

Country Name	Integrated Sustainable Rural Development in the Province of Chimborazo
Republic of Ecuador	

**I. Project Outline**

Background	The Province of Chimborazo in the Sierra Region had serious problems of poverty due to the low level of income from agriculture, which was the main economic activity of the population, poor social conditions caused by lack of education and health services as well as undeveloped infrastructure. There existed also degradation of natural resources, such as deforestation, deterioration of watersheds and soil erosion. Through the "Structural Strengthening for Integrated Sustainable Rural Development for Poverty Reduction in the Province of Chimborazo" (2009-2011), the "Strategy of Integrated Sustainable Rural Development in the Province of Chimborazo" was proposed, on which the development plan was prepared. In order to implement the prepared plan, further assistance was requested to the Government of Japan by the Government of Ecuador.														
Objectives of the Project	Through implementation of integrated rural development projects for verification, capacity development of the personnel engaged in integrated rural development, and enhancement of the network among the related organizations, the project aimed at improving incomes and living environment of the target farmers and also developing the extension structure to farmers in other areas, thereby contributing to improvement of the quality of life in rural areas of the Province of Chimborazo.														
	1. Overall Goal: Quality of life in rural areas of the Province of Chimborazo is improved. 2. Project Purpose: Incomes and living environment of the population living in the areas of verification have been improved, and the project implementation structure to improve the quality of life in the areas of extension has been developed.														
Activities of the project	1. Project site: Province of Chimborazo 2. Main activities: baseline survey of the target areas, organization and training of the target farmers' groups, implementation of integrated rural development projects for verification, training of the related organizations' staff, establishment of the collaboration network, development of manuals and guidelines for the provincial integrated rural development, etc. 3. Inputs (to carry out above activities) <table><tr><td>Japanese Side</td><td>Ecuadorian Side</td></tr><tr><td>1) Experts from Japan: 9 persons</td><td>1) Staff allocated: 35 persons</td></tr><tr><td>2) Training in Japan: 6 persons</td><td>2) Land and facilities: Office space, garages, parking lots, etc.</td></tr><tr><td>3) Training in the third country: 12 persons (Peru)</td><td>3) Local cost: Training expenses, material development, activity operation, etc.</td></tr><tr><td>4) Equipment: Vehicles, small cultivators, farm tractors, power shovels, office equipment, etc.</td><td></td></tr><tr><td>5) Local cost: Hiring local consultants, operation of farmers' school, etc.</td><td></td></tr></table>			Japanese Side	Ecuadorian Side	1) Experts from Japan: 9 persons	1) Staff allocated: 35 persons	2) Training in Japan: 6 persons	2) Land and facilities: Office space, garages, parking lots, etc.	3) Training in the third country: 12 persons (Peru)	3) Local cost: Training expenses, material development, activity operation, etc.	4) Equipment: Vehicles, small cultivators, farm tractors, power shovels, office equipment, etc.		5) Local cost: Hiring local consultants, operation of farmers' school, etc.	
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Project Period	March 2012 to March 2017	Project Cost	(ex-ante) 412 million yen, (actual) 529 million yen												
Implementing Agency	Autonomous Decentralized Government of Chimborazo (GADPCH), Ministry of Agriculture, Livestock and Aquaculture and Fisheries, Ministry of Environment, Ministry of Education, Ministry of Public Health.														
Cooperation Agency in Japan	Forum to One, Co., Ltd.														

**II. Result of the Evaluation**

<Special perspectives to be considered in the ex-post evaluation>

- Continuation of the project effects was verified by confirming the utilization status of the guidelines developed by the project (Indicator 3 of the Project Purpose). Indicators 1 and 2 were not utilized for verification of the continuation of the project effects, because they were set for measuring pilot activities' effect.

1 Relevance
<p>&lt;Consistency with the Development Policy of Ecuador at the time of Ex-ante Evaluation&gt;</p> <p>One of the goals of the "National Development Plan (Plan Nacional para el Buen Vivir 2009-2013)" was to improve the quality of life of the people. "Minga II 2009-2014" also aimed to support sustainable integrated development in rural areas to achieve "good living." Thus, the project was consistent with the development policies of Ecuador at the time of ex-ante evaluation.</p> <p>&lt;Consistency with the Development Needs of Ecuador at the time of Ex-ante Evaluation&gt;</p> <p>The Province of Chimborazo had serious problems of poverty due to the low level of agricultural income, where micro- and small-scale farmers had needs for livelihood improvement by increasing agricultural productivity and sales promotion and strengthening the access to public social services (health and education). The project was consistent with such development needs of Ecuador at the time of ex-ante evaluation.</p> <p>&lt;Consistency with Japan's ODA Policy at the time of Ex-ante Evaluation&gt;</p> <p>Based on the policy consultation held in 2005, one of the priority areas was set as poverty reduction. Related to this, one of the programs was the poverty reduction program in the rural areas<sup>1</sup>.</p> <p>&lt;Evaluation Result&gt;</p> <p>In light of the above, the relevance of the project is high.</p>

<sup>1</sup> Ministry of Foreign Affairs "ODA Databook 2011."

## 2 Effectiveness/Impact

### <Status of Achievement for the Project Purpose at the time of Project Completion>

The Project Purpose was achieved by the time of project completion. The average monthly agricultural and livestock incomes of the target farmers in 17 communities in the areas of verification increased from 2012 to 2016 by 139% and 447%, more than targeted (Indicator 1). The harvest of potatoes, chocho beans, barley, wheat, and quinoa increased much. The production of chicken, eggs, and cuy increased much. These increases were brought by value-adding (selection, washing, packaging, etc.). More than 70% of the target families in 26 communities in the areas of verification answered that they were satisfied with their results of livelihood improvement such as family welfare, hygiene habits, education, nutrition, and the natural environment. (Indicator 2). These numbers also exceeded the target. The guidelines for establishing the system and methodologies of the integrated sustainable rural development were approved by the related institutions, and the administrative structure was developed based on the guidelines (Indicator 3).

### <Continuation Status of Project Effects at the time of Ex-post Evaluation>

The project effects have continued. The guidelines for the integrated sustainable rural development developed by the project have been still part of the training contents of rural development activities, although the printed material has not necessarily been distributed often since the change of authorities.

### <Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

It is judged that the Overall Goal has been achieved. Since the time of project completion, the techniques and knowledge developed by the project have been extended to the areas of extension through training for community promoters and family promoters. According to the observation of technicians of the Integrated Rural Development Units (UDRI) of GADPCH, in the areas of extension, families obtained better sale prices of animals of minor species and agricultural products grown in the chakras, and they have been satisfied with the living environment, by applying techniques and knowledge introduced by the project together with the ancestral knowledge that they had maintained.

### <Other Impacts at the time of Ex-post Evaluation>

Some positive impacts of the project have been confirmed. First, the leadership and active participation of women have occurred in all the communities of verification. In some communities, women have come to participate in the community's councils as a leader. They have played a leading role in not only agricultural activities but those for improving the nutrition and health of family members. These changes have been brought through participation in training. Another factor that encouraged women's participation has been men's absence going to the capital and other cities for work. Second, mainly the project promoted teamwork among community members, which led has them to shift their practices from paternalism-centered and build up each own initiatives.

The target site was selected excluding "palamo" (alpine ecosystems with harmonious biodiversity and water sources for millions of people in grasslands in tree-line areas), and there has been no negative impact on the natural environment. In addition, no negative impact has occurred on the social environment, with no loss of indigenous people's culture, lifestyle or rights.

### <Evaluation Result>

Therefore, the effectiveness/impact of the project is high.

### Achievement of the Project Purpose and Overall Goal

Aim	Indicators	Results
(Project Purpose) Incomes and living environment of the population living in the areas of verification have been improved, and the projects implementation structure to improve the quality of life in the areas of extension has been developed.	1. More than 50% of the target farmers in more than 15 communities in the areas of verification increase their income by 30%, through activities with acquired and implemented basic knowledge and techniques on income improvement.	<u>Status of achievement: Achieved.</u> (Project Completion) - The average monthly agricultural income of the target farmers in 17 communities in the areas of verification increased from 30.33 USD in 2012 to 72.53 USD in 2016 (139% increase). - The average monthly livestock income of the target farmers in 17 communities in the areas of verification increased from 7.95 USD in 2012 to 43.48 USD in 2016 (447% increase).
	2. More than 50% of the target families in more than 15 communities in the areas of verification increase their satisfaction with the living environment.	<u>Status of achievement: Achieved.</u> (Project Completion) - More than 70% of the target families in 26 communities in the areas of verification answered that they were satisfied with their results of livelihood improvement.
	3. The guidelines for establishing the system and methodologies of the integrated sustainable rural development in the areas of extension are agreed by the related institutions, and the administrative structure is developed based on the guidelines.	<u>Status of achievement: Achieved (Continued).</u> (Project Completion) - The guidelines for establishing the system and methodologies of the integrated sustainable rural development was approved by the provincial prefect. - The extension network was developed by establishing the Integrated Rural Development Units in the provincial, cantonal, and parochial governments. (Ex-post Evaluation) - The guidelines for the integrated sustainable rural development developed by the project have been still part of the training contents of rural development activities.
(Overall goal) Quality of life in rural areas of the Province of Chimborazo is improved.	1. In the areas of extension, families will improve their income and living environment, by applying techniques and knowledge introduced by the Project, through the inter-institutional collaboration between the provincial government, the cantonal and parochial governments, as well as	<u>Status of achievement: Achieved.</u> (Ex-post Evaluation) - The data related to the income and living environment was not available. However, according to the observation of technicians of UDRI of GADPCH, in the areas of extension, families obtained better sale prices of animals of minor species (guinea pigs, chickens, trout, among others) and agricultural products grown in the chakras (potatoes, fava beans, Andean native crops, etc.), and they have been satisfied with the living environment, by applying

	with the ministries involved.	techniques and knowledge introduced by the project together with the ancestral knowledge that they had maintained.
Source: Project Completion Report and information provided by UDRI of GADPCH.		
<b>3 Efficiency</b>		
Although the project period was as planned, the project cost exceeded the plan (ratio against the plan: 100% and 128%, respectively). Outputs were produced as planned. Therefore, the project efficiency is fair.		
<b>4 Sustainability</b>		
<Policy Aspect>		
The promotion of the integrated rural development has been prioritized in the “Development Plan and Territorial Organization of the Provincial Government of Chimborazo” (2019 -2023).		
<Institutional/Organizational Aspect>		
UDRI has been functioning as part of the Direction of Productive Development of GADPCH. Some of its UDRI’s personnel who had worked at the project have remained at UDRI, but they have also needed to attend other government projects in the sector of environment, irrigation, and road management. Their increased responsibilities have hindered them from visiting the communities. However, GADPCH’s new administration has reinforced the personnel by recruiting new staff, considering that the project experience would be the help of other related projects. On the other hand, the cantonal governments have not continuously assigned sufficient staff for promoting integrated rural development. With limited budgets, infrastructure and road management projects have been prioritized. Changes in authorities have made it difficult to pursue the plan in the long-term plan, according to UDRI of GADPCH. Regarding the coordination with other organizations such as MAGAP, MAE, MINEDUC, and MSP for integrated rural development, they have sustained an intention for joint interventions, but due to the budget shortages in all government institutions, they have not sustained the sufficient personnel for promoting integrated rural development. Particularly, the number of personnel of MAGAP (45), which has had a direct relationship with GADPCH, has been drastically reduced.		
Farmers’ schools (ESDRUCs) have been operated for extension and training purposes by village-level UDRI. At the ex-post evaluation survey, they were confirmed in 13 communities and four cantons.		
<Technical Aspect>		
The technicians of UDRI of GADPCH and cantonal governments have sustained the necessary skills and knowledge to promote integrated rural development projects, by using methodologies of learning by doing in ESDRUCs. The manuals developed by the project including the guidebooks on production, minor species, promoters’ training, livelihood improvement, and nutrition have been utilized by UDRI’s technicians for their work and training at GADPCH. The information about the technical level of other government organizations could not be confirmed at the time of ex-post evaluation, as those who had worked closely with the project could not be reachable.		
<Financial Aspect>		
GADPCH has continuously secured an annual budget of approximately 600,000 to 800,000US dollars on average for its UDRI under the Annual Operating Plan. Since integrated rural development has been promoted in various sectors such as the environment, irrigation, and road management, the total budget has been sufficient, according to its UDRI. GADPCH through its UDRI has provided farmers with materials for their productive activities including seeds, fertilizers, and minor species (chickens and guinea pigs), technical support, and places for selling products at the fair.		
<Evaluation Result>		
In the light above, there have been issues in the institutional/organizational and financial aspects. Therefore, the sustainability of the effects is fair.		
<b>5 Summary of the Evaluation</b>		
The Project Purpose was achieved, and the project effects have continued. The system and methodologies of the integrated sustainable rural development were established through activities in the areas of verification. It has been diffused to the areas of extension, increasing farmers’ income and living environment. Regarding sustainability, personnel shortage has been pointed out due to budget shortages, but the organizational structure and the technical skills of UDRI of GADPCH have been sustained. As for efficiency, the project cost exceeded the plan.		
Considering all of the above points, this project is evaluated to be satisfactory.		

### III. Recommendations & Lessons Learned

#### Recommendations for Implementing agency:

- It is recommended to the Direction of Productive Development of GADPCH of GADPCH to immediately discuss with the Mobilization Direction to provide its UDRI’s technicians with transportation so that they could attend more communities until more personnel is recruited.
- It is recommended to GADPCH to assign more personnel related to the Family Farming Agriculture Program to reinforce the integrated sustainable rural development projects.
- It is recommended to GADPCH to lead the interinstitutional coordination of government institutions related to integrated rural development, by making a periodic review (every 3-4 years) of their intervention plan and approach and making them aligned with each other.

#### Lessons Learned:

- In the areas of extension, farmers have improved their income and living environment. Leadership within the community is essential to sustain long-term effects of the farmers’ associations. In a project which tries to establish a certain system and diffuse it to farmers, JICA and the Implementing Agency should work for not only providing community members with leadership training but also institutionalizing capacity building of the implementing agency’s personnel who are in charge of rural development in terms of organizational strengthening, so that they could continue to support community leaders and members. If they understand how leaders can organize community members for a specific purpose, they could support leaders even after the project completion. Also, it is effective to show community leaders the benefits of rural development in a clear way so that they can be motivated as leaders. For example, by including the technique for utilizing the subsidy from the government and donor’s support, their viewpoint would change from those

who receive support to those who utilize support. There should be the government subsidy. But if it is not available, there should be some other benefits which are not necessarily economic but considered as valued species for the empowerment and sustainability of the processes and results achieved by community leaders and members.



Agricultural production with use of the recommended technology in Community Chakra, Chimborazo Province



Training of the technologies recommended by the project at the community