

Project Completion Report Validation

Project for Enhancing the Rural Economic Competitiveness of Yoro Republic of Honduras

Date of validation by IOE: September 2018

I. Basic project data

			Approval (US\$ m)		Actual (US\$ m)	
Region	Latin America and the Caribbean	Total project costs	20.01		14.93	
Country	Republic of Honduras	IFAD loan and percentage of total	9.38	46.9%	7.29	48.8%
Loan number	L-I--759-	Borrower	1.18	5.9%	0.79	5.3%
Type of project (subsector)	Rural Development	Central American Bank for Economic Integration	4.00	20.0%	2.10	14.1%
Financing type*	F		-	-	-	-
Lending terms **	Highly Concessional		-	-	-	-
Date of approval	13-Dec-2007		-	-	-	-
Date of loan signature	11-Mar-2008	Beneficiaries	5.44	27.2%	4.75	31.8%
Date of effectiveness	17-Nov-2008	Other sources				
Loan amendments		Number of beneficiaries (Direct families)	9,000		8,180	
Loan closure extensions	1	Project completion date	31-Dec-2015		31-Dec-2016	
Country programme managers	Glayson Dos Santos (Previous) Arnoldous Hameleers (Actual)	Loan closing date	30-Jun-2016		30-Jun-2017	
Regional director(s)	Joaquin Lozano Josefina Stubbs	Mid-term review			11-Mar-2013	
Project completion report reviewer	Jorge Carballo	IFAD loan disbursement at project completion (%)			78%	
Project completion report quality control panel	Ernst Schaltegger Fumiko Nakai	Date of the project completion report			February 2018	

Source: Project Completion Report (PCR).

* Financing can be of 3 types: e-type = IFAD-initiated and exclusively financed (no co-financing), f-type = IFAD-initiated and co-financed, c-type = co-financier-initiated and z-type = no IFAD financing but IFAD supervised.

** Highly concessional loan terms: free of interest but bearing a service charge of three fourths of one per cent (0.75%) per annum and having a maturity period of 40 years, including a grace period of 10 years.

II. Project outline

1. **Introduction.** The Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECOM) was approved by the Executive Board in December 2007, the loan agreement was signed in March 2008 and became effective in November 2008. It had a duration of 8.1 years and was completed in December 2016. The project was closed in June 2017.
2. PROMECOM was introduced in the department of Yoro in Honduras as an opportunity to address two main issues. The first one was the need to increase the competitiveness of the country's economy as a whole, particularly in the rural areas. The second one was the need to reduce the poverty level of a specific indigenous group in the area: the Tolupanes tribe. This tribe is located in one of the poorest sectors in the project area and required support to engage in economic activities capable to reduce poverty and to improve and clarify issues related to land tenure.
3. The project was implemented in a period that experienced significant political and institutional challenges. The coup that took place in June 2009 resulted in a project inactivity followed by a management and administrative issues due to changes in project staff and delays in project implementation.
4. **Project area.** The Government of Honduras prioritized PROMECOM's design for the department of Yoro and its 11 municipalities: El Progreso, Santa Rita, El Negrito, Jacon, Morazan, Sulaco, Victoria, Yorito, Yoro, Arenal and Olanchito. These municipalities are well known for their protected areas and biological reserves, as well as for the presence of Tolupanes indigenous groups. According to the 2006 national population and housing census, 56.35 per cent of the population in Yoro were living in rural areas.
5. Yoro is located in the interior highlands, specifically in the north part characterized by a predominantly mountainous morphology with the presence of pronounced valleys. This area is also characterized by its low rainfall, poor soils and dominant coniferous vegetation.
6. The main productive activities in the project area are agriculture and livestock farming, with exception of indigenous groups who are also involved in logging activities. The main commodities produced in the area are basic grains (maize and beans) and coffee. There is also small-scale livestock production for double purpose, meat and milk. Small-scale farmers produce milk which is processed to produce cheese. However, only few producers were delivering milk to industrial processing plants.
7. **Project goal, objectives and components.** The project's *main goal* was to strengthen the organizations and to improve food security, incomes and market positioning of families benefited by the project through the incorporation of territorial and environmental management practices, taking into consideration gender and youth inclusion. The project's *specific objectives* were to: (i) develop the capacity of small-scale producers (including indigenous groups) and technical assistance (TA) providers to establish strategic alliances, linkages to markets, access to services and local networks to improve competitiveness; (ii) improve the income generating opportunities of families and organizations through the financing of economic initiatives; (iii) improve rural women's welfare, including young women, women-headed households and indigenous women by facilitating equal access to project's benefits and services for both, men and women; and (iv) develop actions aimed at improving prevailing environmental conditions in the project area in order to reduce the environmental vulnerability in the region.
8. The project had *three components*: (i) organizational development and territorial management; (ii) market insertion and positioning; and (iii) project management and administration. The first component included activities such as

strengthening of knowledge systems, identification of main actors, development of capacities for the execution and implementation of social and economic plans, improvement of access to services, land management and conflict resolution. The second component included two main activities: financing for technical and business services and investments; and organizational capacity. Finally, the third component included activities related to the project's management and monitoring and evaluation.

9. **Target group.** In order to determine the project's target group, the design followed the current strategy for poverty reduction which gave importance to five main issues: (i) prioritize actions in favor of sustainable poverty reduction; (ii) prioritize actions in favor of isolated groups and areas; (iii) strengthen the participation of civil society and the decentralization; (iv) strengthen the governance and the participative democracy; and (v) reduce environmental vulnerability and its impact on poverty.
10. The project covered three main target groups which were classified according to their specific characteristics:
 - a. *Extremely poor households:* Forty per cent of the Yoro's population (around 100,000 people or 17,000 households) and 23 out of the 31 Tolupanés tribes living in Yoro were considered to be in this category. These were small-scale producers without land who produced basic grains (maize, beans and sorghum) in rented lands of less than 2.1 hectares. Their access to markets and financial and technical services was non-existent.
 - b. *Poor households:* These were small-holder farmers (around 73,000 people or 13,000 families) who produced basic grains and coffee in their own lands (with and without title) which were smaller than 3.5 hectares. They had limited access to markets and financial and technical services.
 - c. *Less poor households:* These were farmers with titled lands¹ larger than 3.5 hectares located in areas with better levels of fertility and with more productive infrastructure. They had better productive and entrepreneurial capacities, as well as better access to markets and technical and financial services. They were producing and exporting organic coffee through organizations and cooperatives.
11. **Financing.** At design, the total project cost was US\$20.01 million of which US\$9.38 million were to be financed by IFAD through a highly concessional loan, US\$4 million from the Central American Bank for Economic Integration (CABEI), US\$1.18 million from the Government of Honduras and US\$5.44 million from beneficiaries. The total project cost at completion was US\$14.93 million of which US\$7.29 were financed by IFAD, US\$2.10 million from CABEI, US\$0.78 million from the Government of Honduras and US\$4.75 from beneficiaries.

Table 1
Project costs

Financier	Appraisal (in 000' US\$)	Percentage of appraisal costs	Actual (in 000' US\$)	Percentage of actual cost	Disbursement rate (%)
IFAD (loan)	9,385	46.9%	7,296	48.8%	77.7%
Government of Honduras	1,180	5.9%	788	5.3%	66.8%
CABEI	4,006	20.0%	2,094	14.0%	52.4%
Beneficiaries	5,448	27.2%	4,759	31.9%	87.3%
Total	20,019		14,937		74.6%

Source: PCR.

¹ These titles were provided by the National Agrarian Institute (INA).

Table 2
Component costs

Financier	Appraisal (in 000' US\$)	Percentage of appraisal costs	Actual (in 000' US\$)	Percentage of actual cost	Disbursement rate (%)
I. Organizational development and territorial management	5,205	26.0%	1,337	9.0%	25%
II. Market insertion and positioning	10,610	53.0%	10,525	70.5%	99%
III. Project management and administration	4,204	21.0%	3,075	20.6%	73%
Total	20,019		14,937		

Source: PCR.

12. **Significant changes/developments during implementation.**

A. *Modifications to the logical framework:*

- i. Reduction in the original target population benefited from 11,700 to 9,000 families.
- ii. Reduction in the original target for business groups implementing Integral Investment Plans (IIP) from 322 to 252 groups.
- iii. Elimination of the target for the creation of legal advisory units for the Federation of Xicaques Indigenous Tribes.
- iv. Elimination of targets related to the strengthening of financial institutions developments organizations.

B. *Changes related to the executing agency:*

- i. From 2008 to 2010: project management unit (PMU) under the Ministry of Agriculture and Livestock (SAG).
- ii. From 2010 to 2014: United Nations Development Programme (UNDP).
- iii. From 2014 to 2016: PMU under the SAG.

C. *Project Extension of 12 months.*

13. **Project implementation.** As mentioned in the previous section, between 2008 and 2010, PROMECOM was implemented by a PMU under the SAG. During this period, the project experienced administrative difficulties and ineligible expenses which resulted in a low financial execution. For this reason, the executing agency role was given to UNDP for the next four years (2010-2014), which resulted in a considerable improvement in terms of financial and physical execution. In 2014, the Government of Honduras decided to retake PROMECOM's implementation under the PMU under the SAG.
14. In addition to the SAG's PMU, the project was also under the responsibility of other institutions such as: (a) the Project Advisory Board, responsible for accompanying and providing strategic actions in order to comply with the agreements subscribed by the projects; (b) the Local Project Advisory Board responsible for generating recommendations and approving IIPs at the local level; (c) the Project's Technical Committee responsible for revising, analyzing and qualifying all financial requests for investment plans that included activities to support gender equality and environmental issues.
15. PROMECOM did not implement an efficient monitoring and evaluation (M&E) system due to the lack of technical expertise throughout different implementation periods, which created significant gaps in the data collection. As a result, the

project did not produce a baseline and consequently, a proper theory of change to monitor the progress of the indicators in the logical framework and in the Results and Impact Management System (RIMS).

16. **Intervention logic.** The main hypothesis for PROMECOM was that poor households and indigenous groups would formulate and implement IIPs as a result of the capacity building trainings and the TA, taking into consideration their organizational capacity, their productive status, and their access to markets, then, the results achieved would increase their productivity and consequently, their households' food security. In addition, the producer organizations would improve their conditions to be linked to markets and inserted in value chains. Additionally, the project also considered as important the strengthening of the PMU through project staff trainings in different areas such as procurement, natural resource management, gender and entrepreneurship development.
17. In the first component, the TA and capacity building of productive groups would build the foundations required to formulate IIPs. Therefore, after strengthening their capacities and depending on their current context, producers would engage into one of the following IIPs: Community Management Plans (PMC)², Organizational Development Plans³ and Business Plans (PN). The main commodities targeted by the PNs would be: basic grains, coffee, honey, ginger, cassava, plantain, dairy, livestock, wood and cacao. In order to integrate indigenous groups into IIPs, they would get organized and create tribal committees legally supported by the tribal federation FETRIXY.⁴
18. In order to make local services (TA, environmental services and market information) more accessible for the organizations, the project would invest in: (i) strengthening the municipal capacities to provide environmental licenses for organizations in their respective areas; (ii) implementing a Geographic Information System; and (iii) implementing a Market Information System.
19. **Delivery of outputs.** The overview of the project's outputs (annex III) shows that some of the indicators and/or targets were ambitious. According to the Project Completion Report (PCR), the project achieved or exceeded only 4 out of 11 (22 per cent) output indicators, which were mainly related to improving and accessing TA to enhance production, as well as improving infrastructure and productive technology. In addition, 3 out of 18 (16 per cent) of the output indicators reached a bit more than 90 per cent of the original targets.
20. On the other hand, the project achieved half or less than half of the original targets for 6 out of 18 (33 per cent) output indicators. For the remaining 5 output indicators (29 per cent), the project was unable to achieve any progress. One of the main reasons for the low performance of output delivery can be attributed to the political and social context and administrative shortfalls, which created significant delays in implementation. This will be further discussed in this validation report.

III. Review of findings

A. Core criteria Relevance

21. **Relevance of the objectives.** PROMECOM was considered highly relevant to national and sectoral policies in Honduras. The project was implemented under the Operational Strategic Plan for the Agricultural and Food Sector (2006-2010), the State Policy for the Agricultural and Food Sector (2004-2021), the Poverty Reduction Strategy, and the overall National Plan (2010-2022). The project

² Plans to improve agricultural production (i.e. maize and beans), livestock (i.e. chickens and pigs) and to improve houses (i.e. floor, ceilings and latrines).

³ Plans to develop the organizational capacity of small-scale producers, indigenous groups and TA service providers.

⁴ La Federación de Tribus Xicaques de Yoro.

targeted specific elements of these strategies such as the promotion and consolidation of a modern, diversified, efficient, competitive and environmentally sustainable agricultural sector.

22. The project was well aligned with the strategic objectives of both, the 2007 and the 2012 Country Strategic Opportunities Programmes (COSOPs). Both COSOPs gave high importance to supporting agricultural and non-agricultural rural businesses and micro-enterprises to access markets and to developing human and social capital in rural areas, as well as providing special attention to gender equality, environmental vulnerability, food security and indigenous groups.
23. PROMECOM was considered relevant for local needs. The main reason for poverty in Honduras is the lack or limited access to assets such as human, social and productive capital, specifically the lack of employment opportunities available in the country and in the rural areas. Yoro's economy is mainly based on agriculture, livestock and industrial activities, focusing on the production of cacao, sugar cane, maize, beans, cattle, coffee, banana and African palm.
24. **Relevance of design.** The project's logical framework provided a plausible number of indicators accompanied by assumptions and targets disaggregated by gender. However, in some cases, it did not specify gender targets for indigenous groups (i.e. percentage of indigenous women implementing community and productive plans). Taking into consideration the implementation capacities at the time of the project design and the fact that few outputs and outcomes were entirely delivered, it can be concluded that the project targets were somehow overambitious. Moreover, the project did not have a baseline study because of the absence of a M&E specialist in the PMU, which limited the project to properly monitor all implementation progress.
25. The project design provided relevant analyses of different project strategies. The targeting strategy is considered highly relevant due to the high concentration of the project activities in the municipalities located in the forest of Yoro. This complies with the IFAD targeting strategy considering that this is the region with the highest concentration of rural poor groups and other vulnerable groups. However, the latter was only implemented from 2012 onwards.
26. On the other hand, the market analysis for the IIPs missed the opportunity to identify key issues that could have improved their results and sustainability. One of these issues was the lack of identification of local and external competitors, which resulted in the organizations' dependency to commercialize their products through a network of intermediaries. In addition, the project design did not include an exit strategy.
27. In order to improve its performance, PROMECOM went through numerous adjustments during implementation. The changes in executing agencies were necessary to support and improve the project implementation performance. However, these transitions created slow implementation periods that affected the achievement of targets. Due to the internal and external factors previously mentioned, at mid-term review (MTR), the project made changes by reducing and/or eliminating some of the initial targets (see paragraph 12). Despite the reduction of some targets and the project extension of 12 months, the project was not able to achieve most of its targets.
28. **Overall,** PROMECOM was highly relevant to the main country policies supporting agriculture and the rural poor in Honduras, as well as the two IFAD COSOPs. The project design and its objectives were pertinent and covered important area and groups that required support by the project. The project was considered highly relevant and as an instrument to target the main local needs. On the other hand, the design missed the opportunity to target specific issues and strategies that could have improved the project's performance and sustainability. The project

targets were ambitious and some of its adjustments, even though relevant, were not strategically applied and caused negative impact in the project's results. This PCRV rates the project's relevance as **moderately satisfactory (4)**, one point lower than the Programme Management Department (PMD).

Effectiveness

29. This section presents the effectiveness of each specific objective of the project, in relation to the outcomes of the revised project design and the delivery of outputs presented in section II. PROMECOM benefited a total of 8,180 families (91 per cent of revised target) of which 2,955 were women-headed households (36 per cent of total and 94 per cent of target) and 1,747 indigenous families (21 per cent of total and 210 per cent of target). The municipalities with most of the households benefited were from Yoro, followed by Santa Rita and El Progreso. Yoro is the municipality where most of the indigenous people who participated in the project were from. All results related to income and assets, productivity and food security will be further discussed under the rural poverty impact section of this validation report.
30. **Small-scale producers and TA providers with developed capacity to establish strategic alliances, linkages to markets, access to services and local networks to improve competitiveness.** The project strengthened the capacity of 21 TA providers (140 per cent of target) that worked in areas such as entrepreneurship, marketing, gender and environment. The project established strategic public-private alliances for TA with providers such as: Netherlands Development Organization, the Honduran Agricultural Research Foundation, the Geographic Information System and Environmental Management, among others. However, the projects could only improve the technical capacity of 2,306 people (40 per cent of target) in 234 Business Groups (BG). This was due to the different administrative issues which also affected other aspects of the project such as the implementation of the Market Intelligence System. The project only provided market information to 31 BG (12 per cent of target).
31. The PCR reported that 4,258 families (157.7 per cent of target) of 149 BGs (118 per cent of target) improved agricultural production techniques and technologies. The implementation of PMCs provided support to 1,647 people from the Tolupán tribe (110 per cent of target) of which 917 people acquired an identification document and 730 were registered. This project intervention was considered crucial for these groups to strengthen their participation in the different development processes and citizen duties.
32. **Families and organizations with improved income generating opportunities through the financing of economic initiatives.** The project formulated a total of 234 integral investment plans involving the 8,180 families, thus achieving 93 per cent of target. From the 234 IIPs implemented, 47 IIPs (or 1,747 families) corresponded to the Tolupanes indigenous tribe (23 per cent of total). Of the total IIPs implemented, 111 were PMCs, 97 were Organizational Development Plans and 26 were PNs. From the 234 IIPs, 149 were for productive activities, 26 for transformation, 11 for commercialization, four for production and transformation, one for ecotourism and 23 for food security.
33. The investment plans focused on 21 commodities⁵, including basic grains (maize and beans) with 68 IIPs (29 per cent), followed by coffee with 31 IIPs (13.25 per cent) and dairy with 30 IIPs (12.82 per cent). The beneficiaries were involved in different links of the value chain such as: production (i.e. maize, beans, coffee, plantain, rice, livestock, fish, etc.) and processing (sugar cane, ground coffee, cheese, etc.). Productivity issues will be further discussed under the rural poverty impact section of this validation report. Additionally, the 234 IIPs benefited from

⁵ Basic grains, coffee, dairy, spices, wood, plantain, cacao, honey, fish, sugar cane, ginger, rice, juice, livestock, horticulture and cassava.

the acquisition of productive infrastructure accessed through the project such as: collection centers, processing and transformation centers, equipment, water systems, etc.

34. At completion, the project reported 78 BGs working with revolving funds (39 per cent of target) which achieved capitalization processes. Out the 78 BGs with revolving funds, 45 per cent were IIPs managed by indigenous groups. These groups learned how to recover investments to accumulate working capital and to improve their income from financial resources coming from the production surplus.
35. **Improved rural women's welfare⁶ by facilitating equal access to project benefits and services for both, men and women.** In total, the project benefited 2,955 women-headed households (94 per cent of target). From the 79 staff of technical service providers, 15 were women (107 per cent of target). Out the 4,258 people who benefited from the capacity strengthening activities on agricultural production practices and technologies, 1,482 (47 per cent of target) were women-headed households. This section will be further discussed under the gender equality and women's empowerment section of this validation report.
36. **Developed actions aimed at improving existing environmental conditions in the project area in order to reduce the environmental vulnerability in the region.** This was the specific objective with the lowest performance. The project was only able to partially achieve two results. Only 45 IIPs managed to obtain environmental licenses (56 per cent of target). These licenses were for BGs that were involved in activities such as transformation and processing of coffee, chicken, and milk collection, which generated higher environmental impact. In addition, the project strengthened the territorial management capacities of 11 technicians working for the municipalities. On the other hand, the project was not able to install and operate the geographic information system and consequently, to elaborate the 33 maps to help municipalities and organizations with territorial management. This section will be further discussed under the environmental and natural resource management section of this validation report.
37. **Overall,** the project achieved and/or exceeded the targets for capacity building of beneficiaries and TA providers in areas such as agricultural techniques and technologies. Similarly, the project managed to over-achieve the number of people from indigenous tribes and achieved over 90 per cent of the target in terms of the total number of beneficiaries. The IIPs, as the main engine of the project, were implemented at a 93 per cent of target. Yet, at the level of outcomes, the project's performance was mixed. Most of the targets crucial for long-term impact and sustainability, such as the use of market information systems or the implementation of geographic information systems, were not met. This PCRV agrees with PMD and rates the project's effectiveness as **moderately satisfactory (4)**.

Efficiency

38. PROMECOM was approved by the IFAD Executive Board on 13 December 2007 and became effective on 17 November 2008, experiencing an effectiveness lag of 11 months. This compares favourably with the regional average effectiveness lag of 17.7 months. On the other hand, the project experienced external and internal issues that negatively impacted the implementation performance of the project. These issues required an extension of project completion date from December 2015 to December 2016. The project was implemented for a total of 8.1 years.
39. PROMECOM was implemented under the PMU located within SAG. This period was heavily impacted by the socio-political crisis when the Honduran president was ousted in the 2009 coup. It was only in January 2010 when the country elected a new president that the government could resume its normal operations. In this

⁶ Including young women, women-headed households and indigenous women.

period, the project was affected by management and administrative issues such as ineligible expenses identified in one of the audits. Also, at this point, the project had disbursed only 7.1 per cent of IFAD funds, and only for operational expenses.

40. Due to the above situation, UNDP became the executing agency responsible for the project's implementation from 2010 to 2014. It was during this period that, through the support provided by UNDP, the project managed to generate the appropriate conditions to start operating at investment level. During the UNDP administration, the project achieved a substantial financial and physical progress and the IFAD fund disbursement rate reached 58 per cent at the end of 2013. However, at the beginning of 2014, the PMU of the SAG became once again the entity responsible for the project's implementation. This transition took five months in which the project could not implement new investments. At completion, despite the project extension of one year, the project disbursed 78 per cent of the IFAD funds available and 75 per cent of the total funds.
41. At design, the project allocated US\$4.2 million (21 per cent of total cost) to project management costs. At completion, despite the high expenditures on project management during the first years of implementation, the project was able to keep these costs under the expected range by spending US\$3.1 million (20.6 per cent of total project cost). However, it is important to take into consideration that the financial and physical execution of component one was less than 50 per cent.
42. At completion, the cost per family benefited was US\$1,826 or US\$435 per family member (17.82 per cent lower than expected at design). However, as previously mentioned, this analysis has to be taken with caution given that the project could not implement many of the activities planned at design. Unfortunately, as the PCR highlights, the project was not able to produce a quality baseline or impact study. Therefore, due to the lack of data, the internal rate of return could not be calculated.
43. **Overall**, pre-implementation processes were managed efficiently, which made it possible for the loan to become effective in an acceptable timeframe. On the other hand, the project was affected by implementation delays and high staff rotation during the transition of the implementing agencies. The project management cost and the cost per family benefited was kept within the expect margins. However, these results have to be taken with caution due to the number of activities planned at design and that were not implemented. This PCRV rates the project efficiency as **moderately satisfactory (4)**, one point lower than PMD.

Rural poverty impact

44. One of the main challenges for the analysis of this section was the limited and unreliable M&E data. Because of the lack of a baseline, the data used for the analysis of results at the impact level derived from RIMS. It is important to notice that the percentages for results are based on the RIMS and not a baseline. Therefore, this section presents a mix of quantitative and qualitative data. The RIMS report was based on the data collected from 900 households and 30 BGs.
45. **Household income and assets.** In 2010, the average daily income per person was US\$0.74 distributed as follows: 70 per cent for food, 20 per cent for health and 10 per cent for education. In 2016, the project reported an average daily income of US\$1.28 per person distributed as follow: 63.2 per cent for food, 15.6 per cent for health, 10 per cent for education, 6.2 per cent for in-house improvements and 5 per cent for savings. The dairy value chain is the one which provided major production and market access stability due to the daily demand. Consequently, this generated more opportunities for dairy producers and improved their incomes. According to the RIMS, the project was able to improve the income of 5,072 families that were part of BGs (89 per cent of target).

46. The PCR reported that the project has directly and indirectly contributed to the improvement of household assets. The project reported an increase of 58 per cent in households with access to electricity and an increase of 87 per cent for refrigerators. The PCR also reported an increase of 206 per cent of beneficiaries who now own a motorcycle for family transportation. In addition, the PCR also reported on other household assets that were accessed through the project, such as latrines, cook stoves, improved floor, among others.
47. **Human and social capital and empowerment.** The human capital impact was modest due to the mixed results achieved in terms of capacity building. Project beneficiaries were able to access to TA (information, training and counseling) from the project and from external sources. From the 30 organizations consulted, 90 per cent adopted administrative and technical practices to improve their performance. The PCR reported a 52 per cent increase of legally constituted organization in comparison to 2010. These groups expressed that they have improved their organizational capacities.
48. The transfer of fund for BGs through revolving funds developed the administrative and financial competencies and created financial services platform that did not exist before the project. However, the PCR reported that only 78 out of 200 BGs (39 per cent of target) were able to establish revolving funds; therefore, limiting the expected impact over the target population. Indigenous groups were empowered through access to identification documents, which resulted in access to legal procedures at the municipalities as well as their access to their right to exercise their vote in electoral processes. Women empowerment was achieved through different project activities (see section on gender equality and women's empowerment) that were led by them. These targets were overachieved in most cases.
49. **Food security and agricultural productivity.** Improving food security was one of the main project goals. The major impact on food security was experienced by benefited indigenous groups that faced difficulties in terms of access and availability of food in some months of the year. The project provided support to improve food security through the technical capacity acquired and applied to the production and commercialization of basic grains and livestock. Unfortunately, the completion report did not present quantitative data to corroborate these results. The RIMS report concluded that chronic child malnutrition was reduced by a 3 per cent (from 15 per cent to 12 per cent).
50. In 2010, out of 367 households surveyed, the project identified 263 households that were involved in agricultural activities (72 per cent). In 2016, the number of people involved in agricultural activities increase by 4 per cent. According to the results presented under the PCR on the "consolidation and analysis of data on the status of the physical and financial execution of the IIPs", the project contributed to increase the crop production areas to approximately 16,410 hectares. Unfortunately, there was no data on the crop production areas before the project started operating or data from control groups to provide an appropriate counterfactual analysis. Nonetheless, this PCRV recognizes that, from 2011 to 2016, the main crops produced⁷ showed a significant annual average growth rate in production of 55 per cent.
51. **Institutions and policies.** The project did not promote any sectoral policy, neither at the country level nor at the regional level. However, at the community level, the benefited groups gained a better position and empowerment within the community institutions and their leaders. At the institutional level, PROMECOM promoted institutional coordination with public/private institutions, which allowed beneficiaries to have access to specialized trainings in areas such as: acquisition of

⁷ Maize, beans, coffee and plantain.

environmental licenses and administration and management of revolving funds from participating groups.

52. **Overall**, the PCR reported that project beneficiaries have increased their income and assets after the implementation of the project. This was mainly due to the increase in productivity from a variety of commodities supported by the project, especially dairy, basic grains and livestock. Human and social capital and empowerment was modest due to the limited results and activities supporting this impact domain. Considering all limitations, food security and productivity was the impact domain with better results. Particularly, the project made a strong emphasis on supporting indigenous groups to overcome hunger periods. Few results were achieved in terms of institutions and policies, which could have been the result of the high instability of the political and institutional framework surrounding the project. The project was negatively affected by limited and unreliable M&E data which makes it difficult to attribute results just to the project's interventions. This PCRV agrees with PMD and rates rural poverty impact as **moderately satisfactory (4)**.

Sustainability of benefits

53. For PROMECOM, the IIPs represented the most important mechanism to achieve results during implementation. One of the main pillars conceived at design for the sustainability of these results was the local availability of services such as TA, environmental services, and market information. Therefore, the project had planned activities to facilitate the access to these services such as the strengthening of municipal capacities to provide, in a decentralized manner, environmental licenses for BGs in their territories; as well as the implementation of a geographic information system and a market information system. However, due to the different project complications and limitations, PROMECOM was not able to implement these systems satisfactorily, which could cause a direct negative impact in the sustainability of results achieved by the IIPs.
54. The project achieved important results in terms of social and institutional sustainability. During implementation, the project identified and formed alliances with local entities such as indigenous organizations and the National Registry of Persons. This provided socio-organizational stability for results achieved and future interventions for the integral development of Yoro. On the other hand, the strengthening of territorial management capacities in the municipal institutions was still a pending issue. This would have improved the competencies to have access to environmental licenses for BGs in these municipalities, and consequently the environmental sustainability of the project interventions.
55. Another important result from the project's interventions was the creation of revolving funds. At completion, the PCR reported that 100 per cent of the BGs that were able to establish revolving funds were still operational and 6 per cent had already been replenished and were reusing the funds. However, the financial and economic sustainability of the BGs and the management of the revolving funds still require strengthening and monitoring from the executing agency, as well as the support from local public policies in favour of agricultural productivity. The support provided to indigenous groups to access identification documents played a crucial role for their insertion into public life.
56. **Overall**, the revolving funds have proven to be a mechanism that was well adopted by the BGs and continued to show positive results. On the other hand, the lack of TA services and systems to support producers and organizations could endanger the sustainability of results achieved through the IIPs. Furthermore, it is crucial that the capacities of municipal institutions are strengthened in order to provide appropriate support to current producers and organizations benefited by the project and those of future interventions in the area. This PCRV agrees with PMD and rates the sustainability of benefits as **moderately satisfactory (4)**.

B. Other performance criteria

Innovation

57. One of the main innovations provided by PROMECOM was the creation of revolving funds as a local financial service. The BGs were able to create revolving funds which have been used to accompany the implementation of the different IIPs. This mechanism became an incentive for organizations to improve their capitalization and for people to become part of organizations (mainly youth). In addition, the technical team of the project was able to prepare and implement a manual that provided, in an orderly and methodological fashion, the operational processes of investment fund coming from the project.
58. Another important innovation of PROMECOM is the insertion of Tribal Committees in the investment initiatives supported by the project. Unlike other previous projects supporting indigenous groups, which assigned them a secondary role and achieved incipient result, PROMECOM provided them with the opportunity to actively participate in the socio-economic and productive interventions supported by the project. This was also possible due to the involvement of FETRIXY, which played the role of guarantor in order for the Tribal Committees to access to IIPs funds.
59. This PCRV agrees with PMD and rates the project's innovation as **satisfactory (5)**.

Scaling up

60. The PCR section on scaling up did not provide enough information on results from PROMECOM that have been scaled up. However, this PCRV recognizes the fact that, as mentioned under the sustainability section of the PCR, the project's implementation approach and methodology have been replicated in other projects such as the entrepreneur women programme-BEO⁸ implemented by UN women. This programme will continue to provide support by equipping processing and transformation plants with a gender-focus approach.
61. This PCRV agrees with PMD and rates the project's scaling up as **moderately satisfactory (4)**.

Gender equality and women's empowerment

62. The project designed a gender strategy to integrate a gender-focused approach within the benefited organizations to mitigate cultural, social and economic limitations that affect the active participation of women in the different productive and/or commercial activities. The women-headed household overall target for the project was slightly overachieved by reaching 2,955 women-headed household at completion (36 per cent of total and 102 per cent of target). Ninety-four per cent of organizations benefited were trained in topics such as gender equality awareness and women's social and economic participation. Moreover, the project was able to overachieve targets in relation to women-led organizations oriented to commercialization, as well as BGs and saving and credit groups with women in their management committees.
63. The PCR reported that in 2016 the role of women as decision-makers in community development activities improved by 44 per cent, as well their decision-maker role at the household level which increased by 28 per cent, both in comparison to 2010. On the other hand, it was reported that the role of women in decision making in productive activities only increased by 8 per cent in comparison to 2010. However, it is not at all clear how these percentages were quantified considering that it was reported that the project was not able to systematize data regarding gender participation.⁹

⁸ Broadening Economic Opportunities for Rural Women Entrepreneurs in LAC Region Programme.

⁹ PROMECOM-PCR, Page 41.

64. This PCRV rates gender equality and women's empowerment as **moderately satisfactory (4)**.

Environment and natural resources management

65. One of the specific objectives of the project was to develop actions aimed at improving existing environmental conditions in the project area. Therefore, an environmental and natural resource management (ENRM) plan was compulsory for the elaboration of IIPs. The PCR reported that through ENRM, PROMECOM managed to increase awareness and overachieved the target of organizations implementing positive environmental practices such as: conservation of water and soils, sustainable dairy production management, waste management, and the use of environmental practices in processing. The RIMS report showed that, in 2016, in comparison to 2010, there was an 82 per cent increase in households adopting at least one greenhouse gas emission reduction practice; a 25 per cent increase in solid waste management; and a 31 per cent increase in liquid waste management.
66. On the other hand, the expected outcomes from this specific objective were very low, reaching only 18.5 per cent of all expected targets. For example, the project was not able to strengthen the capacity of the environmental management unit technicians from each municipality (11 in total). Therefore, none of them obtained the environmental management certification from the Ministry of Natural Resources and Environment (SERNA). The lack of strengthened capacities and certifications may have a direct negative impact on the sustainability of ENRM results achieved by the project, as well as on the development of future initiatives.
67. This PCRV agrees with PMD and rates the project's environmental and natural resource management as **moderately satisfactory (4)**.

Adaptation to climate change

68. The project identified climate change as a significant challenge for the country. Honduras is classified as the third country in the world with the highest climate change vulnerability due to extreme climatic events such as hurricanes, droughts and intense rains. After the implementation of the 2012 COSOP, this issue gained more relevance for the project. The project's RIMS report also reported an increase of 46 per cent of households adopting at least one technology for soil conservation and a 55 per cent increase in water conservation practices.
69. The 2012 COSOP identified possible solutions to adapt to climate change. One of them was to promote territorial classification giving priority to climate, poverty and vulnerable groups. This was an important element of PROMECOM to target climate change impacts. However, some of these activities were not implemented (municipalities having no land management plans) or were partially implemented (i.e. municipal technicians having only received related training). The PCR does not show evidence of concrete efforts or activities that would have contributed to the adaptation to climate change. The access to environmental licenses was a crucial element to execute environmental practices and solutions towards climate change, however, the project only achieved 56 per cent of licenses targeted at design.
70. This PCRV agrees with PMD and rates adaptation to climate change as **moderately unsatisfactory (3)**.

C. Overall project achievement

71. Despite the various administrative and implementation challenges faced by PROMECOM, IIPs did reach a fair amount of producer organizations formed by small and medium-scale producers (including indigenous people). Through the IIPs, the project supported a wide variety of commodities relevant for the intervention area and increased the productive capacity of the organizations. Moreover, the acquisition of productive infrastructure was essential for the production, collection and transformation processes.

72. The implementation of the revolving funds scheme proved to be an effective mechanism to increase the financial capacity of BGs that benefited from the project. The mechanism has also proven to be sustainable given that, at completion, the revolving funds were still being managed according to the guidelines provided by the project, and 70 per cent of the organizations were ready to provide funds to their members to improve their productive and social conditions. In addition, the revolving funds scheme helped 23 of 42 BGs managed by indigenous groups to have access to financial resources that were only accessible for BGs placed in competitive markets.
73. Considering that 74 per cent of the indigenous tribes located in Yoro fell under the "extreme poor household" target category (see section on target group), the participation and support to indigenous groups has been crucial for their social and productive development. Through PMCs, these groups were able to register and obtain identification documents, which gave them the opportunity to participate in productive activities under the legal representation of the Tribal Federation FETRIXY.
74. This PCRV agrees with PMD and rates the overall project achievement as **moderately satisfactory (4)**.

D. Performance of partners

75. **IFAD.** The government of Honduras considers IFAD as an important partner to support the development of poor rural areas. IFAD was able to actively accompany and support PROMECOM in order to facilitate the project's operationalization, by aligning both, the organization's and the government's policies. IFAD's experience and lesson learned from PROMECOM were crucial to develop further strategic partnerships with other cooperating institutions.
76. IFAD's supervision and implementation support missions (a total of 13) were key for the project's compliance with administrative and technical procedures, as well as to guarantee that financial resources were adequately managed and used for achieving the project's objectives and to make timely changes, at the design and the strategy level, to meet the needs of the target group. The loan administration, the supervision of procurement procedures and the disbursement were satisfactorily managed by IFAD. Additionally, the supervisions closely followed the compliance with the loan agreement and disbursement procedures, and actively provided technical support in areas such as fiduciary aspects, audits, management, ENRM, and gender. The MTR was conducted in a timely manner and provided a clear overview of the project implementation progress, the main issues and recommendations to these issues.
77. On the other hand, two of the major issues experienced by PROMECOM were the inability to comply with the agreed actions regarding monitoring and evaluation procedures and to implement the required activities towards TA. Even though the supervision missions and the MTR frequently highlighted these issues, this PCRV believes that more actions (i.e. constant follow-ups) from IFAD could have been promoted in order to improve these issues. Perhaps, one of the reasons why these actions were not sufficiently implemented is the high turnover of Country Programme Managers, having three different Country Programme Managers in the last three years of implementation.
78. This PCRV agrees with PMD and rates IFAD's performance as **moderately satisfactory (4)**.
79. **Government.** The Ministry of Finance, as the government's financial entity, had a crucial role for the compliance of disbursement procedures and other actions required in the loan agreement. This entity was also responsible for delivering 66.8 per cent of the counterpart funds agreed at design. Perhaps, one of the aspects

that could have been improved was the reduction of bureaucratic processes when it came to budgetary procedures.

80. As previously mentioned, PROMECOM suffered from the different external and internal challenges presented throughout the project's lifetime, which resulted in a high turnover of implementing agencies and, consequently, staff. Additionally, the two transitions, from SAG to UNDP and from UNDP back to SAG, created significant delays (six months the first time and ten months the second time) in the financial execution and implementation of activities. Despite the approval of an extension of twelve months, these delays did not allow the project to achieve the expected targets set at design. However, this PCRV recognizes that, after re-assuming the role of implementing agency, the SAG showed significant improvements in the implementation of project activities, which accelerated the project's financial execution.
81. As mentioned in the IFAD's performance section, one of the main limitations of the project was the weak M&E system. The project experienced a high turnover of staff responsible for the M&E functions which, according to the MTR, from 2009 to 2013 the project had five different M&E officers. Sometimes, there were periods when the project did not have an M&E officer and these activities had to be assumed by another member of the PMU. This aspect negatively impacted the compliance with the M&E targets and the monitoring of targets contemplated in the logical framework, RIMS indicators and a proper baseline and impact survey.
82. This PCRV rates the performance of government as **moderately satisfactory (4)**, one point lower than PMD.

IV. Assessment of PCR quality

Scope

83. All sections requested in the terms of reference are covered in the report. The PCR presented relevant and detailed annexes that contained important data to understand the different topics and contexts. All standard criteria were discussed adequately in the PCR. However, The PCR did not make a proper differentiation between outputs and outcomes. This creates confusion in the analysis presented between the project activities and results achieved.
84. The scope of the PCR is rated as **moderately satisfactory (4)**.

Quality

85. The PCR shows both qualitative and quantitative analysis throughout the whole report. The qualitative data presents important information in order to understand some of the project results, as well as issues that impacted the project. However, it does not always make reference to the sources of the data used. Some tables presenting financial information are inconsistent. Moreover, due to the weak M&E, the section on rural poverty impact is not very well substantiated with qualitative data, making it difficult to conclude the actual impact generated by the project's interventions. The PCR does not present data on groups inserted in local and regional markets as mentioned in the report.
86. The quality of the PCR is rated as **moderately satisfactory (4)**.

Lessons

87. The PCR provides detailed and accurate lessons related to the challenges faced by the programme, even if some additional lessons are proposed in this PCRV. The PCR lessons are rated as **satisfactory (5)**.

Candour

88. The PCR was most of the time relatively candid in describing the issues encountered by the project and highlighting the positive and negative sides of the project. However, it sometimes gives a rather optimistic understanding of the

issues, but usually rates coherently the evaluation criteria. The candour of the PCR is rated as **satisfactory (5)**.

V. Lessons learned

89. **Access to markets.** Through PROMECOM, beneficiaries from the Yoro community were able to increase their technical and productive capacity. However, due to all events explained throughout this validation report, the project could not achieve significant results towards market access. However, a few producer organizations, mainly those that reached legal status (i.e. dairy organizations), managed to generate better results in local, regional and, sometimes, national markets. The creation of commercial networks that allow producers to achieve economies of scale and to enter into negotiation processes with regional entities is still a pending topic.
90. **Decision-making role for women.** Women who benefited from PROMECOM showed high levels of participation in productive and capacity building activities implemented by the project. On the other hand, as mentioned in the section on women's participation and empowerment, women did not have much protagonist roles in decision-making processes for productive activities. In a project such as PROMECOM, where production is one of the main drivers for economic and social development, it is crucial for these project to provide women a seat at the table when important decisions are being taken.
91. **Project administration and M&E.** PROMECOM was heavily affected by constant changes and/or lack of project staff. Important changes in implementing agencies and project design had to take place in order to achieve the highest level of results possible. The continuity of specialized TA was one of the main limitations for the project due to the high turnover of project staff. This, combined with the limited municipal capacity did not allow the project to implement a sound M&E system capable to monitor all results and produce crucial knowledge for the development of the project activities. These aspects should be reviewed and reinforced at the early stages of implementation with contingency plans capable to maintain project and M&E activities functioning.

Definition and rating of the evaluation criteria used by IOE

Criteria	Definition *	Mandatory	To be rated
Rural poverty impact	Impact is defined as the changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of development interventions.	X	Yes
	<i>Four impact domains</i>		
	<ul style="list-style-type: none"> Household income and net assets: Household income provides a means of assessing the flow of economic benefits accruing to an individual or group, whereas assets relate to a stock of accumulated items of economic value. The analysis must include an assessment of trends in equality over time. 		No
	<ul style="list-style-type: none"> Human and social capital and empowerment: Human and social capital and empowerment include an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process. 		No
	<ul style="list-style-type: none"> Food security and agricultural productivity: Changes in food security relate to availability, stability, affordability and access to food and stability of access, whereas changes in agricultural productivity are measured in terms of yields; nutrition relates to the nutritional value of food and child malnutrition. 		No
	<ul style="list-style-type: none"> Institutions and policies: The criterion relating to institutions and policies is designed to assess changes in the quality and performance of institutions, policies and the regulatory framework that influence the lives of the poor. 		No
Project performance	Project performance is an average of the ratings for relevance, effectiveness, efficiency and sustainability of benefits.	X	Yes
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies. It also entails an assessment of project design and coherence in achieving its objectives. An assessment should also be made of whether objectives and design address inequality, for example, by assessing the relevance of targeting strategies adopted.	X	Yes
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.	X	Yes
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.	X	Yes
Sustainability of benefits	The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life.	X	Yes
Other performance criteria			
Gender equality and women's empowerment	The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of women's access to and ownership of assets, resources and services; participation in decision making; work load balance and impact on women's incomes, nutrition and livelihoods.	X	Yes
Innovation	The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.	X	Yes
Scaling up	The extent to which IFAD development interventions have been (or are likely to be) scaled up by government authorities, donor organizations, the private sector and others agencies.	X	Yes
Environment and natural resources management	The extent to which IFAD development interventions contribute to resilient livelihoods and ecosystems. The focus is on the use and management of the natural environment, including natural resources defined as raw materials used for socio-economic and cultural purposes, and ecosystems and biodiversity - with the goods and services they provide.	X	Yes
Adaptation to climate change	The contribution of the project to reducing the negative impacts of climate change through dedicated adaptation or risk reduction measures.	X	Yes

<i>Criteria</i>	<i>Definition</i> *	<i>Mandatory</i>	<i>To be rated</i>
Overall project achievement	This provides an overarching assessment of the intervention, drawing upon the analysis and ratings for rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, as well as environment and natural resources management, and adaptation to climate change.	X	Yes
Performance of partners			
• IFAD	This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support, and evaluation. The performance of each partner will be assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle.	X	Yes
• Government		X	Yes

* These definitions build on the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Glossary of Key Terms in Evaluation and Results-Based Management; the Methodological Framework for Project Evaluation agreed with the Evaluation Committee in September 2003; the first edition of the Evaluation Manual discussed with the Evaluation Committee in December 2008; and further discussions with the Evaluation Committee in November 2010 on IOE's evaluation criteria and key questions.

Rating comparison^a

<i>Criteria</i>	<i>Programme Management Department (PMD) rating</i>	<i>IOE Project Completion Report Validation (PCRVR) rating</i>	<i>Net rating disconnect (PCRVR-PMD)</i>
Rural poverty impact	4	4	0
Project performance			
Relevance	5	4	-1
Effectiveness	4	4	0
Efficiency	5	4	-1
Sustainability of benefits	4	4	0
Project performance^b	4	4	0
Other performance criteria			
Gender equality and women's empowerment	5	4	-1
Innovation	5	5	0
Scaling up	4	4	0
Environment and natural resources management	4	4	0
Adaptation to climate change	3	3	0
Overall project achievement^c	4	4	0
Performance of partners^d			
IFAD	4	4	0
Government	4	4	0
Average net disconnect			-3/12= -0.25

^a Rating scale: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory; n.p. = not provided; n.a. = not applicable.

^b Arithmetic average of ratings for relevance, effectiveness, efficiency and sustainability of benefits.

^c This is not an average of ratings of individual evaluation criteria but an overarching assessment of the project, drawing upon the rating for relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact, gender, innovation, scaling up, environment and natural resources management, and adaptation to climate change.

^d The rating for partners' performance is not a component of the overall project achievement rating.

Ratings of the project completion report quality

	<i>PMD rating</i>	<i>IOE PCRVR rating</i>	<i>Net disconnect</i>
Candour	-	4	-
Lessons	-	4	-
Quality (methods, data, participatory process)	-	5	-
Scope	-	5	-

Overall rating of the project completion report

Rating scale: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory; n.p. = not provided; n.a. = not applicable.

Overview of the project's key outputs

Outputs*	Targeted	Actual	Percentage
Component 1- Organizational development and territorial management			
252 Business Groups formulate IIPs with support from the project	252	234	93%
5600 people from 252 Business Groups receive TA and training in management, organization, administration, markets and production.	5600	2306	41%
15 service providers trained in business development, markets, gender and environment.	15	22	140%
252 business groups receive information from the market information system.	252	31	12%
3000 families of 126 BG implementing PMC with social and productive investments, being at least 1200 Tolupanes families.	3000	2821	94%
2700 families of 126 BG receive training and TA to improve production.	2700	4258	157.7%
1500 people of the Tolupán ethnic group have access to registration and identification documents	1500	1647	110%
11 UMAs are trained in the SERNA certification program in environmental management and strengthened in management and natural resource management.	11	0	0%
At least 22 Municipal and MAMUNCRAC Technicians trained in territorial management and planning.	22	11	50%
80 IIPs categorized and in execution have SERNA environmental licenses.	80	45	56%
Geographical Information System installed and operating in the MAMUNCRAC	1	0	0%
50% of the Municipalities have Territorial Ordinance Plans updated.	6	0	0%
33 maps prepared for territorial management for the use of municipalities and organizations.	33	0	0%
126 BG trained in natural resource management practices	126	24	24%
Component 2- Market insertion and positioning			
252 Business Groups finance their IIPs with resources provided by the project	252	234	93%
200 Business Groups constitute revolving funds and 60% of the Business Groups achieve capitalization processes.	200	78	39%
20 financial entities (between IFIS and CRAC) are trained to manage rural micro-finance and funds.	0	0	0%
126 of the Business Groups have better infrastructure and productive technology.	126	145	115%

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Abbreviations and Acronyms

BG	Business Group
CABEI	Central American Bank for Economic Integration
COSOP	Country Strategic Opportunities Programmes
ENRM	Environmental and natural resource management
IFAD	International Fund for Agricultural Development
IIP	Integral Investment Plan
LAC	Latin America and the Caribbean Division
M&E	Monitoring and Evaluation
MTR	Mid-term Review
PCR	Project Completion Report
PCRV	Project Completion Report Validation
PMC	Community Management Plan
PMD	Programme management department
PMU	Project management unit
PN	Business Plan
PROMECOM	The Project for Enhancing the Rural Economic Competitiveness of Yoro
RIMS	Results and Impact Management System
SAG	Ministry of Agriculture and Livestock
SERNA	Ministry of Natural Resources and Environment
TA	Technical Assistance
UNDP	United Nations Development Programme