the additional financing

14. The additional financing will allow the addition of 13,400 households as project participants, for a total of 28,370 households.
15. The programmatic approach allows increasing the level of investments and supported families, without affecting the project's structure or operating costs. The project will benefit from: (a) higher profitability (the project's overall profitability indicators such as the Economic Internal Return Rate [EIRR] and Economic Net Present Value [ENPV] end up considerably higher with the additional financing); and (b) higher efficiency, since an increase in scale will allow a reduction in the proportion devoted to management costs (from 18 per cent to 11 per cent) and recurrent costs (from 15 per cent to 9 per cent).

B. Geographic area and target groups that will benefit from additional financing activities; planned duration

16. The project will cover the entire country, but implementation will begin in 15 provinces within the five Unified Planning Regions that have been identified by

the Government as initial priority areas for the project. Areas for intervention within the priority provinces will be selected according to the following criteria: (i) concentration of target population (monetary poverty and low levels of productive inclusion); (ii) presence of productive inclusion opportunities; (iii) environmental factors (especially water and soils); (iv) risk of extreme climate events and the concentration of population vulnerable to their effects; (v) administrative, social and productive organizations; and (vi) government priorities.

17. The additional financing will allow 13,400 additional targeted families in the prioritized territories to be beneficiaries of project activities. The project will continue to be implemented over a six-year period.
- C. Components/outcomes and activities of both the original and the additional financed activities
18. The project's three original components will remain the same.
 19. Component 1: Investments in rural families' productive inclusion and resilience. The focus of this component is on sustainably improving families' incomes and their resilience to climatic, environmental, economic and social crises and shocks, and facilitating their rapid recovery from these events.
 20. The activities of component 1 include: (i) targeting to identify prioritized territories; (ii) a baseline survey; (iii) raising of awareness of project opportunities among organizations, the public sector and other local-level actors; (iv) defining criteria to identify eligible organizations and PIRs; (v) selection and approval of PIRs by a committee comprised of staff of the project management unit (PMU), representatives from public and private entities, and financial institutions; (vi) implementation of PIRs, cofinanced by the project and beneficiaries; and (vii) M&E. The evaluation criteria will focus on productive inclusion, changes in families' incomes and resilience factors.
 21. Component 2: Inter-institutional policy dialogue. This component will promote inter-institutional dialogue and coordination in support of rural productive inclusion. Its objective is to create the conditions for public policies that integrate and scale up the models tested by the project. This component comprises an inter-institutional dialogue platform, which will facilitate information management and learning in support of productive inclusion and increased resilience of rural families.
 22. Component 3: Project management. This component aims to ensure the appropriate management of the project's planning, M&E, knowledge management and other activities. The learning process is geared towards: (i) improving project performance; and (ii) linking components 1 and 2 to promote inter-institutional dialogue so that the productive inclusion and resilience strategy is improved and gradually scaled up to the national level.
 23. The additional financing will be fully dedicated to scaling up the investment plans under component 1. The project will finance 110 additional investment plans (57 for rural families, 47 for landless families and 6 for youth) for a total amount of US\$13.07 million. Pre-investment activities for those 110 investment plans are estimated at US\$1.2 million, and include: investment plan formulation; territorial planning and diagnosis; meetings and training activities in the field; specific consultancies and technical assistance for the investment plans; management; and other support for the plans.
 24. Table 1 presents the original and updated project outcomes (see appendix 1 for the unified logical framework).

Table 1
Outcomes for the original and additional financing activities

Outcomes		Original logframe	Add Fin logframe	New logframe	
Indicator	Unit	Target			
Outreach	Number of people receiving services promoted or supported by the project ^{C, S, Y}	people	26 940	24 105	51 045
	Number of corresponding households reached ^{Lead}	families	14 970	13 400	28 370
	Estimated number of household members ^{Lead}	people	57 780	51 700	109 480
Result 1.1	Number of targeted families that have increased their productive inclusion	families	11 900	10 700	22 600
	Number of new jobs created ^{S, Y}	jobs	29 000	26 000	55 000
	Percentage of rural economic organizations (OERs) with commercial links with buyers ^{Lead, SEC}	OERs	60%	60%	60%
	Percentage of families that report improvements or innovations in the services received by the OERs ^{S, Y, Lead}	families	90%	90%	90%
Result 1.2	Number of people adopting climate resilient and environmentally sustainable technologies and practices ^{S, Y, Lead}	people	16 150	14 500	30 650
	Numbers of households reporting a reduction in scarcity of water for their productive needs ^{C, S, Y, Lead, SEC}	families	8 000	7 200	15 200
Result 2	Percentage of investments identified in the PIRs that are part of investment and territorial development plans	reports	40%	40%	40%
	Identification of the needs of the beneficiary families and the intervention model for productive inclusion and resilience have been adopted and tested in the project area.	reports	1	1	1
	Through the action of the policy dialogue platform, the strategy of productive inclusion and resilience has been scaled up to national level.	reports	1	1	1
Result 3	The learning system facilitates policy dialogue for productive inclusion and resilience.	weekly reports	12	12	12
	The external audit does not have observations.	Audit	0	0	0

C: Refers to mandatory Adaptation for Smallholder Agriculture Programme indicators.

S: The reported data should be disaggregated by the sex of the beneficiary (male or female).

Lead: The reported data should be disaggregated by the sex of the household's head, SME owner or group leader (as relevant).

Y: The reported data should be disaggregated by the age status of the beneficiary ("young" or "not young", in line with the national definition of youth).

SEC: Means that the reported data should be disaggregated by sector (crop/livestock/forestry/fisheries).

D. Benefits, cost and financing

Project cost: original and additional

25. Total project cost over the six-year period, exclusive of the financing gap, is US\$21.07, including contingencies and taxes. Component 1 corresponds to US\$16.53 million (78.5 per cent of total costs); component 2 to US\$0.36 million (1.7 per cent); and component 3 to US\$4.18 million (19.8 per cent).
26. The additional financing will be allocated entirely within component 1. The project cost, including the additional financing, is US\$35.30 million, including contingencies and taxes. Under the new allocation, component 1 corresponds to US\$30.76 million (87 per cent of total costs); component 2 to US\$0.36 million (1 per cent); and component 3 to US\$4.18 million (12 per cent).

Table 2
Project costs by component and financier, including additional financing
 (Thousands of United States dollars)

Component	IFAD loans		IFAD grant		National financial institutions		Beneficiaries		Borrower/ counterpart		Total
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
1. Productive inclusion and resilience	19 307	89			5 775	100	3 057	100	2 625	57	30 764
2. Inter-institutional policy dialogue	-	-	200	100					161	4	361
3. Project management	2 373	11							1 801	39	4 174
Total	21 680	100	200	100	5 775	100	3 057	100	4 587	100	35 299

- Project financing/cofinancing strategy and plan: original and additional
27. It is planned to finance the total project cost of US\$21.07 million, exclusive of the financing gap, as follows: (i) the Government of the Dominican Republic will contribute US\$4.59 million; (ii) IFAD will provide a loan of US\$11.68 million and a grant of US\$0.20 million; (iii) financial institutions will provide credit totalling US\$3.00 million; and (iv) beneficiary counterparts will contribute a total amount of US\$1.60 million.
 28. The additional financing in the amount of US\$14.23 million will be financed by: (i) IFAD's loan of US\$10.00 million; (ii) credits from financial institutions totalling US\$2.77 million; and (iii) a contribution of US\$1.46 million from beneficiaries.
 29. The total project cost of US\$35.30 million (which includes the additional financing) will be financed as follows: (i) the Government of the Dominican Republic will contribute US\$4.59 million; (ii) IFAD will provide a loan of US\$21.68 million and a grant of US\$200,000; (iii) financial institutions will provide credit totalling US\$5.78 million; and (iv) beneficiary counterparts will contribute a total amount of US\$3.06 million.

Table 3
Project costs by expenditure category and financier, including additional financing
 (Thousands of United States dollars)

Expenditure category	IFAD loans		IFAD grant		National financial institutions		Beneficiaries		Borrower/ counterpart		Total
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
1. Equipment and vehicles	154	1	-	-	-	-	-	-	46	1	200
2. Consultancies	3 315	15	200	100	-	-	-	-	369	8	3 884
3. Grants and subsidies	16 654	77	-	-	5 775	100	3 057	100	2 580	56	28 066
4. Salaries and operating costs	1 557	7	-	-	-	-	-	-	1 591	35	3 148
Total	21 680	100	200	100	5 775	100	3 057	100	4 587	100	35 299

Table 4

Project costs by expenditure category and components, including additional financing
(Thousands of United States dollars)

<i>Expenditure category</i>	<i>1. Productive inclusion and resilience</i>		<i>2. Inter-institutional policy dialogue</i>		<i>3. Project management</i>		<i>Total</i>
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>
1. Equipment and vehicles	-	-	-	-	200	5	200
2. Consultancies	2 697	9	361	100	826	20	3 884
3. Grants and subsidies	28 066	91	-	-	-	-	28 066
4. Salaries and operating costs	-	-	-	-	3 148	75	3 148
Total	30 763	100	361	100	4 174	100	35 299

Disbursement profile and plan: original and additional

30. IFAD's disbursement profile and plan for the original project and for the additional financing are presented in table 5.

Table 5

Disbursement plan by year

(Thousands of United States dollars)

<i>Year</i>		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>Total</i>
	IFAD loan	1 350	1 564	3 252	3 304	1 588	620	11 678
Original	IFAD grant	50	52	23	24	25	26	200
Additional	Additional financing	818	1 214	3 242	3 310	1 364	52	10 000

Summary of benefits and economic analysis: original and additional

31. The original economic analysis shows an EIRR of 20.15 per cent and an ENPV of up to US\$20.42 million. Including the additional financing, the EIRR will rise to 21.5 per cent and the ENPV is estimated at US\$42.06 million. In both cases, the project and its models face low institutional, economic, financial and technical risks, and sensitivity to change is relatively modest.

Sustainability

32. The project's approach aims to overcome rural poverty conditions with economic inclusion and increased resilience. The mid-term and long-term sustainability of project activities is promoted by: (i) the proposed methodology, based on the definition of an inclusion and resilience index; (ii) support to an inter-institutional policy dialogue platform; and (iii) collaboration on a methodology that it is intended to scale up to national level. The approach is aligned with and supportive of current country policies, as it will improve the sustainability and resilience of rural families in terms of incomes, natural resource management, climate change adaptation, and food and nutritional security.

III. Risks in implementation of the additional financed activities

- A. Project risks (including fiduciary risks) and mitigation measures: original and additional

33. The project faces moderate risks, including: (i) institutional risks related to difficulties in establishing the inter-institutional platform; (ii) initial risks in implementation related to the accurate targeting of families; (iii) risks related to the management and administrative efficiency of coordination among a variety of partners; (iv) the risk related to the PMU structure within DIGECOOM and the

effective functioning of the public-private partnership; (v) technological risk, linked to a potential lack of proposals for productive inclusion and resilience; and (vi) uncertainty in land tenure, which generates risks in medium- and long-term investment planning.

34. The main mitigation measures will be: (i) ongoing monitoring by IFAD and strengthening of institutional dialogue processes; (ii) IFAD ensuring that the profile of eligible beneficiaries is clearly defined and that inclusion is considered a priority; (iii) training and follow-up during the design and ex ante evaluation of the business plans; and (iv) early planning for needs in technologies, seeds and vegetative material, establishing a programme of needs and availability with the specialized institutions.
35. The financial management risk for this project is rated as medium. The overall inherent country fiduciary risk is rated as medium.

B. Environment and social category: original and additional

36. The project is considered category B. The environmental and social impacts that may be caused by some of the project's actions through implementation of productive investment plans or to improve road access are reversible, and they can be minimized through implementation of the environmental and social management plan.

C. Climate risk classification: original and additional

37. With or without additional financing, the project is classified as "high-risk". The Dominican Republic is among the 10 countries most affected by climate change in the world. The agricultural sector is one of the most affected and the project's target groups (small producers and the landless rural population) are the most vulnerable. The country has a strong institutional system to deal with this risk. At the local level, the project will rely on this institutional framework by supporting coordination with watershed management initiatives. The initial territorial assessment will also ensure that an adequate climate vulnerability assessment is included in the design of the plans. Likewise, within the framework of the Water Coordination Board that coordinates all sectors and is housed within the MEPyD, several initiatives are under way for improving management of the watersheds in the country, with financing from the World Bank, Inter-American Development Bank and European Union and technical assistance from the Food and Agriculture Organisation of the United Nations and the Inter-American Institute for Cooperation on Agriculture. These projects support the establishment of sub-watershed committees with local stakeholders, which will undertake the articulation of water management in the territories.

IV. Implementation

A. Compliance with IFAD policies: original and additional

38. The project is aligned with IFAD policies, in particular:
 - (i) Reaching the Rural Poor: IFAD Policy on Targeting: The project will adopt indicators and models for geographic planning, and will include measures for self-targeting so as to facilitate the participation of women, youth and families facing environmental or nutritional risks;
 - (ii) The focus on women and youth corresponds with IFAD's priorities; it is based on the experiences of the previous project and on IFAD youth policies;
 - (iii) IFAD Rural Finance Policy: The project will increase the availability of resources and financial products to producers by improving the quality of PIRs (through technical support in all phases) and facilitating access to credit;

- (iv) Environmental policies, management of risks and adaptation to climate change: The project's approach, vision and actions are aimed at significantly improving the resilience of rural poor people;
- (v) IFAD Policy on Improving Access to Land and Tenure Security: To ensure the inclusion of families with low land tenure security, the project will support these families with legal advice and services in their efforts to access land for production. This will include support for formalizing private land leases and extending their duration from one year as is currently normally the case, to at least five years, with support for the permanent transference of land; and
- (vi) The project is aligned with IFAD's policies on food security and nutrition.

B. Organizational framework

Project coordination, financial management, procurement and governance: original and additional

- 39. Organizational framework. The executing agency will be DIGECOOM, an agency of the MEPyD. For project coordination and management, a PMU will be established under DIGECOOM and coordinated by a project director, supported by a technical administrative assistant and specialized directors for financial management, procurement, planning, M&E and knowledge management. Implementation of project activities in the territories, and actions in support of rural economic organizations, will be undertaken through a public-private agreement. Rural economic organizations will be responsible for implementing PIRs and will ensure that their impacts are focused on beneficiary families.
- 40. Financial management. DIGECOOM, through the PMU, will be responsible for financial management of all project resources. The financial management arrangements, including the accounting and audit that are applicable to the additional financing, will be the same as those established for the original financing, as illustrated in President's report EB 2017/LOT/P.18/Rev.1.
- 41. Flow of funds. The borrower will open a designated account in United States dollars at the Central Bank of the Dominican Republic exclusively for the additional financing loan.
- 42. Procurement. Procurement and contracting for the project will be carried out in line with national regulations and IFAD's Procurement Guidelines. Procurement processes will be planned and executed by the PMU under the responsibility of its director. The PMU's specialized procurement management function will be responsible for ensuring quality of compliance with IFAD guidelines, through document review and timely assistance to the implementing entity and rural economic organizations. The operations manual will determine all rules and procedures for procurement management.
- 43. Governance. The principles of good governance, transparency and participation, as well as the mechanisms for disseminating information as a complement to the M&E system, will be agreed upon with all actors, particularly DIGECOOM, project partner organizations and beneficiary communities. The project implementation manual will incorporate procedures in line with IFAD's anti-corruption policy.

C. Monitoring and evaluation, learning, knowledge management, and strategic communication approaches: original and additional

- 44. The achievement of project objectives will be based on constant interaction, starting with the baseline study (completion prior to project inception as a condition for disbursement) and including the M&E system, the learning process and the implementation of PIRs. The M&E system will be: (i) innovative, in using a scorecard to monitor family resilience and economic inclusion in the PIRs;

(ii) results-oriented and based on the logframe; (iii) integrated with the project management system and policy dialogue platform, to which it will provide information and reports on an ongoing basis; (iv) integrated with the other DIGECOOM and IFAD systems; and (v) will generate information that enables the classification and documentation of lessons learned.

45. Learning and knowledge management. The learning process, based on the analysis of information collected through the M&E system, will have two main objectives: (i) improving project performance; and (ii) promoting inter-institutional policy dialogue and the gradual scaling up of the strategy for resilience and productive inclusion to the national level. Knowledge management will be crucial for the functioning of the inter-institutional platform and for the analysis of processes that lead to productive inclusion and increased resilience.

D. Legal instruments and authority

46. A new financial agreement for the Rural Families' Productive Inclusion and Resilience Project (PRORURAL - Inclusive and Resilient) between the Dominican Republic and IFAD will constitute the legal instrument for extending the proposed additional financing to the borrower.
47. The Dominican Republic is empowered under its laws to receive financing from IFAD.
48. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

V. Recommendation

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

RESOLVED: that the Fund shall provide an additional loan on ordinary terms to the Dominican Republic in an amount of ten million United States dollars (US\$10,000,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Gilbert F. Hougbo
President

Unified logframe

Results Hierarchy	Indicators			Means of Verification			Assumptions/Risks
	Name	Baseline	End target	Source	Frequency	Responsibility	
Goal: The project's investments Contribute promoting income generating activities and the food and nutritional security of rural families	▪ Number of people targeted by the project experiencing economic mobility (Increase in income and goods by more than 10 percent) ^{S, Y, Lead} – SDG 1.1 & 1.2	0	38.085 (women 15.230)	M&E System	Mid-Term and Final Evaluation	PMU/MEP yD	Vulnerability of poor rural families due to the effects of the systemic environmental and economic shocks that could hit the country
	▪ Number of women reporting improved quality of their diets (heads of household or partner of the household head) ^{Y, Lead} – SDG 2.1 & 2.2	0	10.400				
Development Objective: Beneficiary families have increased their access to markets and their resilience to economic and climate-related shocks	▪ Number of beneficiary families reporting improved physical access to markets, processing and storage facilities ^{S, Y, Lead, IND, SEC} – SDG 2.3 & 10.2	0	24.300 (women-headed 9.720)	M&E System	Mid-Term and Final Evaluation	PMU/MEP yD	
	▪ Number of families targeted by the project with increased resilience ^{S, Y, Lead} – SDG 1.5 & 13.1 ²	0	22.700 (women-headed 9.080)				
	▪ Se strategy for targeting, productive inclusion and resilience is developed, tested and institutionalized	0	2				
OUTREACH							
<ul style="list-style-type: none"> ▪ Number of persons receiving services promoted or supported by the project^{C, S, Y}: 51.045. At least 40% of the beneficiaries at the end of the project are women and 30% are young (under 35 years old) ▪ Corresponding number of households reached^{Lead}: 28.370. At least 25% (7093) of the beneficiary households at the end of the project are households headed by women ▪ Estimated corresponding total number of households' members^{Lead}: 109.480. 							
Component 1: Investments for Productive Inclusion and Resilience							
Outcome 1.1 Investment plans foster the productive inclusion of beneficiary families	▪ Number of targeted families with better conditions for productive inclusion ¹	0	22.600 (women-headed 5.650)	Score-card	Annual	PMU/MEP yD	The persistence of monetary poverty can have serious effects on rural households, forcing them to adopt negative strategies that, responding to a short-term logic, affect their vulnerability and reduce their resilience in the medium and long term.
	▪ Number of new jobs created ^{S, Y} – SDG 8.2	0	55.000 (women 22.000)				
	▪ Percentage of OERs that comply with commercial agreements with buyers ^{Lead, SEC} – SDG 8.2 & 8.3 & 10.2)	20%	60% (lead by women 20%)	Survey Ballot/ Plan			
	▪ Percentage of families reporting new or improved services provided by OERs ^{S, Y, Lead} – SDG 8.2 & 10.2)	10%	90% (women-headed 23%)				

Unified logframe

Results Hierarchy	Indicators			Means of Verification			Assumptions/Risks
	Name	Baseline	End target	Source	Frequency	Responsibility	
Outcome 1.2 Investment plans improve the resilience of beneficiary families	<ul style="list-style-type: none"> Number of people reporting adoption of environmentally sustainable and climate resilient technologies and practices ^{S, Y, Lead} – SDG 2.4 & 13.1 – 13.3 & 15.1-15.3 	0	30.650	Score-card	Annual	PMU/MEPyD	Without specific interventions to improve their resilience, poor rural families will remain the most affected during crises and the least able to recuperate in periods of growth
	<ul style="list-style-type: none"> Percentage of households reporting reduced water shortage vis-à-vis production needs ^{C, S, Y, Lead, SEC} – SDG 1.4, 2.3 & 2.4 	0	15.200				
Component 2: Inter-Institutional Policy Dialogue							
Outcome 2 Project investments generate a learning process for the definition of a targeting strategy and intervention models to scale up the productive inclusion and resilience of families.	<ul style="list-style-type: none"> Percentage of investments identified in PIRs that are part of territorial investment and development plans 	0%	40%	Report	Mid-Term and Final Evaluation	PMU/MEPyD	The inter-institutional dialogue t could be long and could slow down the capacity to mobilize public and private investment driven by productive inclusion logic.
	<ul style="list-style-type: none"> The identification of the needs of beneficiary families and the intervention model for productive inclusion and resilience have been adopted and tested in the project area 	0	1				
	<ul style="list-style-type: none"> Through the actions of the policy dialogue platform, the strategy for productive inclusion and resilience 	0	1				
Component 3: Learning, Knowledge and Project Management							
Outcome 3 Adequate management and PM&E of the project effectively contribute to productive inclusion and rural family resilience, to the learning process and to inter-institutional dialogue.	<ul style="list-style-type: none"> The learning system facilitates policy dialogue for productive inclusion and resilience 	0	12 Biannual reports	M&E System	Annual	PMU/MEPyD	
	<ul style="list-style-type: none"> The external audit does not present any observations 	0	0 Audit				

Legend:

c : Refers to mandatory ASAP indicators.

s : The reported data should be disaggregated by the sex of beneficiary (male or female).

^{Lead} : The reported data should be disaggregated by the sex of the household's head, SME owner or group leader (as relevant).

^y : The reported data should be disaggregated by the age status of the beneficiary ("young" or "not young" as per the national definition for youth).

^{SEC} : Means that the reported data should be disaggregated by sector (crop/livestock/forestry/fisheries).