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Investing in rural people

President's Memorandum

Proposed Additional Financing to the Republic of Ecuador for the Buen Vivir in Rural Territories Programme

Note to Executive Board representatives

Focal points:

Technical questions:

Caroline Bidault
Country Programme Manager
Latin America and the Caribbean Division
Tel.: +51(1) 625 90 78
e-mail: c.bidault@ifad.org

Dispatch of documentation:

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

For: Approval

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed additional financing for the Buen Vivir in Rural Territories Programme in the Republic of Ecuador, as contained in paragraph 45.

Proposed Additional Financing to the Republic of Ecuador for the Buen Vivir in Rural Territories Programme

I. Background and programme description

1. The Buen Vivir in Rural Territories Programme (PBVTR) was approved by the IFAD Executive Board in 2011 (EB/2011/103/R.27/Rev.1). The financing agreement (for loans I-849-EC and E-5-EC) between the Republic of Ecuador and IFAD was signed and entered into force on 30 May 2012, with an initial completion date of 30 June 2018. The programme has a six-year implementation period and aims to directly improve the food security of 25,000 rural households. This target was lowered to 20,000 households during after the midterm review (MTR) undertaken in 2015. The total programme cost (exclusive of the originally foreseen contributions from local financial institutions and cooperating partners) of approximately US\$48.6 million is financed by an IFAD loan (SDR 10.75 million), a loan from the Spanish Food Security Cofinancing Facility Trust Fund (Spanish Trust Fund) (EUR 10.7 million), cofinancing from the Government (US\$7.0 million), contributions from beneficiaries (approximately US\$5.9 million) and US\$3.3 million from the decentralized autonomous governments. The executing agency is the Ministry of Agriculture, Livestock and Fisheries.
2. In June 2018, additional funding was requested for the programme before the end of the year. The completion date was extended for six months, to 31 December 2018, while the financing closing date was extended to 30 June 2019 to allow the programme to meet the requirements for Executive Board approval for the additional funding.
3. This memorandum seeks approval from the Executive Board under the lapse-of-time procedure for additional financing under the Tenth Replenishment of IFAD's Resources (IFAD10) in the form of a loan on ordinary terms in the amount of US\$10 million for PBVTR. The loan will be on ordinary term and will have a maturity period of 18 years inclusive of a grace period of 6 years. The additional financing responds to the Government of Ecuador's request for resources to consolidate and scale up successful activities. An extension of the programme's completion and financing closing dates of 30 months to 30 June 2021 and 31 December 2021, respectively, will be requested.
4. The programme area covers 46 rural municipalities and 165 rural parroquias in nine provinces (Chimborazo, Esmeraldas, Guayas, Imbabura, Loja, Los Ríos, Manabí, Santa Elena and Tungurahua). The target area spans eight different territories with a combined population of about 760,000, or roughly 16 per cent of the country's rural population. It is inhabited mainly by small-scale producers and, in some areas, indigenous and afro-Ecuadorian communities, and has high levels of poverty and extreme poverty. The territories include a wide variety of ecosystems that are fragile or threatened but nonetheless important for national food production and biodiversity (including agrobiodiversity) and have watersheds that supply major cities.

Original programme description

5. The development objective is to improve the food security of 20,000 food-insecure rural households that are largely dependent on small-scale agriculture and related activities for their livelihoods and consequently are vulnerable to the effects of climate change. Most households have limited access to land and water, technical assistance, rural financial services and markets. To achieve this objective, the programme supports territorial-level initiatives promoting agroecological and sustainable production for family producers by strengthening communities' capacity to manage land, water and other natural resources and by financing their business plans. These initiatives foster public-private partnerships, employment and rural economy diversification.
6. The target group is made up of food-insecure, poor rural households dependent on small-scale agriculture and related activities, and focuses particularly on youth and women.

II. Rationale and justification for the additional financing

7. In June 2017, the supervision mission reported that implementation was on schedule for the achievement of the programme's development objective. This was also the result of good financial management at the central and territorial levels. The last programme supervision report found implementation to be efficient and effective, thanks to the decentralization of administrative processes. The cofinancing rule – which requires that beneficiaries contribute 40 per cent of the total cost of the subprojects – significantly promoted the target group's ownership of the programme. As of today, 17,000 rural households, equivalent to 85 per cent of the target, have received programme services.
8. The mission concluded that there were opportunities to scale up these successful activities; therefore the additional financing will be used for this purpose. The activities are key for community initiatives and in high demand by beneficiaries. Building on lessons learned, new initiatives will particularly focus on market access based on a public-private-producer partnership approach.
9. In order to implement these activities, the Government has also requested an extension of the programme completion and financing closing dates.

III. Programme implementation performance

10. The programme is in its sixth year of implementation. Despite a lengthy start-up due to institutional challenges, the appointed programme team committed to accelerating implementation, which led to the achievement of significant results thereafter. The programme has been rated as satisfactory on overall implementation and satisfactory in terms of the likelihood of achieving the development objective. The programme team has acquired excellent planning and management skills over time and has demonstrated its commitment to meeting the development objective within the stipulated time frame.
11. Specific programme achievements include:
 - (i) Significant impacts. As of now, subprojects have contributed to:
 - (i) sustainably increasing the income of 7,520 families by at least 30 per cent; (ii) creating 5,061 new jobs (72.3 per cent of the target); (iii) diversifying agricultural production, while ensuring increased sustainability and climate change resilience; (iv) helping 5,414 families make the transition to agroecological farming systems, agroforestry and silvo-pastoralism, while improving the management of renewable natural resources, particularly water and soil, and mitigating the effects of climate change; (v) increasing the volume and improving the quality of their products by an average of 60 per cent; and (vi) improving land use through

agricultural mechanization and irrigation systems, and reducing the workload of producers. Furthermore, considering the nature of the promoted crops, it is expected that these results will soon improve considerably, once all the investments and crops become fully productive.

- (ii) Notable attention to youth and women. The programme uses an affirmative action mechanism that requires that at least 30 per cent of approved subprojects are proposed by youth, women and vulnerable people. It has also reduced migration by young people through the creation of opportunities to develop sustainable economic activities in their own communities. The training schools supported by the programme promote the participation of young people and strengthen intergenerational cohesion.
- (iii) Successful territorial integration strategy. The integration of the programme into ongoing territorial processes has been recognized as a successful strategy, since it links the decentralized autonomous governments with producers' associations and has led to an increase in in-kind and cash contributions from local governments. Access to credit has also been important in enabling beneficiaries to comply with the cash contribution requirement, although this has sometimes posed risks for the beneficiary households. Marketing remains the main concern for producers, especially the marketing of long-term cyclical crops that will soon be at full production. Therefore, priority should continue to be given to strengthening capacity and linkages at territorial level, with particular attention to commercialization/market access.
- (iv) Significant impact on nutrition. The programme has led to improvements in family nutrition. On one hand, the establishment of home gardens has allowed families to diversify their diet and spend less by cultivating the products they previously purchased. On the other hand, their increased income from other investment activities has improved their food security.
- (v) Unexpected impact on migration. The achievements of the fruit-tree-growing subprojects have encouraged women who had migrated to urban areas to return to rural communities, having found this to be a better work alternative to domestic service or similar occupations.

IV. Targeting, description of activities, expected benefits and duration

- 12. The overall objective, geographic coverage, components, organization and management of the programme will remain unchanged. The additional financing will be used to increase the number of beneficiaries. As mentioned previously, the completion date and financing closing date will be extended by 30 months, until 30 June 2021 and 31 December 2021, respectively. The current financing agreement (I-849-EC) will be amended consequently.
- 13. The additional financing will enable the programme to: (i) scale up its results by expanding outreach to 6,000 additional households, creating 7,500 additional part- or full-time jobs, and increasing the average income of targeted households by an estimated 30 per cent; (ii) strengthen existing value chains at territorial level (supporting primary production, inputs, processing, collection and marketing) by financing investment projects of producers' associations, and promoting the participation of young people and women; and (iii) continue promoting increased productivity, but with a greater focus on marketing and market access.

V. Components and activities

14. The original programme has three components: (i) strengthening capacities for territorial development (US\$7.36 million); (ii) territorial initiatives investment fund (US\$32.59 million); and (iii) programme management, and evaluation and (US\$8.67 million).
15. The additional financing activities will fit into the same components and territories and are consistent with the objectives of the ongoing PBVTR.

Component 1: Strengthening capacities for territorial development

16. The additional financing will follow the same approach but will not support new activities under this component. The new activities will be included under the capacity-strengthening subcomponent of component 2, because of domestic processes: in early 2012, the Presidency formed a controller committee to audit external indebtedness on the basis of Article 289, numeral 3 of the 2008 Constitution of Ecuador, which states that public indebtedness should only be used to finance investment programmes and projects for infrastructure. For this reason, it was decided that activities under component 1 would be integrated into component 2.

Component 2: Territorial initiatives investment fund

17. The additional financing will support the scaling up of: capacity-building, strengthening the existing value chains at territorial level by financing investment projects of existing associations, and promoting the participation of young people and women. Activities will focus more strongly on marketing and market access while continuing to support increased productivity.
18. The additional funding of US\$14.3 million will be used for this component, of which US\$10 million will come from the additional IFAD loan and US\$4.3 million from beneficiaries.

Component 3: Programme management, and monitoring and evaluation (M&E)

19. All operating costs including M&E are being covered by the Government. Under the additional financing, the Government will continue funding salaries and all other operating costs during the extension period.
20. A total of US\$3.47 million of the additional financing will be used for this component.

VI. Benefits, costs and financing

21. Programme costs. The original cost of the programme is approximately US\$48.6 million, consisting of: (i) an IFAD loan (SDR 10.75 million) and a Spanish Trust Fund loan (EUR 10.7 million) totalling US\$32.3 million equivalent; and (ii) a Government contribution (national and local) of approximately US\$10.4 million; and (iii) a beneficiary contribution of approximately US\$5.9 million.
22. Considering the proposed additional financing of US\$10.0 million and the corresponding domestic contributions of US\$7.8 million, the revised total programme cost is US\$66.4 million.

Programme financing strategy and plan

23. Programme costs by component and expenditure category are summarized in tables 1 and 2 below.

Table 1
Programme costs by component and financier
 (Thousands of United States dollars)

Component	IFAD and Spanish Trust Fund loans		Government initial contribution		Beneficiary initial contribution		IFAD additional loan		Government additional contribution		Beneficiary additional contribution		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Strengthening capacities for territorial development	7 022	95	334	5	-	-	-	-	-	-	-	-	7 356	11
2. Territorial initiatives investment fund	23 336	50	3 339	7	5 918	13	10 000	21	-	-	4 286	9	46 879	71
3. Programme management, and monitoring and evaluation	1 938	16	6 736	55	-	-	-	-	3 467	29	-	-	12 141	18
Total	32 296	49	10 409	16	5 918	9	10 000	15	3 467	5	4 286	6	66 376	100

Table 2
Programme costs by category and financier
 (Thousands of United States dollars)

Component	IFAD and Spanish Trust Fund loans		Government initial contribution		Beneficiary initial contribution		IFAD additional loan		Government additional contribution		Beneficiary additional contribution		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Goods	341	64	193	36	-	-	-	-	-	-	-	-	534	1
B. Services and training for technological innovation	8 588	96	334	4	-	-	-	-	-	-	-	-	8 922	13
C. Community subprojects for business development (grants)	23 367	50	3 339	7	5 918	13	10 000	21	-	-	4 286	9	46 910	71
D. Salaries and operation and maintenance	-	-	6 544	65	-	-	-	-	3 467	35	-	-	10 010	15
Total	32 296	49	10 409	16	5 918	9	10 000	15	3 467	5	4 286	6	66 377	100

- Disbursement profiles and plan
24. The programme is expected to fully absorb the original IFAD loan and Spanish Trust Fund loan by the end of the sixth year as planned. The IFAD additional loan will start financing activities during the 2019 financial year.
- Summary of benefits and economic analysis
25. The additional financing will contribute to improving livelihoods. A revised financial and economic assessment including the additional financing was prepared using a target of 23,000 beneficiary households for the largest investments yielding direct quantifiable benefits as follows: increased household income, increased productivity, reduced harvest and post-harvest losses, and added value of private and public partnerships supported by the programme.
26. The financial analysis indicates that a number of options generating positive financial returns are being readily adopted by farmers as a result of the matching grant scheme. Considering the value of economic benefits generated by these initiatives, the financial internal rates of return are higher than the current average lending rate of 11.83 per cent, ranging between 17 per cent and 38 per cent, while the financial net present value ranges between US\$519 and US\$2,554 per household. This demonstrates the financial feasibility of the programme.
27. The economic feasibility analysis demonstrates that the programme is economically feasible with an internal economic rate of return (IERR) of 24.66 per cent; an economic net present value of US\$27 million; and a cost-benefit ratio of 1.77.

28. The sensitivity analysis shows that indicators of economic feasibility are sensitive to reductions in sale price; the IERR falls to 11.6 per cent with a 20 per cent drop in price. A two-year delay in implementation causes the IERR to fall to 14.56 per cent, but stay above the discount rate. A drop of 20 per cent in yields reduces the IERR to 11.85 per cent, which is below the discount rate. However, the programme is not sensitive to variations in other parameters such as programme costs, increases in production inputs and decreases in profits.

Sustainability

29. The sustainability of programme benefits is rooted in: (i) building alliances that facilitate a coordinated approach for implementing endogenous, territorial-level initiatives centred on making agroecological production and access to markets viable for family-scale producers; and (ii) enhancing governance and supporting participatory planning that will strengthen territorial-level capacities to manage land, water and other natural resources that are strategic in the target territories.

VII. Risks associated with activities under the additional financing

A. Programme risks (including fiduciary risks) and mitigation

30. Potential social and environmental risks. The programme objectives, outcomes and approaches proposed should result in positive social and environmental impacts. The main risks identified are associated with: (i) the complex and broad scope of the decentralization process; and (ii) the fact that adaptation to climate change cannot avert all potential effects of severe climatic events. For the first of these risks, mitigation measures include strengthening the parroquias' governments that are the direct representatives of rural communities; facilitating coordination between institutional sectors and between the parroquias themselves to enable a common approach to natural resource management and infrastructure development; and support for a systematic learning process through participatory monitoring and evaluation. With respect to the second risk, the focus on agroecological systems resulted in more resilience through improved soil and water management, and diversification. Coordination with territorial-level environmental initiatives enabled a more robust approach to maintaining and improving ecosystem services. The programme will continue using other proven mitigation measures to reduce the impacts of these risks.
31. Country context and inherent fiduciary risks. In past years the country suffered from economic instability, which led to the implementation by the Government of austerity measures. These included limiting the type of project funded by external resources to investment projects. In this respect, the Government has already committed all of its counterpart funds – estimated at US\$3.1 million – for the entire programme duration (2019-2021), thereby mitigating this risk.
32. Programme-specific control of risk. The programme management team is recognized as comprising highly experienced professionals, particularly the finance unit. IFAD has rated the quality of the financial management as satisfactory. The recent major staff turnover in government institutions (three ministers in 15 months) has made it necessary to maintain the same staffing and staffing capacity. The external audit reports of previous years have been unqualified, but were submitted with some delay. Late presentation of audit reports has been a recurrent problem, but it is anticipated that the experience gained by the supreme audit institution during the current year will improve timeliness of submission of the next audit report. Therefore, the overall programme risk level is medium.

B. Environment and social category

33. A Social, Environmental and Climate Assessment Procedures review note has been prepared as a requirement for additional financing of the programme. At design (in 2011) an Environmental and Social Review Note classified the programme as a category B operation as there were no direct environmental risks involved. The programme was designed to generate important benefits related to ecosystem services, including the conservation of agrobiodiversity, soil and water, and reduced use of agrochemicals.
34. The additional financing activities are similar to those in the original design and thus they will maintain the scope and scale of the category B classification, as the programme does not involve direct or indirect environmental risks and it is designed to generate important benefits for the ecosystem. Most subprojects will aim to have a direct positive impact on the environment, especially in connection with the diversified agroecological systems of production that the PBVTR is promoting and implementing.
35. Nevertheless, the screening process and continuous impact evaluation are essential to building adaptation and risk management practices capable of reducing the vulnerability of smallholder farmers to increased climate-related stresses and shocks.

C. Climate risk classification

36. The PBVTR has been classified as having moderate climate risk. If the climate conditions reported in the Annual Climate Bulletin 2018¹ remain unchanged over the life of the programme, no extreme events are likely to take place, and therefore there might not be a significant impact on agricultural productivity, access to markets and/or the associated incidence of pests and diseases for the target population.

VIII. Implementation

A. Compliance with IFAD policies

37. The original programme ensured compliance with IFAD Strategic Framework for 2011-2015 and other relevant policies applicable at the time of programme design. With the additional financing, the programme continues to remain fully aligned to all relevant IFAD strategies and policies, in particular the Strategic Framework 2016-2025 (SO1: Increase poor rural people's productive capacities; SO2: Increase poor rural people's benefits from market participation; and SO3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities).

B. Organizational framework

- Programme coordination, financial management, procurement and governance
38. The MTR and the various supervision missions undertaken concluded that the programme-level arrangements are adequate. The same programme management team will be responsible and accountable for the proper use of the additional financing, in line with the provisions of the financing agreement. IFAD will make the additional financing available to the Government under the terms and conditions of the financing agreement. Details on financial management, procurement and internal control will remain as presented in the original President's report (EB/2011/103/R.27/Rev.1).

¹ [Annual Climate Bulletin 2018](#)

C. M&E, learning, knowledge management, and strategic communication approaches

39. M&E. The M&E system has been improved substantially even though analysis of outcome and impact indicators requires further strengthening. Adjustments to the results matrix have been made to reflect updated targets from the MTR and the proposed additional financing. The programme's M&E expert will participate in the training and certification Programme in Rural Monitoring and Evaluation, which will further strengthen M&E capacity. The logical framework will be updated in line with the new IFAD guidelines.
40. Knowledge management and communication. The programme's knowledge management strategy features: (i) initiatives to systematize and share the traditional knowledge that the Sierra's indigenous communities have about ethno-agroecology; (ii) exchanges between organizations in rural territories about best practices that strengthen networks of producers and market niches; and (iii) systematization of key territorial development experiences in different regions of Ecuador.

D. Proposed amendments to the programme financing agreement

41. Subject to the approval of the Executive Board, the programme financing agreement will be amended to include the following provisions for additional financing:
 - (i) Counterpart funding to reflect the updated cost tables;
 - (ii) Adjustments in the results matrix will be sought as indicated in the appendix;
 - (iii) The programme completion and financing closing dates will be extended to 30 June 2021 and 31 December 2021, respectively. The current financing agreement (I-849-EC) will be amended consequently; and
 - (iv) Total budget, categories of expenditures, logical framework targets and number of beneficiaries.

IX. Legal instruments and authority

42. An amended financing agreement between the Republic of Ecuador and IFAD will constitute the legal instrument for extending the proposed additional financing to the Borrower.
43. The Republic of Ecuador is empowered under its laws to receive financing from IFAD.
44. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

X. Recommendation

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

RESOLVED: that the Fund shall provide a loan under ordinary terms with a maturity period of 18 years inclusive of a grace period of 6 years to the Republic of Ecuador 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

Updated Logical Framework Incorporating Additional Financing

Results Hierarchy	Indicators		Programme Yr 6 (2017)			Programme Yr 7 (2018)			% Achievem ent	New overall target with Ad.Fin.
	Name	End Target	Year Target	Year Result	Cumul ative	Year Target	Year Result	Cumul ative		
Outreach	1.b Estimated corresponding total number of households members									
	Household members - Number of people	100000		1260	75160			84760	85%	114760
	1.a Corresponding number of households reached									
	Households - Number	20000	0	2022	15032		150	16952	85%	22952
Goal: Contribute to the sustainable productive reconversion, improvement of income and food sovereignty of the rural population of the country.	Rural poverty reduction									
	Poverty reduction - Percentage (%)	25								
	Families have increased the value of their assets by 10%									
	Households - Number	16000			1785		7257	9042	57%	16000
Development Objective: Promote the sustainability of the livelihoods of rural families in the targeted territories.	Stable employment (25% women and 25% youth) in agricultural and non-agricultural activities									
	Employment - Number	7000	700	556	3538		1288	5061	72%	7500
	Families with projects have increased their income by at least 30% in a sustainable manner (50% of beneficiary families)									
	Households - Number	10000		1989	3774		3028	7518	75%	11500
	Learning networks in operation									
	Networks - Number	5		1	3			3	60%	5
	Families have made the transition to agroecological production systems									
	Households - Number	8000		993	4429		985	5414	68%	8000
	Incremento en la productividad de rubros financiados por el proyecto									
	Increase in Productivity - Percentage (%)	60								60
Outcome C.1: 1. Las organizaciones de las familias rurales fortalecidas en sus capacidades para incidir en procesos de planificación, monitoreo y veeduría social a nivel de los territorios	Organizaciones fortalecidas en capacidades para incidir en los procesos de gestión territorial									
	Organizaciones - Number	100	2	1	86		25	111	111%	100
	Representantes (50% mujeres, 25% jóvenes) de las organizaciones fortalecidas han participado en procesos de gestión territorial									
	Personas - Number of people	350	6	5	363			363	104%	350
Outcome C.1: 2. Organizaciones de familias rurales fortalecidas en la gestión para la prestación de servicios de apoyo a la producción agroecológica, transformación y comercialización	Organizaciones fortalecidas en la gestión de servicios de apoyo a la producción agroecológica, transformación y comercialización, incluidas 24 juntas de regantes o figura similar									
	Organizationss - Number	50	10	10	65		13	78	156%	110
Outcome C.1: 3. Organizaciones de las familias rurales, jóvenes y mujeres cuentan con conocimientos mejorados en producción, comercialización	Personas (50% mujeres, 50% jóvenes, 25% indígenas) con conocimientos mejorados en producción, comercialización y asociatividad									
	Personas - Number of people	4000	1000	962	3886		150	4036	101%	5500
	Organizaciones que han adoptado al menos 2 mejores prácticas de producción, empresarialidad, comercialización y asociatividad									
	Organizaciones - Number	115	2	4	115			139	121%	190
Outcome C.2: 4. Organizaciones de las familias rurales, jóvenes y mujeres con proyectos comunitarios, empresariales y de infraestructura	Familias organizadas han desarrollado 152 proyectos (agrícolas y no agrícolas)									
	Households - Number	17500	1100	1035	11385		4632	16017	92%	21500
	Productores con prácticas agroecológicas accedan a mercados certificados internos e internacionales									
	Personas - Number of people	4000	200		1277			1549	39%	4000
Familias se benefician de sistemas de riego, centros de acopio, y otras infraestructuras para el procesamiento de productos										

Results Hierarchy	Indicators		Programme Yr 6 (2017)			Programme Yr 7 (2018)			% Achievem ent	New overall target with Ad.Fin.
	Name	End Target	Year Target	Year Result	Cumul ative	Year Target	Year Result	Cumul ative		
productiva acceden a servicios e infraestructura de apoyo a la producción, transformación y mercado	Households - Number	10000	3000	3772	8851		569	9420	94%	13000
Outcome	Organizaciones beneficiadas aplicando métodos efectivos para el SEP									
C.3: 5. Las organizaciones de las familias rurales y otros actores han fortalecido capacidades para el seguimiento y evaluación participativo	Organizaciones - Number	60	12	8	36		4	40		60
	Organizaciones beneficiadas han participado en jornadas anuales de rendición y diálogo									
	Organizaciones - Number	152	6	5	109		23	132		190
Output	PBV formulados y ejecutados (RIMS 1.6.7 Village/Community plans formulated)									
C.1: 1.1 Las familias y sus organizaciones formulan y ejecutan planes de BUEN VIVIR Comunales-PBVC (organizativo)	Planes - Number	7	1		10			10	143%	7
	Familias beneficiadas directos con Planes Buen Vivir comunales y/o organizativos									
	Households - Number	500	100	188	476		40	516	103%	500
Output	Plan de formación en gestión territorial -Organizativo									
C.1: 1.2 Personas en capacitación en gestión territorial (organizativo)	Planes - Number	1	0		4			4	400%	1
	20 promotores formados en gestión territorial									
	Personas - Number of people	20	20	19	79			79	395%	20
	Miembros de grupos de la comunidad formados o reforzados en gestión territorial									
	Personas - Number of people	500	0		269		135	404	81%	500
Output	Organizaciones formulan y ejecutan planes de fortalecimiento para la prestación de servicios									
C.1: 2.1 Organizaciones de familias rurales con planes de fortalecimiento para la prestación de servicios	Organizaciones - Number	50	10	13	42		31	73	146%	50
Output	Personas (50% jóvenes, 50% mujeres) han recibido capacitación en temas productivos									
C.1: 3.1 Organizaciones de familias rurales, jóvenes y mujeres formulan y ejecutan propuestas en gestión de la producción (Técnico).	Personas - Number of people	5000	1160	1187	5381			5381	108%	7000
	Promotores (400) y técnicos (160) (50% son mujeres, 25% jóvenes) capacitados y brindado servicios a las organizaciones									
	Personas - Number of people	560	100	189	454		45	499	89%	560
	50 prestadores de servicios formados para acompañar a los productores									
	Personas - Number of people	50	25	22	164			164	328%	50
	Planes de formación formulados e implementados Técnico									
	Planes - Number	5	1	3	5			5	100%	5
Output	Familias organizadas han participado en la formulación y ejecución de proyectos productivos agroecológicos									
C.2: 4.1 Las familias organizadas formulan y ejecutan proyectos productivos-agroecológicos, comunitarios, empresariales, de infraestructura productiva (agrícolas y no agrícolas)	Households - Number	10500	250	210	8834		1053	9887	94%	13500
	Familias (50% jóvenes, 50% mujeres, 25% indígenas y afro-ecuatorianos) organizadas han participado en la formulación y ejecución de proyectos infraestructura productiva (transformación, infraestructura, comercialización)									
	Households - Number	7500	300	265	5226		659	5885	78%	8285
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated									
	Hectares of land - Area (ha)	4000	70	735.64	2697		272	2969	74%	4500
	2.1.6 Market, processing or storage facilities constructed or rehabilitated									
	Market facilities constructed/rehabilitated - Number	35	5	4	22		10	32	69%	50
	Processing facilities constructed/rehabilitated - Number	100			14		32	46	14%	150

Results Hierarchy	Indicators		Programme Yr 6 (2017)			Programme Yr 7 (2018)			% Achievem ent	New overall target with Ad.Fin.
	Name	End Target	Year Target	Year Result	Cumul ative	Year Target	Year Result	Cumul ative		
	Storage facilities constructed/rehabilitated - Number	100	10	13	38		7	45	39%	150
Output C.2: 4.2 Personas con acompañamiento en prácticas productivas de manejo sostenibles, empresariales y de transformación y comercialización	Familias han recibido acompañamiento técnico (5000 jóvenes y mujeres)									
	Households - Number	16000	700	157	11048		1887	12935	81%	17500
Output C2: 5.1 Seguimiento a las organizaciones de las familias, jóvenes y mujeres sobre el cofinanciamiento a los proyectos	Instituciones financieras participan en el Proyecto									
	Instituciones - Number	10	1	5	22		7	29	290%	10
	Organizaciones con cofinanciamiento realizado con IFIs									
	Organizaciones - Number	125	10	2	48			48	38%	125
	Organizaciones capacitadas en métodos de seguimiento y evaluación participativa.									
	Organizaciones - Number	80	25	33	61		8	69	86%	95
	CLAP capacitados para toma de decisiones									
	CLAP - Number	152	3	1	98		13	111	73%	152
	Rutas de aprendizaje realizadas sobre el SEP									
	Rutas - Number	3	1	1	2			2	67%	3
	Foros de intercambios experiencia									
	Foros - Number	7	2	1	9		11	20	286%	7
	Sistematizaciones sobre experiencias realizadas									
	Sistematizaciones - Number	10	1		10			10	100%	14
	Plan de formación en SEP establecido									
	Planes - Number	1	1		3			3	300%	1
	People trained in community management topics									
	Total persons trained in other - Number of people	160	30		248			248	155%	160
Output C2: 5.2 Sistema de Seguimiento y Evaluación Participativa elaborado y socializado con los actores	Equipos de UETs utilizando el sistema de SEP									
	Equipos - Number	7	1	4	5		1	6	86%	7
	1Sistema de Información Gerencial implementado y funcionando accesible vía internet									
	Sistemas - Number	1	0		1			1	100%	1
	Organizaciones beneficiarios participan en acciones de seguimiento y evaluación del desempeño del proyecto									
	Organizaciones - Number	140	67	97	123		2	125		170