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UNIDOS DE AMÉRICA

Municipal Strengthening Project (PROMUNI)

Summary Annual Report
Fiscal Year 2012

October 2011 – September 2012



October 31, 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by RTI International.

Municipal Strengthening Project (PROMUNI)

Summary Annual Report, Fiscal Year 2012, October 2011 –
September 2012

Contract No. AID-518-C-10-0001

August 2, 2010, through July 31, 2013

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Abbreviations

AME	Association of Ecuadorean Municipalities / Asociación de Municipalidades Ecuatorianas
BdE	State Development Bank / Banco del Estado
CAN-AECID	Comunidad Andina de Naciones – Agencia Española de Cooperación Internacional para el Desarrollo / General Secretariat of the Andean Community – Spanish Agency for International Development
CCEG	Council Commission on Equality and Gender / Comisión de Igualdad y Género del Concejo Municipal
Constitution	National Constitution of the Republic of Ecuador, 2008
COOTAD	Organic Code on the Territorial Organization of Autonomous and Decentralized Areas / Código Orgánico de Organización Territorial Autonomía y Descentralización
COPFP	Organic Code for Planning and Public Finance / Código Orgánico de Planificación y Finanzas Públicas
COR	Contracting Officer’s Representative
CPCCS	Citizen Participation and Oversight Council / Consejo de Participación Ciudadana y Control Social
DCA	Development Credit Authority
ECORAE	Instituto para el Ecodesarrollo Regional Amazónico / Institute for the Environmental Development of the Amazon Basin
eSIGEF	Integrated Financial Management System / Sistema Integrado de Gestión Financiera
FONAG	Fondo Nacional de Agua / National Water Fund
FORAGUA	Fondo Regional de Agua / Regional Water Fund
GAD	gobierno autónomo descentralizado / autonomous decentralized government
GIS	geographical information system
GJD	Governing Justly and Democratically
GOE	Government of Ecuador
IAEN	National Institute of Higher Studies / Instituto de Altos Estudios Nacionales
ICO	Instituto de Contratación de Obras / National Institute of Public Works Procurement
INCOP	National Institute for Public Procurement / Instituto Nacional de

	Contratación Pública
INPC	Instituto Nacional de Patrimonio Cultural / National Institute of Heritage and Culture
LOTAIP	Organic Law on Transparency and Access to Public Information / Ley Orgánica de Transparencia y Acceso a Información Pública
M&E	monitoring and evaluation
MCP	Ministerio Coordinador de Patrimonio / Coordinating Ministry of Heritage
MIDUVI	Ministry of Urban Development and Housing / Ministerio de Desarrollo Urbano y Vivienda
MOU	memorandum of understanding
PDOT	Plan de Desarrollo y Ordenamiento Territorial / Plan for Development and Territorial Organization
PIRSA	Programa de Infraestructura Rural de Saneamiento y Agua / Program of Water and Sanitation Rural Infrastructure
PMP	Performance Monitoring Plan
PNBV	Plan Nacional para el Buen Vivir / National Plan for Living Well
PNDz	Plan Nacional de Descentralización / National Decentralization Plan
PROMUNI	Municipal Strengthening Project / Proyecto de Fortalecimiento Municipal
RTI	RTI International (trade name of Research Triangle Institute)
SCPC	Sistema Cantonal de Participación Ciudadana / Municipal System for Citizen Participation
SENAGUA	Secretaría Nacional de Agua / National Secretariat of Water
SENPLADES	National Office for Planning and Development / Secretaría Nacional de Planificación y Desarrollo
SNCP	Sistema Nacional de Contratación Pública / National System for Public Procurement
SNR	Secretaría Nacional de Riesgo / National Secretariat for Risk Management
STPE	Technical Secretariat for Plan Ecuador / Secretaría Técnica Plan Ecuador
STTA	short-term technical assistance
TA	technical assistance
USAID	U.S. Agency for International Development
USG	U.S. Government

UTPL	Universidad Técnica Particular de Loja / Technical University of Loja
VAT	value-added tax

Executive Summary

The Municipal Strengthening Project (PROMUNI) initiated its activities on August 2, 2010, and will continue until July 31, 2013. This second-year reporting period covers the activities and results achieved from October 1, 2011 to September 30, 2012.

Two aspects characterized this second year of PROMUNI. First, PROMUNI produced fully tested and documented technical assistance tools and methodologies. This baggage will enable the third year of PROMUNI to be characterized by dissemination of tools and transfer of technology. The second important aspect was the adaptation of PROMUNI's strategy, structure, and tools to comply with contractual modifications that explicitly incorporated intercultural inclusion and environmental management into the TA that PROMUNI offers to municipalities. These changes were effected especially in the Result 2 "Citizen Participation" (see below). Nonetheless, the core of PROMUNI strategy (support the implementation of national laws and policies) was implemented faithfully with the new activities introduced in the project.

Organization of This Document

This report is organized into eight sections and three annexes. The first section, Introduction, consists of a short narrative description of the report. The second, third, and fourth sections review the progress to date, challenges, and solutions for each of the results. The fifth section covers the execution of the Grants Fund. Sixth and seventh sections cover monitoring and evaluation of the project, as well as major upcoming internal, national, and local activities. Finally, Section 8 reports on the administration and coordination of the project. The annexes presents indicator progress for the second year by quarter, for each municipality, and the knowledge products and deliverables developed.

Progress Toward PROMUNI Results

Component 1

Tangible Result: Increased Municipal Capacity

In the area of capacity building, PROMUNI kept working to develop capacity among municipal officials. Several officials have become experts in applying PROMUNI tools as part of the sustainability strategy. The local experts cover areas such as use of geographic information systems for arrears collection, promotion of taxpaying attitudes, multiyear investment planning, betterment levies, leveraging resources. prioritization of projects, and public procurement.

PROMUNI contributed to increasing municipal self-sufficiency by applying strategies to increase own-source funding. The average increase in municipal own-source revenues was 58% over FY 2011. Supported municipalities improved their performance and came closer to fully meeting the rules of *fiscal sustainability*, and

supported municipalities have better opportunities to access credit from the BdE to fund their investments.

To support the strengthening efforts PROMUNI helped municipalities to reach the public to develop a citizen culture of meeting their fiscal obligations and to care for the municipal services provided. The activities in this area comprise the creation of communication campaigns to raise the citizens' awareness of their fiscal obligations and the services provided by their municipalities.

PROMUNI also worked in improving the quality of expenditures of supported municipalities. These municipalities have devoted an average of 61.3% of their total expenses to capital investments. Furthermore, all of the supported municipalities have five-year investment plans to help them allocate resources according to strategic development priorities. Supported municipalities have also diversified the sources for funding their investment projects; 51% of investment funds came regular revenue of municipalities, 39% from financial leverage (from central government programs and State Development Bank), and 10% from the increase in own-source funding. PROMUNI also contributed to the USAID Mission in determining the feasibility of implementing the Development Credit Authority (DCA) in Ecuador via promissory notes and securitization.

In the area of public-service improvement, PROMUNI focused its efforts on potable water, wastewater, and solid waste management in several municipalities. The municipalities of Paján, Jipijapa, Puerto Lopez, Montúfar, Huaca, Bolívar, Cuyabeno, and Shushufindi received technical assistance from PROMUNI to develop management models for the operation of each service tailored to specific requirements of each autonomous decentralized government (GAD).

PROMUNI also contributed to the transfer of new functions to municipalities according to the National Decentralization Plan (PNDz). PROMUNI developed the "Tool for Assuming the Property-Registry Function" and the "Tool for Function Costing" to complement the tools that shall facilitate the implementation of the property-registry function in Ecuadorean municipalities.

Component 2

Tangible Result: Citizen Participation and Oversight Increased

The basic strategy of this component was modified in order to adapt to the new requirements. Most supported municipalities had their citizen participation systems in place and the municipalities where intercultural inclusion activities will take place started to adapt their participation systems. The strategy of the augmented Citizen Participation, Interculturality, and Environment component is to carry out TA in two broad areas: (1) citizen participation and (2) municipal environmental management.

TA activities in citizen participation focused mainly on promoting the enactment of ordinances to create the SCPCs, identifying actors and assisting the organization of municipal assemblies. PROMUNI also provided assistance to implement executive summaries of PDOTs, identification and prioritization of projects, and multiyear

budgets. PROMUNI also started assisting the inclusion of indigenous groups in municipal participatory processes. This activity was the main focus of the work on citizen participation during the last quarter of FY2012. Furthermore, to establish administrative sustainability of PDOTs, PROMUNI is developing a proposal for a management model which provides for a municipal structure responsible for executing these plans and keeping track of objectives and goals.

PROMUNI coordinated with national institutions to increase opportunities of sustainability and leverage of resources. With the Coordinating Ministry of Heritage, PROMUNI will increase training in participatory planning and to guide the preparation of participatory plans for the mancomunidad of the Mira river and the municipalities targeted for intercultural inclusion. PROMUNI, by request of STPE, gave technical assistance to the municipalities in the province of Sucumbíos to prepare project profiles for STPE's program for providing basic infrastructure and public equipment to the communities in the northern border region of the province of Sucumbíos. Finally, with the National Council for Citizen Participation and Oversight, PROMUNI will define and validate the methodology proposed for the implementation of the "empty chair" in supported municipalities.

With respect to intercultural inclusion, PROMUNI sponsored the dialogue process by which the municipality and the Federation of Awá Centers signed an agreement to integrate the life-plan projects of the Awá into Tulcán's PDOT. PROMUNI is also assisting municipalities in Sucumbíos in the implementation of ordinances to create citizen participation systems that include indigenous groups as preeminent social actors. PROMUNI also provided TA to indigenous organizations to build their capacities to prepare and propose projects to municipalities. Several Cofán leaders received training from the National Institute of Higher Studies (IAEN) to prepare investment projects in SENPLADES templates.

Environmental management in municipalities is becoming a priority for PROMUNI. PROMUNI developed a tool for defining municipal, participatory, and intercultural environmental agendas. The municipalities of Tulcán, Mira, Lago Agrio, Gonzalo Pizarro, and Cascales are developing their environmental agendas.

Component 3

Tangible Result: Promoting Transparency in Municipal Management

PROMUNI is implementing the transparency strategy with added strength once SCPCs are in place in most municipalities. To this end, PROMUNI is disseminating the transparency tools it developed and is providing the TA necessary for their



implementation. PROMUNI is training municipalities in the use of the tools so that municipalities will set forth the basis of transparent management. The tools are models of documents to establish oversight committees in supported municipalities. This transparency tools will be shared with the CPCCS to promote their application in all supported municipalities. PROMUNI and CPCCS will also jointly train local authorities and citizens to enable them to participate in municipal decision-making.

PROMUNI also supported transparency processes by aiding in the preparation of the accountability reports given by the mayors to local assemblies. The implementation of the LOTAIP suffered a setback in that one of our subcontractors could not present a feasible proposal to mainstream municipal procedures for the continuous updating of transparency information. Nonetheless, supported municipalities have progressed in the implementation of web pages.

PROMUNI continued training municipal official in public procurement processes. This training ensured that municipal officials have enough background for implementing the internal public-procurement process and they pursue further, more specialized and practical training. Formal public procurement processes are implemented in two municipalities and two more have drafted their proposals of process manuals.

Grants Fund

PROMUNI implemented its grants fund for small projects derived from participatory planning processes. Two calls for project proposals from supported municipalities were made in this year. This activity resulted in 16 projects approved for funding. The total amount awarded is US\$342,919. In average, the municipal counterpart for funded projects is a little higher than PROMUNI's contribution.

Monitoring and Evaluation

In the second year of the project, 27 municipalities were supported. Indicators of financial strengthening continued to exceed expectations. Other indicator that lagged in past quarters started to show results; for example, almost half of the municipalities created their Municipal Council Commissions on Equality and Gender, and the implementation of procurement processes.

Due to modifications to the original contract with USAID, PROMUNI has several new indicators to track. These indicators are related to intercultural inclusion, biodiversity conservation and climate change adaptation.

Project Cooperation and Coordination

PROMUNI maintained the information flow and coordination with the Association of Ecuadorean Municipalities (AME) and the Technical Secretariat of Plan Ecuador (STPE). AME and PROMUNI agreed upon the attendance of officials from supported municipalities to training workshops conducted by AME

STPE and PROMUNI closely coordinated interventions in the north border region. The most outstanding demonstration of the joint work between STPE and PROMUNI is that supported municipalities have allocated counterpart resources for investment plans funded by STPE.

Collaboration with other USAID projects aimed mainly at focusing on the implementation of the new activities in intercultural inclusion and environmental issues. This coordination was especially relevant in Sucumbíos. PROMUNI met with the Initiative for Conservation in the Andean Amazon; the Corporation for Environmental Management and Law, ECOLEX; and Rainforest Alliance. PROMUNI coordinated with the USAID project “Costas y Bosques Sostenibles” on communications plans for public services being implemented in Paján and Puerto López.

1. Introduction

This Annual Report describes the results of PROMUNI's programmatic activities during the period October 1, 2011–September 30, 2012. This report includes the activities performed through the last quarter of this fiscal year.

The following annexes are included in this report:

Annex A: Progress on PROMUNI Indicators for FY 2012 by Quarter.

Annex B: Progress on PROMUNI Indicators for FY 2012 by Municipality

Annex C: Knowledge Products and Deliverables

During this second year, PROMUNI supported 27 municipalities: 10 from Phase 1, 11 from Phase 2, five from Phase 3, and Ibarra, which entered the program on June 15, 2012 as the 27th municipality. The most important aspect of this year was the production of fully tested and documented technical assistance (TA) tools and methodologies, as described in the sections that follow. Most of these tools were designed and developed during the first year of PROMUNI. However, in this second year, these tools were tested and further developed to become knowledge products. This progress will enable the third year of PROMUNI to be characterized by dissemination of tools and transfer of technology, and the corresponding institutionalization of these tools in the respective municipalities.

Another important activity of PROMUNI in this year was the adaptation of its strategy, structure, and tools to comply with contractual modifications that explicitly incorporated intercultural inclusion and environmental management into the TA that PROMUNI offers, especially under Result 2 (see below).

Finally, the basic strategy of supporting the implementation of national laws and policies has been carried out with integrity and with a high level of trust and teamwork by our counterparts. This assistance has turned PROMUNI into a recognized and trusted partner of several national counterpart institutions. These policies and organizations are further described below.

2. Result 1: Increased Capacity in Public Management

2.1 Progress in Capacity Building

During this second year, PROMUNI kept working to develop capacity among the officials of supported municipalities. As a result, several officials have become experts in applying the TA tools developed and provided by PROMUNI. These experts are part of the sustainability strategy and the formation of a cadre of local government officials with skill sets in specific areas of municipal governance. Hence they will be able to replicate the use of tools and successful experiences in their respective areas of expertise. For example:

- In the provinces of Carchi and Imbabura, the Treasurer of the municipality of Mira is the regional expert in the zoning of arrears through the use of geographical information system (GIS) software to improve collections.
- In the province of Esmeraldas, the Communications Officer and Treasurer of the municipality of Esmeraldas are experts in promoting taxpaying attitudes with communication campaigns as part of arrears-collection strategies.
- In the province of Loja, the Plan for Development and Territorial Organization (PDOT) Technician of the municipality of Gonzanamá is the expert in using the planning tool for multiyear investments. This official has shared his experience by training, under the supervision of PROMUNI experts, officials from the municipalities of Quilanga and Espíndola.
- In Carchi, the Technician of the Property Cadastre from the municipality of Tulcán became an expert in special contributions for infrastructure improvements (betterment levies).
- In Loja, the Director of Planning of the municipality of Quilanga is the recognized expert in mechanisms for interinstitutional coordination for leveraging resources.
- The Municipal Coordinator of the PDOT from Atacames is the recognized expert in prioritization of projects and programs and in compliance with the goals of the National Office for Planning and Development (SENPLADES).
- In Manabí, the Public Procurement Technician from the municipality of Paján has become an expert in procurement procedures and organization.



Stephen Pereira (RTI, and Vicente Cruz (PROMUNI) speaking with financial officials from the Municipality of Rioverde

As part of PROMUNI's sustainability strategy, these technicians have, through internships and horizontal TA, shared their implementation experience and best practices within their respective municipalities.

Task 1: Increase own-source revenues

In this second year, PROMUNI focused on increasing the results achieved in the first year of implementation in the area of increasing own-source funding. The average increase in municipal own-source revenues was 56% over FY 2011;¹ this increase amounts to approximately US\$6,443,000. The supported municipalities improved their financial autonomy, self-sufficiency, and financial leverage capacity, all of which enables them to better cover their personnel expenses with their own funds and come closer to meeting the rules of *fiscal sustainability* as established by the Constitution and the Organic Code for Planning and Public Finance (COPFP).²

This area of work is the most successful one in the two years of implementation. In the first year, supported municipalities' average increase was 101% as compared to 2010. In the second year, the growth figure was 56% compared to 2011. This implies that the level of autonomy of supported municipalities was even higher than in FY2011. This increase in financial autonomy also gives municipalities greater possibilities to access credit from the BdE to fund their investments. It is important to note that PROMUNI worked on only selected and limited aspects of municipal own-source revenues. However, PROMUNI TA still accounted for 39% of the increases in permanent own-source revenues.

PROMUNI maintained its reputation for trustworthiness among the municipalities and counterpart organizations due in part to its clear-cut and practical processes to increase own-source funds. PROMUNI-supported municipalities have achieved better results in terms of revenue increases than the national average. An important contribution of PROMUNI is the influence exerted in municipalities to allocate new funds for investments (see text box).

Task 2: Increase quality of expenditures

PROMUNI worked hand-in-hand with supported municipalities to improve the quality of their expenditures. The main achievement was that, on average, 61.3% of total expenses are now related to capital investments. Another accomplishment was that through the introduction of the tool for multiyear investment planning, municipalities changed their operating paradigm to long-term planning. Now all of the supported municipalities have a five-year investment plan, which enables them to allocate resources for strategic public works that will steer the development of each territory.

Success Story: Municipal Self-Sufficiency

Minimal self-sufficiency is an indicator used by the BdE. It measures the ability of a municipality to cover personnel expenses with own-source funds. In supported municipalities, own-source revenues initially accounted for 50% of personnel expenses. After two years of intervention, these municipalities were covering 60% of personnel expenses. This shows a positive impact of 18% in self-sufficiency in this short two year period of implementation.

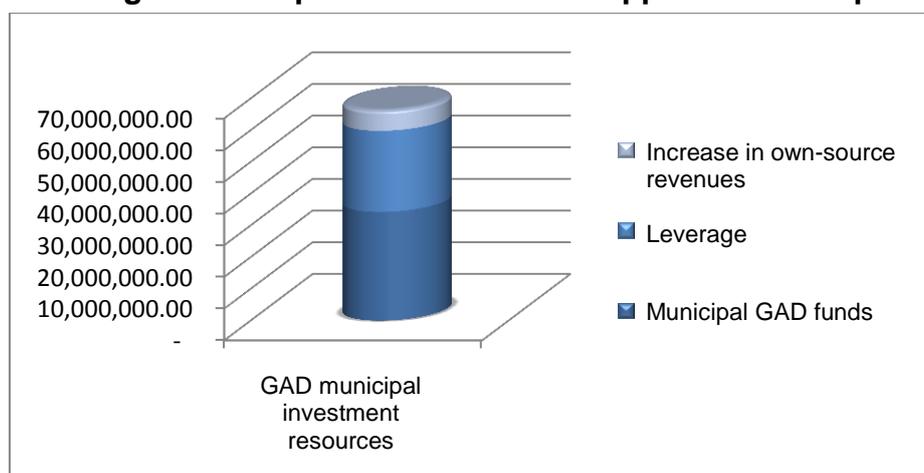
¹ The data available are for June 2012.

² Article 90 of the COPFP establishes that to ensure the sustainable, responsible, transparent execution of public finance and to pursue economic stability, permanent expenses shall be funded with permanent revenues; although permanent revenues also can fund nonpermanent expenses (e.g., investments).

It is important to note that before PROMUNI intervention, most, if not all, municipalities assigned their resources according to community demands or daily needs, without any regard for a long-term development vision. PROMUNI studied the past investments in supported municipalities and graphically showed mayors, council members, and municipal officials what the historical investment priorities were. From these analyses, the municipalities realized the importance of linking forward planning to financial management. To this end, PROMUNI implemented a matrix for prioritizing investment programs and projects spanning five years. From these programs and projects, municipalities chose five to comply with the requirements set forth by SENPLADES. This tool also identifies how other levels of government must be involved in territorial management and identifies sources of funding and leverage needs.

Another significant achievement of PROMUNI was the increase in funding sources for municipal investments. Through June 2012, supported municipalities had US\$66,238,869 for investments (see *Figure 1*). Of this amount, 51% came from the regular annual revenue of municipalities, 39% from financial leverage of third-party resources, and 10% from the increase in own-source funding (i.e., recovery of the value-added tax [VAT] and arrears collection). This shows that supported municipalities have improved their capacities to manage development.

Figure 1: Funding of municipal investments in supported municipalities



Task 3: Leverage financial resources

As part of the TA provided with the multiyear investment planning, PROMUNI worked with the municipalities to prepare executive summaries of PDOTs and investment plans. These documents will help the mayors and other municipal officials to negotiate funding and leverage to carry out the programs and projects included in their PDOTs. To support this tool and participatory planning process, PROMUNI also started implementing its grants fund component to support small

Success Story: Investment Expenses

In 20 supported municipalities, investment expenses were 53% of total expenses. After PROMUNI's intervention, these municipalities increased their investments to 61% of total expenses. This represents an increase of 18%, which contrasts with an average of 15% in other municipalities nationwide.

projects derived from PDOTs (see *Section 5*).

Once investment priorities were defined for the next five years, each municipality identified its needs for financial leverage. Two potential sources were explored: (1) sectoral ministries (through projects that can be funded by credit from the BdE), and (2) the capital market (promissory notes and securitization). PROMUNI focused on having municipalities access funding from the central government and BdE programs. The latter operates with important subsidies (30%, 50%, 80%, even 100%), depending on the credit program involved.

The main results in this area of work are that supported municipalities now have strengthened capacity to obtain additional funds through BdE credit and government programs from ministries, the Technical Secretariat for Plan Ecuador (STPE), and Ecuador Estratégico, among others; and they have done so to leverage funds for implementing their development plans. *Table 1* shows the funds obtained by supported municipalities through leverage.

Table 1: Funds leveraged by supported municipalities

Municipality	Project	Source	Amount (\$)
Paján	Construction of a potable water system	National Institute of Public Works Procurement (ICO)	3,631,954
	Construction of a sanitary sewerage system	State Bank (BdE)	1,349,045
	Water quality laboratory	Ministry of Urban Development and Housing (MIDUVI)	50,000
Puerto López	Construction of a potable water system	ICO	12,018,172
	Construction of a sanitary sewerage system	MIDUVI – Hydrologic Resources Council of Jipijapa, Paján, and Puerto Lopez	3,500,000
Tulcán	Construction of a sanitary landfill and machinery for the “Plaza del Buen Vivir”	Coordinating Ministry of Heritage	1,274,000
	Study for urban regeneration of Bolívar and Arellano streets	BdE	2,000,000
Montúfar	Construction of a sanitary landfill and provision of machinery	BdE	813,990
Gonzanamá	Improvement of the solid waste management system	General Secretariat of the Andean Community – Spanish Agency for International Development (CAN-AECID)	34,119

Municipality	Project	Source	Amount (\$)
	Construction of a comprehensive potable water and sanitation project for the communities of Cucure and Tierra Blanca in the Changaimina parish	MIDUVI	116,250
	Construction of a potable water and sewerage system in El Portete and other neighborhoods of the Nambacoa parish	BdE (Program of Water and Sanitation Rural Infrastructure [PIRSA] 80%-20%)	741,487
	Study for a comprehensive irrigation system	National Institute of Preinvestment	1,000,000
	Construction of a concrete bridge over Trigopamba ravine in Puerto Bolívar, Changaimina parish	National Secretariat of Water (SENAGUA)	60,000
	Sanitary sewerage system for Tonsupa	BdE (PIRSA 80%-20%)	347,988
	Drainage system for the 2 de Noviembre neighborhood	BdE (PIRSA 80%-20%)	475,650
	Drainage and channeling of water in several sectors of Tonchigüe parish	BdE (80%-20%)	380,000,00
	Channeling of rainwater in the sectors Un Solo Toque and Central of La Unión parish	BdE (80%-20%)	400,000
	Construction of sewerage system and slope protection in Las Vegas, La Unión parish	BdE (80%-20%)	150,000
Atacames	Drainage system in Huertos Familiares Segunda Etapa	BdE (80%-20%)	500,000
	Drainage system in Huertos Familiares Tercera Etapa	BdE (80%-20%)	500,000
	Drainage system and shelters in La Paz and Progreso neighborhoods	BdE (80%-20%)	500,000
	Construction of municipal townhouses	BdE	1,000,000
	Construction of the "Paseo Gastronómico" building	Ministry of Tourism	200,000
	Construction of protection wall on the beach of Atacames, Armada sector	National Secretariat for Risk Management (SNR) and BdE	250,000
	Construction of protection wall from Armada to Hotel Camino Real	SNR and BdE	248,250

Municipality	Project	Source	Amount (\$)
	Water drainage in Manila and protection wall in Centenario neighborhood	SNR and BdE	249,550
Pimampiro	Construction of a water treatment plant and basic sanitary units	Technical Secretariat of Plan Ecuador (STPE)	650,000
Total			32,440,455

By request of the Mission, PROMUNI provided inputs for the determining the feasibility of implementing the Development Credit Authority (DCA) in Ecuador. To this end, PROMUNI studied two possible mechanisms to support this endeavor: promissory notes and securitization.

Promissory Notes

Two venues were explored to analyze the implementation of promissory notes as leveraging mechanisms for municipalities. The first activity PROMUNI executed was a study on the promissory notes mechanism to have a clear understanding of the process to implement it. This legal and operational study included research on the experience in this matter of the municipalities of El Guabo and Daule. The resulting document was shared with USAID and AME so that further efforts for disseminating this mechanism among municipalities could be made. Another consideration in this discussion was the state of development of financial markets to support the operations related to issuing promissory notes.

Secondly, PROMUNI provided TA to the municipality of Esmeraldas for examining this mechanism for leveraging resources. This municipality was already preparing to issue promissory notes as an alternative to credit because it could not access BdE funding for extra-financial reasons. During the TA, PROMUNI informed the municipality about the mandatory legal, financial, and technical processes that needed to take place to implement promissory notes. After this TA, the municipality decided to commit, in the meantime, to more significant efforts to increase own-source funds by implementing betterment levies so that the potential financial burden of issuing promissory notes could be reduced. After all this work, PROMUNI and the involved actors came to the conclusion that promissory notes still need to be developed further as the capital market infrastructure, current credit market, and regulatory framework require some additional policy reform to find better conditions to become an effective funding mechanism for municipal investments.

Securitization

Besides promissory notes, PROMUNI worked on establishing the legal feasibility of implementing the securitization of future funds flow in municipalities. PROMUNI and USAID experts worked to define the feasibility of assisting the mancomunidad of Quilanga, Zozoranga, Calvas, Gonzanamá and Espindola in implementing DCA through securitization. The main contributions made by PROMUNI were:

- Definition of the legal feasibility of implementing securitization in municipalities. The resulting legal study defined that it is possible for municipalities to pursue funding via the stock market using securitization.
- Determination of borrowing capacity and credit quotas for the five municipalities, according to current regulations from the Ministry of Finance and BdE.
- Drafting of a PROMUNI assistance plan to create capacities in those municipalities for implementing the securitization mechanism for the mancomunidad.
- Coordination of work plans with USAID, the National Water Fund (FONAG), and the Regional Water Fund (FORAGUA) to further activities such as improving borrowing capacity, including watershed conservation and management into multiyear investment plans of associated municipalities, and strengthening the capacities for preparing projects and leveraging funds.
- Definition of the procedure for implementing securitization in Ecuador. The institutions involved, their functions, and steps were mapped and identified.
- Research on previous experiences in securitization in Ecuador for establishing the conditions for applying this funding mechanism.
- Definition of capital market conditions and capacities for trading securities in the country.

In addition to these activities, Mr. Stephen Pereira, RTI finance expert, provided assistance in establishing preconditions and warnings that municipalities must meet and know before making the decision to use securitization for leveraging funds. The most important precondition is that municipalities must work on increasing own-source revenues to improve their borrowing conditions and prevent any financial gap due to over-borrowing in addition to other legal and regulatory requirements.

Both these funding mechanisms, promissory notes and securitization, are open options for leveraging resources once other alternatives are used up. Municipalities must first resort to increasing own-source revenues, accessing funding programs from the GOE, and subsidized credit from BdE. These alternatives present much lower pressure on municipal finance than unsubsidized credit and securities.

Task 4: Improve services

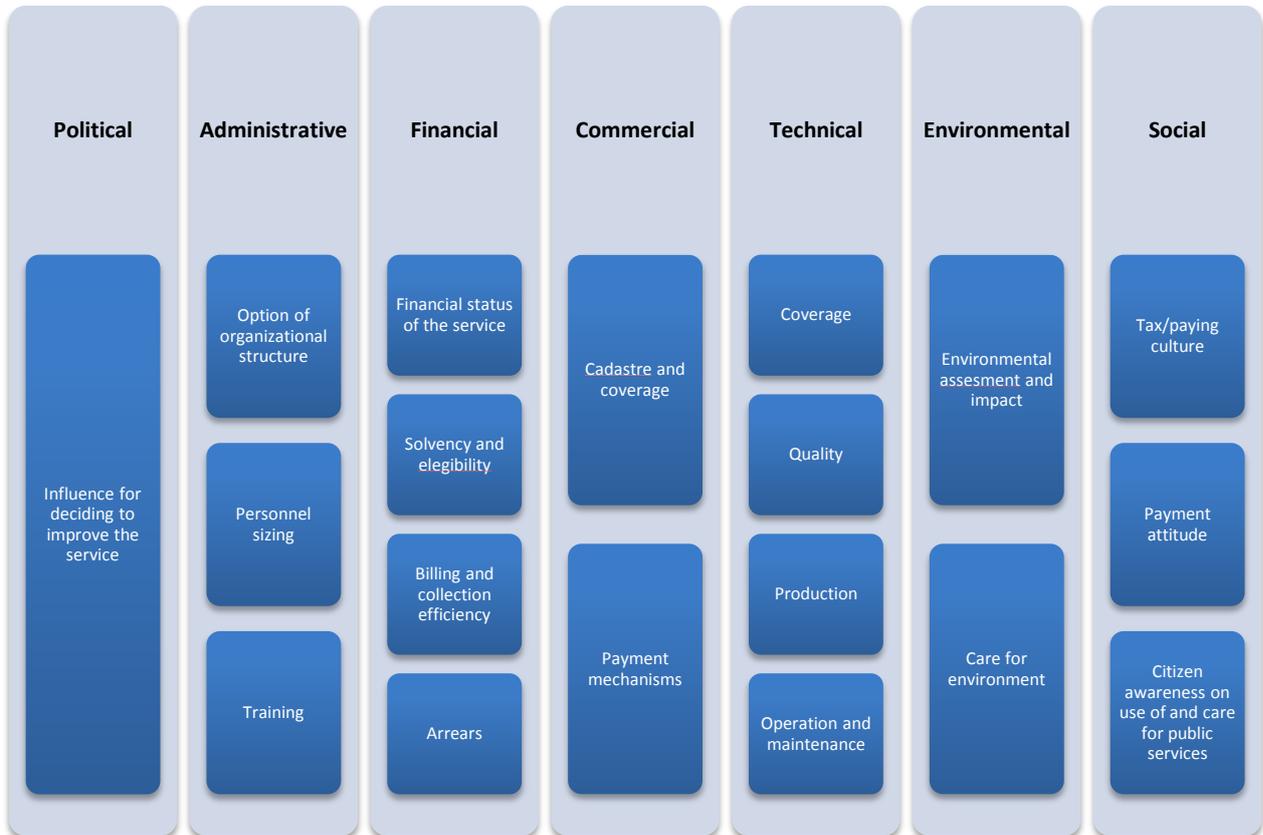
In the area of public-service improvement, PROMUNI focused its efforts on potable water, wastewater, and solid waste management in several municipalities. The emphasis was placed on having municipalities assume the new functions that had been assigned to them by law. The municipalities of Paján, Jipijapa, Puerto Lopez, Montúfar, Huaca, Bolívar, Cuyabeno, and Shushufindi received technical assistance from PROMUNI during this year. All work was devoted to developing management models for the operation of each service. Some of the key interventions and strategies to improve services include innovative management models tailored to specific requirements of each autonomous decentralized government (GAD), organizational development, and reengineering. These are examined below.

Content of Management Models

For improving services, PROMUNI works on defining management models that fit the particular situation of a given municipality. In the development of management models, seven components are explored and defined (see **Figure 2** below).

Furthermore, a recommendation is made in terms of the adequate structure to provide the service. The service structure can be internal (an administrative unit within the municipality) or external (public service company, public-private company, or service delegated to a private operator).

Figure 2: Components of management models for public services



As part of the management model, PROMUNI also provides a service-delivery proposal with a scorecard that contains indicators to keep track of the service performance in administration, finance, operations, sales and collections, and environment. These indicators are the standards used by the BdE.

Management models in the PROMUNI municipalities

It is important to note also that management models are a prerequisite to contracting credit from the BdE for building infrastructure for the services. The specifics for each municipality are listed below.

- In the municipality of Paján, the improved services are water, wastewater, and solid waste management. The management model worked out between PROMUNI and the municipal officials will allow the municipality to assume the functions previously managed by the Hydrologic Resources Council of Manabí. With PROMUNI TA, the municipal council approved the creation of

a Municipal Public Services Company, which will be in charge of the three services. This management model includes a balanced scorecard with administrative, financial, social, technical, and environmental indicators.

- The municipality of Jipijapa is working to improve its solid waste management services. To date, the main results are the creation of a balanced scorecard for the service and the definition of the management model itself. The municipal team presented this model to the mayor and council members so that they could make the decision to establish an efficient and improved service.
- The municipality of Puerto López received TA similar to that provided to Paján. The mayor and council members of Puerto López are studying the model proposed by its municipal technicians with TA from PROMUNI to create a public company to operate the water, wastewater, and solid waste services. Furthermore, this municipality is building infrastructure for its water and wastewater systems.
- The municipality of Cuyabeno is receiving TA for improving its solid waste management service. PROMUNI assisted the municipality in updating the ordinance to regulate the fees for this service. This ordinance has now been implemented and new fees were collected for the first time. The next step is to design routes and frequencies for garbage collection according to the cadastre of the National Corporation of Electricity in Sucumbíos; this is because users must pay the fees through their electricity bills.
- PROMUNI is supporting the efforts of the municipality of Shushufindi to improve its solid waste management service. PROMUNI is aiding the municipal team in preparing the feasibility studies required by the Ministry of Environment for building a new sanitary landfill, closing the current one, and opening an emergent sanitary cell for the final disposition of garbage in the meantime. As a complement to these activities, PROMUNI is also providing TA for defining a management model and a fee that will ensure financial sustainability for the service. All these results will be useful for accessing funding from Ecuador Estratégico, a GOE leveraging resource that is being promoted by PROMUNI.
- PROMUNI supported the municipalities of Bolívar, Huaca, and Montufar to improve their solid waste management system. The main achievements were a new management model and a balanced scorecard for the service. Municipal officials also received training and together with PROMUNI studied the characteristics of the solid waste produced in the municipality to define the mechanisms for better treatment.
- The municipalities of Shushufindi and Cuyabeno have obtained assets from the Ministry of Environment. Shushufindi got 900 ecological containers for garbage classification, a shredder, a hydraulic press, and a scale for weighing the solid waste that reaches the sanitary landfill. Cuyabeno received a shredder and hydraulic press for processing solid waste.
- The municipality of Eloy Alfaro is improving its potable water service. This municipality, through its Water Company, provided the Ministry of Urban Development and Housing (MIDUVI) with information, an evaluation, and a proposal formulated by PROMUNI for strengthening its water service. Additionally, several meetings took place to define the management model to

be implemented. Currently, MIDUVI finished the final studies, including a technical feasibility study, for a regional system of potable water for the parishes of Eloy Alfaro, Borbón la Tola, and Las Peñas. These studies were presented to STPE in order to get funding for constructing the system.

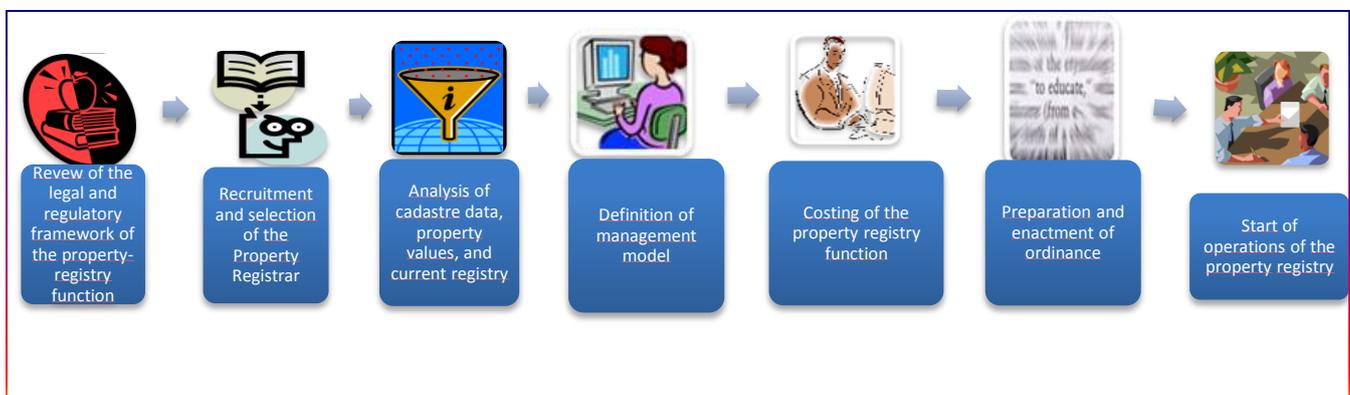
Task 5: Introduce new municipal functions

PROMUNI contributed, during this year, to the transfer of new functions to municipalities according to the National Decentralization Plan (PNDz). The general scheme for transferring functions from the GOE to subnational governments is defined in the Constitution and the Organic Code on the Territorial Organization of Autonomous and Decentralized Areas (COOTAD). SENPLADES and the National Commission of Competencies defined the PNDz, in which new exclusive functions will be implemented within four years, additional functions will shift in four to eight years, and residual functions will be permanently transferred.

According to Article 142 of the COOTAD, municipalities must assume the property-registry function. In response, PROMUNI developed two instruments to complement AME’s “Tool for the Transition of the Property Registry.” The first instrument is the “Tool for Assuming the Property-Registry Function” and the second is the “Tool for Function Costing.”

The tools developed by PROMUNI for facilitating the implementation of the property-registry function in Ecuadorean municipalities aim at establishing an orderly process for transferring this function. The methodology describes the seven steps required for establishing the property registry within any municipality; the steps are shown in **Figure 3** below. These steps (except for the last one, obviously) are not necessarily executed sequentially. They can be implemented in parallel or the municipality can focus on one or more of them depending on its strengths and weaknesses to assume the property-registry function.

Figure 3: Steps in transitioning the property registry



With these tools, tested and validated in the Municipality of Montúfar, the instruments to facilitate the function-transfer process are complete. PROMUNI provided TA to supported municipalities to implement these tools.

Besides developing the tools, PROMUNI facilitated the actual transfer of the property registry by exploring successful experiences in this subject. PROMUNI fostered technical visits to the municipalities of Guayaquil and Cuenca in which teams from

supported municipalities learned about the integration of property cadastres and the real estate property registry. The municipality of Ibarra also shared with supported municipalities its experience in customer attention service processes and Internet-based information. PROMUNI coordinated with the National Directorate of the Public Data Registry to assist the targeted municipalities in Manabí in creating digital databases for their property registries.

Task 6: Assist with organizational reengineering

PROMUNI’s work also must face the challenges of establishing municipal management models on which to base the sustainability of the TA provided to the supported municipalities. The implementation of participatory planning systems, the rationalization and the implementation of current and new functions imply that the municipal organizational structures must be reexamined according to the legal framework established in COOTAD. Article 60 of COOTAD, letter h), gives municipalities the responsibility to define the management model for implementing their PDOTs and the programs and projects derived from them. PROMUNI developed a guide for municipal authorities to use in adjusting their municipal structures to facilitate achievement of the development goals contained in the National Plan for Living Well (PNBV) and PDOTs. *Figure 4* shows the general scheme of this guide.

Figure 4: Contents of the Guide for Municipal Resizing



Task 7: Encourage and promote taxpaying attitudes

As part of its sustainability strategy, PROMUNI consistently worked with supported municipalities to develop a citizen culture of meeting their fiscal obligations. TA in this matter comprised an analysis of the taxpaying situation in each municipality. Then, each municipal government devised an arrears collection plan adapted to its particular characteristics. These plans incorporate important communication activities with the citizenry. PROMUNI guided the preparation of communication campaigns to raise the citizens’ awareness of their fiscal obligations. Officials from all supported municipalities were trained by PROMUNI in basic concepts of graphic design and communication so that they could support the arrears collection strategies. The

training workshops covered the development of communication strategies for the campaigns, development of communication elements, definition of messages, and means of delivery. Importantly, officials not just from the communication units but also from the financial and administrative areas participated, in order to develop closely integrated teams and concepts.

PROMUNI also helped professional graphic designers to convert the ideas produced in the workshops into avatars and other communication elements to

increase the effectiveness of the campaigns. PROMUNI facilitated the decision-making processes by coordinating the participation of higher level authorities in the development and acceptance of the campaigns. All materials produced were co-funded by PROMUNI and the supported municipalities. PROMUNI also continuously monitors the communication campaigns to provide feedback to municipalities.



Álvaro García, Mayor of Espíndola, receives the materials prepared in the workshop for designing a communication campaign to support the strategy of arrears collection

2.2 Challenges in Capacity Building

Even though the GOE has allocated significant funds for public investment, municipalities, as well as other subnational governments, still have weaknesses in their ability to access that funding. The first weakness is their low capacity to prepare final designs, technical evaluations, and terms of reference for investment projects in SENPLADES's template. The second is their lack of awareness of the different funding mechanisms available for leveraging investment projects. The final weakness is their low own-source revenue collection, which in turn reduces their ability to access credit and other funding programs from BdE. These weaknesses have meant that traditionally, only medium to large municipalities have found opportunities to leverage funds from different sources for implementing their PDOTs. Most PROMUNI-supported municipalities are small and face the abovementioned challenges to fund their programs and projects.

Furthermore, the impending national elections, scheduled for February 2013, encourage politically driven decisions adverse to eliminating subsidies, restructuring fees, collecting own-source funds, and implementing alternatives to increase them. PROMUNI must tactfully work with municipal authorities to prevent loss of momentum in a year critical for creating the basis for sustainable municipal administrations.

2.3 Solutions and Success Stories in Capacity Building

One of the most satisfying success stories of PROMUNI occurred during the third quarter with the TA provided to the municipality of Mira in arrears recovery. The experience of this municipality was documented and presented to other municipalities

via internships and visits. Furthermore, Mira’s experience was submitted as a best practice to the committee in charge of organizing the 18th Iberoamerican Conference of Mayors and Local Authorities. This experience was selected as one of the four best practices out of more than 70 practices submitted. The selection was done by a jury composed of representatives from Miami–Dade County, USA; the World Bank; and Florida International University. From Mira, Fausto Ruiz, Mayor; and Arlen Herrera, Treasurer, presented this best practice in arrears collection and received the recognition on June 21, 2012, in Miami, Florida, USA.



3. Result 2: Increased Citizen Participation and Oversight

3.1 Progress in Citizen Participation

During this second year, most supported municipalities had their citizen participation systems in place. Phase 1 and 2 municipalities established assemblies designed to channel and ensure citizen participation; the municipalities of Tulcán and Muisne will adapt the participation systems established to include indigenous groups. Phase 3 municipalities started receiving assistance in January 2012 and those in the province of Sucumbíos are the object of the implementation of a contractual modification to incorporate intercultural goals into participation systems. The strategy of the augmented Citizen Participation, Interculturality, and Environment component is to carry out TA in two broad areas: (1) citizen participation and (2) municipal environmental management.

The basic strategy of this component was modified in order to adapt to the new requirements. **Figure 5** shows the road map for implementing participatory processes in each municipality.

Figure 5: Road map of participatory processes



PROMUNI also strengthened cooperative liaisons with STPE, the Coordinating Ministry of Cultural Heritage, and the National Council for Citizen Participation and Oversight to ensure that the strategy and products implemented by PROMUNI are

aligned with the national policies. The sections that follow describe PROMUNI's focus on strengthening municipal capacities to implement citizen participation and planning, environmental planning and management, and intercultural integration.

Task 1: Carry out participatory processes

TA activities in citizen participation conducted during the first three quarters of FY2012 focused mainly on the following:

- Technical assistance to the municipalities for implementing Municipal Systems for Citizen Participation (SCPCs). To this end, PROMUNI promoted the enactment of ordinances to create the SCPCs, aided in identifying actors and guided the invitation to them to participate, offered training in facilitation techniques, and assisted in organizing the municipal assemblies.
- Technical assistance in preparing PDOTs and implementing complementary tools (executive summaries, identification and prioritization of projects, and multiyear budgets). So that the municipalities could use these tools effectively, the project provided training and guidance in their application.

In the third quarter, PROMUNI started assisting the inclusion of indigenous groups in municipal participatory processes. This activity was also the focus of the work on citizen participation during the last quarter of FY2012. For example, PROMUNI assisted the respective GAD to modify its model ordinance for the creation of SCPCs to promote the inclusion of indigenous groups. PROMUNI also adapted its tools for mapping social actors and for developing participatory plans and budgets to facilitate intercultural inclusion.

During the last quarter the following activities were also conducted:

- The GOE is carrying out a project of building a “knowledge city” (Yachay Ciudad del Conocimiento³) in Urucuquí. The *mancomunidad* of the Mira River⁴ made a request to the President of the Republic that the project be implemented in the whole mancomunidad. To support this effort, PROMUNI coordinated with the Coordinating Ministry of Heritage to increase the amount of training in participatory planning and to guide the preparation of a participatory plan for the mancomunidad. This plan is needed because the “knowledge city” will definitely alter the social, cultural, economic, productive, connectivity, and infrastructure conditions of the mancomunidad. As an additional product of this effort, the municipalities of the



Daniela Centeno presents Atacames' PDOT on behalf of her municipality.

³ “Yachay: Ciudad del Conocimiento” is one of the most important strategic projects of the GOE. Urucuquí will become a city planned as a high technology center in which higher education institutions, private and public research centers, and technology companies work together to change the production matrix of Ecuador.

⁴ The mancomunidad of the Mira River is an association of the municipalities of Mira, Urucuquí, Bolívar, Espejo, and Pimampiro

mancomunidad will be able to request and negotiate funding for programs and projects derived from the plan to be developed in a participatory manner. This is much needed since the GOE has allocated funds for local investments and municipalities must develop the capacity to absorb those funds.

- PROMUNI, in coordination with STPE, gave technical assistance to the municipalities in the province of Sucumbíos to prepare a set of project profiles that will become part of STPE's program for providing basic infrastructure and public equipment to the communities in the northern border region of the province of Sucumbíos. The profiles covered the following projects:
 - Upgrade and rehabilitation of schools: Constructing education infrastructure in the provinces of Carchi, Imbabura, and Sucumbíos
 - Refurbishing and providing equipment to the boarding school of Gonzalo Pizarro
 - Refurbishing and providing equipment to the boarding school of Putumayo
 - Improving solid waste management in Cáscales
 - Improving education (including pre-school) infrastructure in the schools of Sucumbíos
 - Providing infrastructure and equipment for health services in the north border region.

Task 2: Institutionalize citizen participation processes

PROMUNI approached institutionalization of participatory processes from three fronts. First, PROMUNI worked at the policy-making level with municipal councils to discuss and approve the ordinances that create SCPCs. Second, the project team worked with municipal directors to set forth and ensure the implementation of the SCPC ordinances. Finally, municipal teams, supported by PROMUNI, disseminated information about the workings of the SCPCs among representatives and delegates from organizations and institutions included in the maps of actors in supported municipalities. Furthermore, to establish the basis for administrative sustainability of PDOTs, PROMUNI is developing in Tulcán a proposal for a PDOT management model. This model basically consists of a municipal structure responsible for executing PDOTs and keeping track of short-, medium-, and long-term objectives and goals.

Another mechanism for implementing citizen participation in all municipalities is the “empty chair.” PROMUNI contacted the CPCCS to define and validate the methodologies for implementing the empty chair in the supported municipalities. This methodology will be implemented in six municipalities as pilot projects that later will be replicated among PROMUNI- and non-PROMUNI municipalities.

Task 3: Intercultural Inclusion

The TA related to interculturality during this fiscal year, especially in the last quarter, entailed three phases. The first phase started in March 2012 with the Awá, Pasto, and Epera peoples. The second phase started in July 2012 with the Cofán people in the municipalities of Cáscales, Gonzalo Pizarro, and Lago Agrio. The third phase will start in November 2012 with the Chachi people in Muisne.

Success Story: Intercultural Inclusion in PDOTs

The municipality of Tulcán is working toward the construction of a multicultural state. With TA from PROMUNI, this municipality carried out several activities to include the Awá and Pasto peoples that dwell in Tulcán. The Federation of Awá Centers participated in participatory processes for planning, budgeting, and oversight of public policies. As a result of their inclusion, motivated by PROMUNI, the Federation of Awá Centers and the municipality of Tulcán signed an agreement by which they assured the Awá governance mechanisms in their territories as part of the municipal PDOT, and the inclusion of the bi-national (Ecuador-Colombia) life plan of the Awá in the bi-national development agenda of the municipality of Tulcán. The implementation of this agreement started with the inclusion of five Awá projects in the municipal multiyear investment plan.

This experience is being replicated in the same municipality with the Pasto people. PROMUNI is aiding in the development of the Pasto life plan as a first step to reach an agreement similar to that of the Awá.

During the first phase, inclusion of interculturality and indigenous groups was trialed in the municipality of Tulcán. As a result of this activity, the municipality and the Federation of Awá Centers signed an agreement by which the assessments and life-plan projects of the Awá will be integrated into Tulcán's PDOT. PROMUNI is also supporting the Pasto people by helping them prepare their life plan and establishing coordination mechanisms with the municipality of Tulcán.



Heather Huppe from USAID receives the life plan of the Cofán people

The municipality of Tulcán also received TA from PROMUNI to revisit and update the ordinance that created Tulcán's SCPC. The modified ordinance now takes into account the different indigenous assemblies and acknowledges them as examples of basic participation. Similar ordinances were implemented in Lago Agrio and Cascales, which will incorporate the Cofán people into the PDOT structure.

In the second phase, PROMUNI focused on the municipalities of Gonzalo Pizarro, Cascales, and Lago Agrio. In these municipalities the Cofán nation is preeminent and has previous experience with developing life plans. PROMUNI seeks to strengthen the technical capacities of Cofán leaders. They received training from the National Institute of Higher Studies (IAEN) to prepare investment projects in SENPLADES templates. This training is necessary to facilitate access to GOE funding. This activity has the backing of STPE and the Institute for the Environmental Development of the Amazon Basin (ECORAE), which will fund the projects and also assist municipalities in completing them.

Task 4: Build capacity in municipal environmental management

Environmental management in municipalities is becoming increasingly important in the effort to create SCPCs. PROMUNI developed a tool for defining municipal, participatory, and intercultural environmental agendas. Implementing an environmental agenda comprises creating administrative structures, creating institutional capacities, and training municipal officials and indigenous people so that they can carry out their functions in coordination with the central government and other subnational governments. Municipal directors of planning, environment, and citizen participation were trained in this tool along with indigenous leaders from the Awá, Pasto, and Cofán peoples. The municipalities of Tulcán, Mira, Lago Agrio, Gonzalo Pizarro, and Cascales are in the process of developing their environmental agendas.

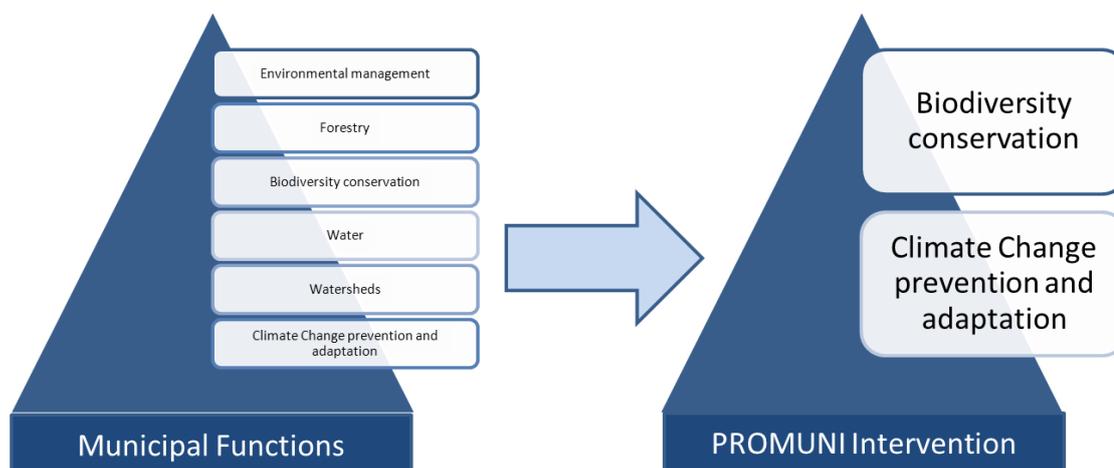
What Is the Tool for Defining a Participatory Municipal Environmental Agenda?

This tool intends to reach political decision-makers, municipal technicians, and leaders of indigenous organizations. It explains the outreach of the environmental legal framework linked to municipal management to support the definition of a environmental agenda and a participatory plan in environmental issues. It contains the following parts:

1. Analysis of the Ecuadorean legal and institutional framework for environmental management: The analysis emphasizes citizen participation and intercultural integration. It constitutes the legal baseline of the environmental agenda.
2. Matrix of function and institutional relationships among decentralized autonomous governments and central government: This the core tool for developing a participatory municipal environmental agenda.
3. Environmental management and citizen participation: This is the tool for defining a participatory plan on environmental issues.

The environmental functions that correspond to municipalities are: environmental management, forestry, conservation of biodiversity, water (potable and wastewater), and climate change (see **Figure 6**).

Figure 6: Municipal environmental functions



3.2 Challenges in Citizen Participation and Oversight

The upcoming national elections (February 2013) and local elections (2014) might alter the citizen participation dynamics in each supported municipality. The challenge that PROMUNI faces in this period is to prevent that mayors and municipalities divert their attention to the political campaigns instead of focusing in the implementation of PDOTs and technically preparing participatory budgets for 2013 and 2014. Mayors and other elected officials may try to plan on a demand-driven basis instead of using the participatory processes that have been implemented. PROMUNI must assist local authorities to implement PDOTs and strengthen SCPCs as the best way to keep their political assets.

3.3 Success Stories in Citizen Participation and Oversight

The most outstanding success story in the implementation of SCPCs is the case of intermunicipal cooperation among the municipalities of Gonzanamá, Quilanga, and Espindola. Gonzanamá, with PROMUNI TA, developed expertise in applying the tool for prioritizing projects. This tool also was introduced in the municipalities of Quilanga and Espíndola with the help of Gonzanamá planning officials. PROMUNI keeps track of the implementation, but now the main responsibility for carrying it out lies with the municipalities. These three municipalities continuously share experiences and capacities to prepare investment projects, priority matrices, and multiyear investment plans; these tools are prerequisites to the preparation of participatory budgets.

4. Result 3: Increased Transparency

4.1 Progress in Transparency

Task 1: Enhance citizen oversight

For the Transparency component, PROMUNI staff emphasized the link between (1) municipal systems for citizen participation and (2) citizen oversight. The implementation strategy calls for creating citizen oversight committees as derivatives of the municipal assemblies. To this end, PROMUNI visited the municipalities whose assemblies would gather in the short term, to meet with various officials in the context of participatory planning. All supported municipalities now are aware of the need to complete the circle of citizen participation and oversight by including oversight committees as part of the municipal participation systems.

Nonetheless, the supported municipalities recognized that they still needed to focus on strengthening their participatory planning systems. For example, most municipal assemblies took place and PDOTs were presented during the second quarter, but these events diverted the attention of municipal assemblies so that they could not resolve the nomination of candidates for oversight committees in supported municipalities. However, PROMUNI continued developing the set of tools for creating oversight committees. The tools are models of:

- A document for convening the municipal assembly to create citizen committees to oversee the execution of the PDOT and municipal budgets.
- A municipal assembly resolution creating the citizen committees and nominating members.
- Proceedings of the municipal assembly meeting.

During the last quarter of FY2012, PROMUNI again approached the national Council for Citizen Participation and Oversight (CPCCS) after its President changed on September 20, 2012. Several meetings took place with the CPCCS to plan joint activities for the next fiscal year. Following the general strategy of working within national policies, PROMUNI and CPCCS will jointly train local authorities and citizens on citizen oversight committees as one of the mechanisms for supervising and controlling local public administration. This training aims at enabling citizens and municipal officials to track and partake in the decisions of the municipalities.

As part of the agreements reached with the CPCCS, the tools mentioned above were grouped into a single draft working document along with the procedures and protocols to create oversight committees. This newly developed document conforms to the Ecuadorean laws and will be disseminated among local governments as a guide for implementing these processes.

Task 2: Promote municipal transparency

PROMUNI continued supporting transparency processes in municipalities by aiding in the preparation of the accountability reports given by the mayors to local assemblies. The TA provided comprised compliance with the Organic Law on Transparency and Access to Public Information (LOTAIP), especially in publishing financial information; TA for mayors' accountability reports; and guidance for preparing the presentations and publications for accountability reports. Two mayors gave accountability reports during the first three quarters of this year. In the last quarter of FY2012, PROMUNI supported the municipalities of Cascales, Gonzalo Pizarro, Shushufindi, Cuyabeno, Sucumbíos, Urcuquí, Espejo, Montúfar, Huaca, Esmeraldas, and Gonzanamá in the delivery of their accountability reports. These reports were presented to the citizenry as part of the citizen oversight mechanisms defined by law. These municipalities convened their local citizen assemblies as the highest body for citizen participation. Mayors presented their reports, which described planned and completed activities as well as the budgetary performance of the municipalities. PROMUNI ensured that the reports and publications met the guidelines set forward by the CPCCS.

Based on the experience gained through the TA provided to municipalities, PROMUNI, during the last quarter, began developing a



Nelson Félix, Mayor of Urcuquí, presents his accountability report

guide for preparing and delivering accountability reports. This guide is based on the one prepared by the CPCCS but with more practical and hands-on approaches.

The implementation of the LOTAIP suffered a setback in that the Technical University of Loja (UTPL) was not able to deliver an implementation proposal that fulfilled PROMUNI's expectations from both a technical and a financial viability perspective. Nonetheless, supported municipalities have progressed in the implementation of web pages, which is a requisite for starting the process of complying with the LOTAIP (see list in **Table 2**). AME also provided the standard formats they had developed for collecting and presenting the transparency information on the municipal web pages. The final implementation of this process will occur during the third year of PROMUNI.

Table 2: Municipal web pages

Municipality	Province	Web Page
Esmeraldas	Esmeraldas	www.municipioesmeraldas.gob.ec
Rioverde	Esmeraldas	www.rioverde.gob.ec
Atacames	Esmeraldas	www.municipiodeatacames.gob.ec
Tulcán	Carchi	www.gmtulcan.gob.ec
Montúfar	Carchi	www.gobiernomontufar.gob.ec
Mira	Carchi	www.mira.gob.ec
Huaca	Carchi	www.huaca.gob.ec
Gonzanamá	Loja	www.gonzanama.gob.ec
Quilanga	Loja	www.quilanga.gob.ec
Jipijapa	Manabí	www.municipiojipijapa.gob.ec
Paján	Manabí	www.pajan.gob.ec
Urcuquí	Imbabura	www.municipiourcuqui.gob.ec
Ibarra	Imbabura	www.ibarra.gob.ec
Pimampiro	Imbabura	www.pimampiro.gob.ec/
Lago Agrio	Sucumbíos	www.lagoagrio.gob.ec
Cascales	Sucumbíos	www.cascales.gob.ec
Cuyabeno	Sucumbíos	www.municipiocuyabeno.gob.ec
Shushufindi	Sucumbíos	www.shushufindi.gob.ec

Task 3: Improve procurement processes

Improvements in procurement processes were based on training during this second year. Mayors from the northern municipalities and officials from all supported municipalities received training in the legal framework of the National System for Public Procurement (SNCP), preparation of annual procurement plans, and the implementation of the model manual on public procurement processes. By providing this training, PROMUNI ensured that the municipal officials would have enough background for implementing the internal public-procurement process in each municipality and that the officials would be ready to pursue further, more specialized and practical training.

Success Story: The Model Manual on Public Procurement Processes

The Model Manual for Public Procurement Processes is a management tool developed to facilitate the implementation of clear procedures and administrative structures for managing complex procurement processes. It describes the steps and activities that occur in each procedure for each phase of the procurement processes in the procurement regimes defined by the INCOP. The two procurement regimes are *general* and *special* (emergencies and communications). This tool contains model instruments for tailoring the process manual and function definitions in a manner that complies with the regulations issued by the Ministry of Labor Relations. Finally, the tool provides model resolutions for implementation in any given municipality and for each step involved in procurement processes.

After the training workshops for the implementation of this tool, PROMUNI received very positive comments as to its pertinence and ease of use.

The model manual on public procurement processes for municipalities was trialed in the municipality of Tulcán. With this experience, the model manual was enriched and sent for revision by the National Institute for Public Procurement (INCOP).⁵ Later, the municipalities of Paján, Puerto López, Jipijapa, Quilanga, and Gozanamá received training in the contents and adaptation process from the model manual, and started implementing it. By the end of FY2012, one tailored, municipal-specific manual had been implemented (Tulcán), and two draft manuals (Jipijapa and Paján) were receiving their final review prior to implementation them. The municipality of Gonzanamá had recently implemented a process manual for all municipal processes and the tool provided by PROMUNI will help them to reexamine the procurement processes they had defined and to improve their manual. In summary, two municipalities (Tulcán and Gonzanamá) have procurement process manuals and four municipalities (Paján, Puerto Lopez; Jipijapa, and Quilanga) are in the process of implementing the manual. Under this same task, two workshops are planned for the next quarter for training officials from the municipalities in Sucumbíos, Imbabura, Carchi, and Esmeraldas.

4.2 Challenges in Transparency

The main challenge for the Transparency component is that 2012 has been a year of preparation for the February 2013 national elections. Mayors and other municipal authorities are reluctant to implement oversight committees because of the fear of their being used against them for the elections. This has delayed the implementation of oversight committees. The renewed contact with the CPCCS should improve the opportunities for furthering the creation of oversight committees.

4.3 Solutions and Success Stories in Transparency

The implementation of the process manual for public procurement picked up momentum in the last quarter of FY2012. Municipal officials from Tulcán, Quilanga,

⁵ Comments from INCOP on the model manual were received and corrections were introduced. The final document will be published in the first quarter of FY2013.

Gonzanamá, Puerto López, and Paján clearly saw the benefit of implementing procurement based on the procedures outlined in this tool. They concluded that this manual may reduce variability, confusion and mistakes in the execution of processes. After the workshops, they started adapting the instrument and most of them had final drafts by the end of September 2012.

5. Grants Fund

During this year, PROMUNI implemented a grants fund for small projects derived from participatory planning processes. These grants will help build confidence in the citizen participation systems. They will aid in the execution of small municipal projects and will enable municipalities to access more funding and leverage from the government, nongovernmental sources, and international cooperation organizations. The grants fund will help reduce the gap between funding needs and sources that support the priorities identified in PDOTs.

PROMUNI conducted two calls for project proposals from supported municipalities. Sixteen municipalities were awarded the grants funding. The projects approved to receive awards from the PROMUNI grants fund are described in *Table 3*. Before the implementation of the grants, which shall start by the end of October 2012, the Mission Director will sign the grant agreements with the municipalities.

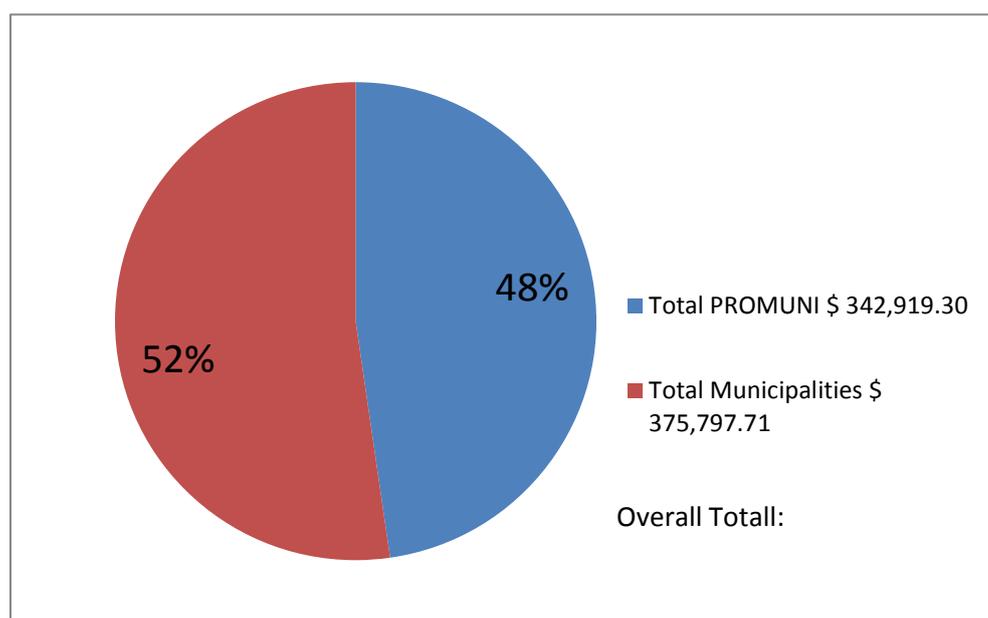
Table 3: Projects approved for grants funding

Municipality	Project	Amount Awarded
Esmeraldas	Procurement and implementation of equipment for improving processes in development planning, in the Planning and Projects Office of the Autonomous Decentralized Municipal Government of Esmeraldas	24,777
Espíndola	Implementation of technological equipment to strengthen the communication strategy of the Municipal Autonomous Decentralized Government of Espíndola	14,179
Gonzanamá	Installation of computer equipment in rural schools in Gonzanamá	24,824
Mira	Installation of equipment for fire station in Mira	24,720
Montufar	Environmental cadaster in the eastern Cordillera life zone in the city of Montúfar	25,000
Atacames	Procurement of a garbage truck for the city of Atacames	25,000
Espejo	Procurement of equipment and furniture for improving citizen services in the municipality	25,000
Jipijapa	Procurement of a small loader for the sanitary landfill	25,000

Municipality	Project	Amount Awarded
Huaca	Studies for the ecological trail La Mariscal-Guanderas Station and a linear park along the Obispo River	25,000
Cascales	Reengineering of administrative processes	18,750
Rioverde	Communication campaign for the potable water project	10,000
Quilanga	Implementation of a basic physical rehabilitation unit	24,999
Urcuquí	Implementation of tourism signage in six parishes of Urcuquí	19,376
Sucumbíos Alto	Equipment for promoting transparency and institutional capacity of the municipality	17,292
Tulcán	Development of indigenous life plans	14,000
Bolívar	Feasibility study for an ecotourism corridor	25,000
Total		\$342,919

The overall amount of the projects funded is US\$718,171. The municipal counterpart contribution is US\$375,798, which represents 52% of the total sum of projects. This counterpart contribution is a little higher than PROMUNI's contribution and, in consequence, exceeds the goal of a 25% municipal counterpart contribution (see *Figure 7*).

Figure 7: Grant funding of small municipal projects



6. Monitoring and Evaluation

In the second year of the project, 27 municipalities were supported.⁶ All of these municipalities received some degree of technical assistance from PROMUNI. Because the pace of project implementation varied among the supported municipalities, however, there were noticeable differences concerning progress toward the indicators. Overall progress on indicators is shown in *Table 4*. Progress on indicators in the second year by quarter is found in *Annex A*, and for each supported municipality is found in *Annex B*. It is important to note that, due to the addition of indicators in the modifications to the contract, all indicators were renumbered to ease their management.

Table 4: Progress on indicators

Indicator	Goal Reached FY2011	Goal Reached FY2012 ⁷	Cumulative Goal Reached
1.A: % of total expenditures in municipal budgets that was capital investment	71% Investment Exp: \$25,239,603 Total Exp: \$35,671,765	60% Investment Exp: \$34,206,791 Total Exp: \$57,582,691	64% Investment Exp: \$59,446,394 Total Exp: \$93,254,456
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	10	27	27
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	586 persons; 34% women	451 persons; 36% women	1003 ⁸ persons; 35% women; 4% indigenous
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	101% \$4,577,557	56% \$6,443,062	76% \$11,020,619
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	3	15	15 ⁹
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S.	7	6	12 ¹⁰

⁶ Phase one started in January 2011 with 10 municipalities; another 11 municipalities, constituting the Phase 2, signed their Memoranda of Understanding (MOUs) in July 2011. Five municipalities were added in Phase 3 in January 2012, and Ibarra became the 27th municipality in July 2012.

⁷ The cutoff point for financial indicators (1.A and 1.F) is June 2012 because that is the month in which the books are closed and the figures reported by municipalities. This is because June is the midpoint of the Ecuadorean fiscal year and changes to budgets can be effected at that point. It is also fairly close to the end of the USG fiscal year.

⁸ This figure includes 209 persons from other organizations.

⁹ Municipalities are counted once for this indicator.

¹⁰ 13 services improved in 12 municipalities.

Indicator	Goal Reached FY2011	Goal Reached FY2012 ⁷	Cumulative Goal Reached
Government (USG) assistance			
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	10	12	22
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities ¹¹	N/A	\$384,623	\$384,623
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0% ¹²	100% ¹³	100%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	75	10	115
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	22	22 ¹⁴
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups ¹⁵	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	13	13
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	5	5
2.I: # of indigenous organizations supported by USG assistance	N/A	3	3
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	3	3
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	0%	0%
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0	1	1
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	3	13	14 ¹⁶

¹¹ Indicator approved by USAID in 2nd Amendment/Modification on September 2, 2011.

¹² Budgets are approved in December. This indicator can be verified in the second quarter of PROMUNI fiscal year

¹³ Investment budgets add to US\$39,618,101.

¹⁴ 32 planning tools in 22 municipalities; Include PDOTs and their executive summaries.

¹⁵ Indicators 2.C, 2F through 2.K and 3.D approved by USAID in 3rd Amendment/Modification on April 20, 2012.

¹⁶ 3 municipalities presented annual reports in both years.

Indicator	Goal Reached FY2011	Goal Reached FY2012 ⁷	Cumulative Goal Reached
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	2	2 ¹⁷

Progress on the monitoring and evaluation (M&E) plan also reached the following milestones:

- Important progress occurred on indicators 1.A, 1.C, and 1.F. PROMUNI exceeded expectations for all these indicators.
- Municipal Council Commissions on Equality and Gender were also implemented in supported municipalities. Almost half the supported municipalities created or modified these commissions to adjust to the new legal framework.
- The indicators with little or no progress either were dependent on preconditions, or were not fully met based on the requirements in the indicator definition. Nonetheless, by the end of FY2012, all indicators started to show progress or activities took place that will show progress in the first quarter of FY2013.

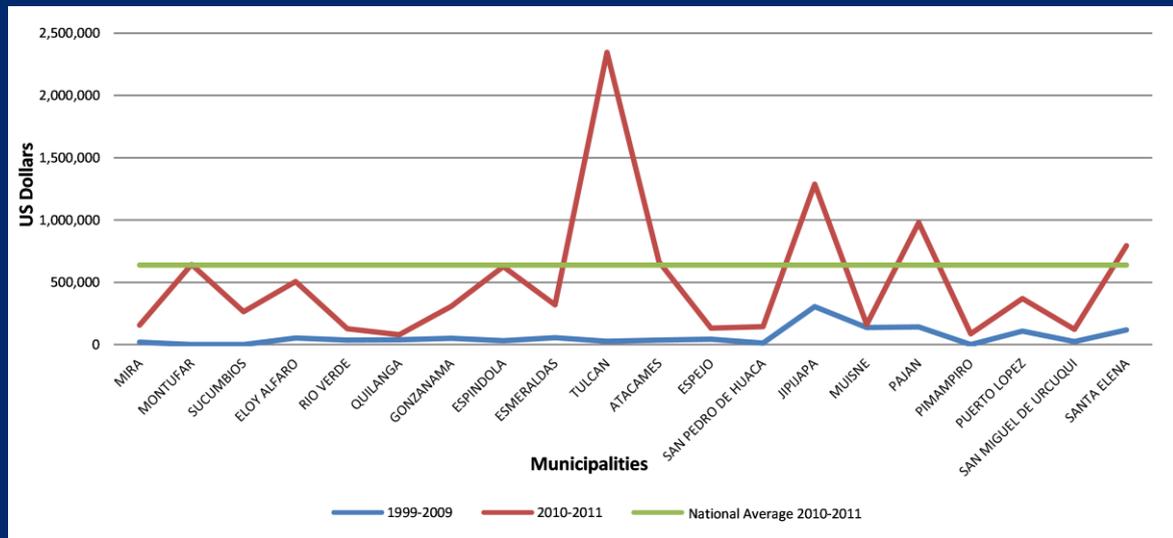
¹⁷ Two additional draft manuals (Jipijapa and Paján) have been received for review.

Success Story: Arrears Collections

One of the main activities supported by PROMUNI for strengthening the financial performance of municipalities is the collection of arrears. This activity, executed during FY2011 and FY2012 in almost all targeted municipalities, has helped them increase available funding and financial sustainability. Through 2007, omitting Quito, Guayaquil, and Cuenca from the calculations (these major cities are outliers and distort the analysis), arrears collection was almost nonexistent in Ecuador (see chart below). Between 1999 and 2007, the average collection of arrears remained flat at US\$93,585. From 2008, arrears collections increased rapidly although they did drop slightly in 2010. This figure rose significantly in the period 2010-2011 to US\$637,832 (increase of 581%).

With respect to PROMUNI-supported municipalities, 20 of them collected an average of US\$62,317 before the PROMUNI intervention. After the TA provided by PROMUNI, these municipalities collected an average of around US\$ 545,730 and they can now pay for 60% of their payroll. This represents an increase of close to 712%, which is a substantially higher rate of increase than the national average; comparatively, in municipalities similar to those supported by PROMUNI, the increase in arrears collection was 591%. Thus, supported municipalities performed better in arrears collection than the national average and the average among similar municipalities.

Other municipalities also increased their arrears collections because the new national-funding distribution formula motivates fiscal efficiency in local governments. However, the rate of collection was lower than that of municipalities supported by PROMUNI.



7. Upcoming Events and Major Activities

PROMUNI anticipates the following events and activities within the first quarter of FY 2013.

7.1 National Events

Tentative Date	Event	Place	Participants
10/4	Presentation of the 2013 best practices prizes and call for applications	Quito	Supported municipalities

7.2 Local Events

Tentative Date	Event	Place	Participants
10/18	Workshop to implement the model manual of public procurement processes	Lago Agrio	Municipalities of Sucumbíos
10/25	Workshop to implement the model manual of public procurement processes	Ibarra	Municipalities of Carchi, Esmeraldas and Imbabura
10/30-31	Presentation of proposed management models for public services	Cuyabeno and Shushufindi	Municipalities of Cuyabeno and Shushufindi
10/30-31	Workshop "Implementation of the empty chair and oversight committees"	Quilanga	Municipality of Quilanga
11/9	Workshop to unify participatory budget methodologies among municipalities	Lago Agrio	Municipalities and Provincial Government of Sucumbíos, STPE, ECORAE, AME
11/14	Internship in Municipal Environmental Policy	Lago Agrio	All municipalities
11/15-16	Workshop "Pact for Climate"	Lago Agrio	All municipalities
11/21-22	Workshop on empty chair and citizen oversight	Cuyabeno	Municipalities of Sucumbíos
11/23	Documentation of unification of participatory budget methodologies	Lago Agrio	Municipalities of Sucumbíos
11/23-24	Internship in solid waste management	Cuenca	Supported municipalities

8. Project Management, Cooperation, and Coordination

8.1 Cooperation and Coordination with Counterpart Organizations

Association of Ecuadorean Municipalities

Even though the high-level management of AME changed during this year, PROMUNI increased its cooperation with this counterpart organization. PROMUNI and AME have agreed upon the participation and attendance of officials and technicians from supported municipalities at the training workshops that AME will conduct according to its June–December 2012 training plan. PROMUNI also assisted AME, together with the National Assembly, in leading the event for the practical evaluation of the COOTAD.

Technical Secretariat for Plan Ecuador

STPE and PROMUNI closely coordinated interventions to establish synergies and complementarity between the organizations. The most outstanding demonstration of

the joint work between STPE and PROMUNI is that supported municipalities have allocated additional funds, derived from improvements in own-source revenue collections, as counterpart resources for investment plans funded by STPE. This result gained the recognition of STPE, which now considers PROMUNI a trusted ally to carry out its mission and work along the north border.

Other institutions

- INCOP reviewed and commented on the model manual for public procurement processes. This tool was later revised according to INCOP's comments and implementation started in supported municipalities.
- IAEN, the official provider of training for public sector officials, delivered several courses to officials from supported municipalities. The courses delivered were in preparing investment projects in SENPLADES's templates, the National System for Public Procurement, and citizen participation and oversight.
- PROMUNI coordinated with the BdE to ensure that supported municipalities meet the requirements for accessing credit from this institution. Some supported municipalities have improved their financial indicators and, with the development of management models for different public services, have obtained credit to improve service infrastructure.

8.2 RTI Short-Term Technical Assistance (STTA) and Program Support

During this year, PROMUNI was visited by two RTI international experts who provided training and support to PROMUNI staff for developing technical assistance tools, administration, and operations.

- Mr. Pereira visited PROMUNI twice during FY2012. From January 30 to February 8, 2012, he evaluated the progress of the institutional strengthening component, provided assistance in multiyear investment budgeting, and advised on the preparation of the interculturality add-on to PROMUNI. From September 9 to 20, 2012, he reviewed PROMUNI's progress, provided guidance in additional funding mechanisms for municipalities such as promissory notes, and provided inputs for the closeout plan.
- Patricia Echeverría provided technical support to PROMUNI related to grants under contracts (management, administration, and compliance) from March 12 to 16, 2012.

8.3 Project Operations and Internal Project Management

PROMUNI underwent several changes in its structure. The integration of the intercultural activities and the work with indigenous groups entailed the recruiting of an expert in indigenous participatory processes. The Deputy Chief of Party, Mr. Renán Larrea, and the Citizen Participation Technical Leader, Mr. Franklin Yalcelga, resigned their posts. PROMUNI used these opportunities to better adjust its structure to the new strategies to be implemented. By the end of FY2012 the core team was completed with Mr. Piñeiros assuming the position of Deputy Chief of Party and Ms. Martha Bazurto becoming the leader for Component 3, Transparency.

The main upcoming challenge for PROMUNI is the 2013 and 2014 elections. These elections may alter the results of TA delivered to municipalities. On one hand, municipal authorities may focus on patronage to increase their voting base. This will take away effectiveness and worthiness from the TA processes executed by PROMUNI. On the other hand, this highly political period may become an opportunity to consolidate the link between citizenry and their municipalities created by SCPCs.

8.4 Communication Strategy

Following the guidelines defined in PROMUNI's branding and marking policy, the project team produced documents to be disseminated among counterparts and supported municipalities. Also continuing with the implementation of PROMUNI's communications plan, the staff developed and updated some tools, such as the website (www.promuni.org) and a monthly newsletter distributed to approximately 800 contacts in municipalities, counterparts, and other institutions that have a relationship with the project.

Besides the aforementioned working documents distributed among counterparts and supported municipalities, PROMUNI has produced promotional and informative materials for the regional offices to maintain the positioning of the project in the field. The project staff assisted with some municipalities' publications, such as like PDOT summaries and accountability report magazines, enforcing the PROMUNI branding and marking policies in all communication materials and knowledge products.

The number of documents and knowledge products continued to grow, especially during the last quarter of the fiscal year. Besides the documents shared with counterparts and other organizations, PROMUNI and AME published two TA tools. The first was the "Tool for the Transition of the Property Registry." The other was a USAID-branded CD with a collection of model ordinances for various areas of municipal management; this collection was prepared by AME.

Practically all requests for proposals and job opportunities are published on the PROMUNI website. This has become the main venue for selecting, hiring, and contracting staff, consultants, and companies to execute administrative or technical tasks.

On the PROMUNI website, the public can also find and download working documents and knowledge products—for example, model ordinances and other publications—created jointly with our counterparts. Additionally, this website was



used to promote the first call for requests to the grants fund, and constantly is used to disseminate information about the project and its results.

With the Citizen Participation component, the communication area coordinated the publication of the Organic Law on Citizen Participation and Social Oversight and the Organic Law on the National Council of Citizen Participation and Social Oversight. Support was also provided in formats and templates for publishing PDOTs.

8.5 Knowledge Management

PROMUNI continued producing methodologies to implement its tools. These methodologies are expressed in working documents that in the third year will become final publications. *Annex C* gives an account of the products and deliverables created through September 2012.

8.6 Coordination and Collaboration with Other International Projects

The inclusion of activities related to indigenous groups and environment required additional coordination with other USAID projects. This coordination was especially relevant in Sucumbíos. PROMUNI met with the Initiative for Conservation in the Andean Amazon; the Corporation for Environmental Management and Law, ECOLEX; and Rainforest Alliance. Specific agreements were reached with these partners to advance actions with indigenous groups and on biodiversity conservation and climate change adaptation.

PROMUNI also aided in the definition of possible interventions with the Development Credit Authority (DCA). Aspects of this coordination included PROMUNI's analysis of the legal feasibility of securitization of future cash flows, through promissory notes, for municipalities; and possible guarantees for debt instruments on projects with cost recovery and assured revenue streams.

PROMUNI coordinated with the USAID project "Costas y Bosques Sostenibles" on communications plans for raising awareness among citizens about the use, care, and conservation of public service infrastructure. The communications plans will be incorporated into work being carried out in the municipalities of Paján and Puerto López with the potable water and wastewater services that they are assuming and implementing.

PROMUNI and OFDA also worked together on promoting the inclusion of risk management in municipal PDOTs. In December 2011, PROMUNI-supported municipalities participated in a OFDA workshop to provide them with examples and guidelines to introduce risk management as a function of municipalities.

Annex A: Progress on PROMUNI Indicators for FY 2012, by Quarter

Indicator	Goal Reached 2011	Goal Reached 2012			
		Q1	Q2	Q3	Q4
1.A: % of total expenditures in municipal budgets that was capital investment	71%	N/A	63%	59%	60%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	10	11	21	27	27
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	586 people; 34% women	133 people; 30% women	89 people; 30% women	138 people; 44% women	57 people; 37% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	101%	N/A	48%	82%	56%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	3	6	2	0	11
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	7	0	0	0	6
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	10	0	2	3	7
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	\$113,501	\$230,526
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	60%	100%	N/A	N/A
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	75	30	0	0	10
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	21	3	8	0

Indicator	Goal Reached 2011	Goal Reached 2012			
		Q1	Q2	Q3	Q4
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	5	13	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	5
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	3
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	3
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0%	0%
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0	0	1	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	3	1	0	1	11
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	1	1

Annex B: Progress on PROMUNI Indicators for FY 2012, by Municipality

Table B-1: Mira

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	83%	N/A	86%	46%	66%	74%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	25 people; 25% women	1 persona; 0% women	2 people; 50% women	2 people; 50% women	1 persona; 0% women	31 people; 29% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	288%	N/A	140%	21%	30%	159%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	0	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	0	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	\$24.721	0	\$24.721
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	61%	100%	0%	0%	100%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last	0	1	0	0	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
municipal planning cycle						
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	1	1
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	13%	13%	0	0	13%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	1	0	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-2: Montúfar

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	70%	N/A	74%	66%	68%	69%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	23 people; 30% women	2 people; 0% women	2 people; 50% women	1 person; 100% women	1 person; 100% women	29 people; 34% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	54%	N/A	37%	83%	35%	45%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	1	2
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	\$25,000	0	\$25,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	100%	0%	0%	100%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	0%	0%	0%	0%	0%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	N/A	0	0

Table B-3: Tulcán

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	77%	N/A	79%	0%	80%	79%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	13 people; 23% women	0	3 people; 33% women	0	6 people; 33% women	22 people; 30% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	158%	N/A	46%	0%	111%	135%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	0	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	1	0	0	0	2
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$14,000 ¹⁸	\$14,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	1

¹⁸ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	5	5
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	2	2
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	1	1
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	6%	6%	0%	0%	6%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	1	0	1 ¹⁹

¹⁹ Implemented manual temporally not effect because of internal affairs.

Table B-4: Sucumbíos Alto

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	89%	N/A	81%	0%	0%	89%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	19 people; 21% women	1 person; 0% women	4 people; 50% women	3 people; 67% women	0	27 people; 67% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	250%	N/A	163%	0%	-27%	250%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$18.400 ²⁰	\$18.400
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²⁰ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	13%	13%	0%	0%	13%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	N/A	0	0

Table B-5: Eloy Alfaro

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	65%	N/A	64%	36%	45%	55%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	63 people; 41% women	2 people; 0% women	2 people; 50% women	1 people; 0% women	0	68 people; 38% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	44%	N/A	33%	27%	4%	24%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	0	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	13%	13%	0%	0%	13%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-6: Rioverde

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	57%	N/A	N/A	36%	40%	48%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	51 people; 51% women	5 people; 40% women	0	3 people; 67% women	1 persona; 0% women	60 people; 50% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	53%	N/A	36%	-54%	-56%	53%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	0	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	0	\$10,000 ²¹	\$10,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²¹ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	6%	6%	0%	0%	6%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-7: Esmeraldas

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	68%	N/A	63%	52%	48%	58%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	45 people; 24% women	15 People; 33% women	0	0	3 People; 66% women	63 People; 27% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	65%	N/A	20%	89%	75%	70%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	1	2
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	\$24,777,69	0	\$24,777,69 ²²
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²² \$23.438 was reported because the municipal proposal had to be confirmed.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	31%	31%	0%	0%	31%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	1	0	0	0	1	2
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-8: Gonzanamá

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	75%	N/A	84%	78%	70%	73%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	25 people; 20% women	4 people; 25% women	6 people; 50% women	0	0	35 people; 26% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	69%	N/A	45%	21%	66%	68%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	\$24.824	0	\$24.824
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	1	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0	0	0	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	1	1

Table B-9: Espíndola

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	75%	N/A	80%	73%	71%	73%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	12 people; 50% women	0 personas	0 personas	2 people; 0% women	0	14 people; 43% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	252%	N/A	110%	121%	86%	169%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	0	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	\$14.179	0	\$14.179
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	1	1	0	3
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	1	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	13%	13%	0%	0%	13%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-10: Quilanga

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	60%	N/A	84%	78%	52%	56%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	1	1	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	18 people; 22% women	3 people; 33% women	4 people; 25% women	0	1 people; 0% women	26 people; 31% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	157%	N/A	119%	34%	94%	124%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	0	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	1	0	0	0	0	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	1	1	0	0	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$24,999,93	\$24,999,93
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	1	1	0	3
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	1	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	25%	25%	0%	0%	25%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	1	0	0	0	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-11: Bolívar

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	68%	N/A	N/A	78%	N/A	68%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	63 people; 47% women	2 People; 50% women	1 persona; 0% women	2 people; 50% women	0	68 people; 47% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	104%	-11%	34%	34%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	1	0	1	2
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	1	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	1 ²³	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$25.000 ²⁴	\$25.000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²³ It was not reported in FY1 because the municipality is of second phase.

²⁴ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	1	1	0	0	1
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-12: Huaca

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	65%	N/A	55%	62%	66%	66%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	11 people; 36% women	1 persona; 0% women	1 persona; 0% women	3 people; 33% women	1 persona; 0% women	17 people; 30% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	-10%	68%	77%	77%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	1	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	1 ²⁵	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$25.000 ²⁶	\$25.000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	1	0	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²⁵ It was not reported in FY1 because the municipality is of second phase.

²⁶ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0	0	0	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-13: Espejo

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	77%	N/A	77%	62%	69%	72%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	16 people; 13% women	5 people; 0% women	0	1 people; 0% women	2 people; 50% women	24 people; 13% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	53%	-35%	186%	186%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	1 ²⁷	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$ 25,000 ²⁸	\$ 25,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0	0%	100%	0%	0%	100%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²⁷ It was not reported in FY1 because the municipality is of second phase.

²⁸ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	13%	13%	0%	0%	13%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-14: Pimampiro

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	62%	N/A	74%	54%	62%	62%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	13 people; 31% women	1 Person; 0% women	4 people; 0% women	1 person; 100% women	1 person; 0% women	20 people; 25% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	200%	92%	17%	17%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	0	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	75%	75%	0%	0%	75%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	1	0	0	0	1	2
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-15: Urcuquí

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	72%	N/A	74%	71%	N/A	71% ²⁹
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	29 people; 14% women	7 People; 71% women	3 people; 67% women	2 people; 50% women	3 people; 67% women	44 people; 32% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	97%	-16%	80%	80%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	1	0	0	1	2
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	1 ³⁰	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$19.376	\$19.376
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0	0%	100%	0	0	100%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

²⁹ Report through March 2012

³⁰ It was not reported in FY1 because the municipality is of second phase.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	63%	63%	0%	0%	63%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	1	0	0	0	1	2
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-16: Santa Elena

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	72%	N/A	65%	0%	0%	72%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	3 people; 0% women	8 People; 25% women	0 personas	3 People; 0% women	0	14 People; 14% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	21%	0%	0%	0%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	1	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	38%	38%	0%	0%	38%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-17: Puerto López

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	54%	N/A	50%	21%	45%	49%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	34 people; 24% women	17 people; 18% women	8 people; 50% women	1 person; 0% women	3 people; 33% women	63 people; 25% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	38%	167%	209%	209%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	1	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	1 ³¹	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%

³¹ It was not reported in FY1 because the municipality is of second phase.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	0%	0%	0%	0%	0%	0%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-18: Jipijapa

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	35%	N/A	38%	6%	19%	27%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	8 people; 63% women	29 people; 38% women	4 people; 75% women	2 people; 0% women	3 people; 66% women	46 people; 46% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	N/A	16%	-44%	-44%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	1	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$25,000	\$25,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	0	0	0	0

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	56%	56%	56%	0%	0%	56%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-19: Paján

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	34%	N/A	46%	30%	51%	42%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	0	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	8 people; 63% women	12 People; 50% women	1 people; 0% women	2 people; 0% women	1 people; 0% women	24 people; 46% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	0%	N/A	52%	-5%	34%	34%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	0	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	0	0	0	0	1	1
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	0	0	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	0%	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	0	5	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	0	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	0%	0%	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	0	0	1	0	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	0	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	0	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	25%	25%	25%	0%	0%	25%
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	0	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-20: Muisne

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	43%	30%	39%	39%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	6 people; 100% women	10 People; 30% women	3 people; 33% women	0	4 people; 0% women	23 people; 43% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	85%	191%	191%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	0	0	0	1 ³²	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	0	0	0	0	0
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	1	0	0	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	0%	0%	0%	0%	0%

³² It was not reported in FY1 because the municipality is of second phase.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	0	0	0	0	0
2.G: # of municipal councils that have implemented the "empty chair"	N/A	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	0	0
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	0	0	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-21: Atacames

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	58%	39%	57%	57%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	0	1	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	20 people; 40% women	3 People; 0% women	1 people; 0% women	0	0	24 people; 33% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	55%	1121%	70%	70%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	0	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	0	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	0	0	0	1 ³³	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	\$ 25,000	\$ 25,000
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	0%	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	5	0	0	0	0	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	1	0	1	0	2
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	0%	0%	0	0	0

³³ It was not reported in FY1 because the municipality is of second phase.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	0	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	N/A	0	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	0	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	0	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-22: Lago Agrio

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
	Q1	Q2	Q3	Q4		
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	0%	0%	0%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	0	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	4 people; 0% women	19 people; 37% women	6 people; 33% women	29 people; 31% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	0%	0%	0%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	0	1	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	5	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	0	0	0	0
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	0	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	1	1
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	1	1
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0%	0%	0%
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-23: Shushufindi

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
	Q1	Q2	Q3	Q4		
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	83%	N/A	
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	0	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	3 people; 67% women	3 people; 33% women	0	6 people; 50% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	52%	52%	52%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	0	0
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	0	0	0	0
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-24: Cascales

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	48%	48%	
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	0	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	2 people; 0% women	3 people; 100% women	2 persona; 0% women	7 people; 43% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	50%	55%	55%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	1	0	1	2
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	1	1	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	0	\$18.750 ³⁴	\$18.750
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	5	5
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	0	0	0	0
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	0%	0%	0%	0%

³⁴ Costs have to be confirmed with the municipal proposals.

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	0	1	0	1
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	1	1
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	1	1
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0%	0%	0%
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-25: Gonzalo Pizarro

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	83%	83%	
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	0	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	2 people; 0% women	14 people; 14% women	3 people; 33% women	19 people; 16% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	47%	-10%	-10%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	0	0	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	1	1	0	1
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	N/A	N/A
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	0	1	0	1
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	0	0	0	0
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	0	1	1
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	0	0	0
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	0	0	0
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	0	0	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	0	0	0

Table B-26: Cuyabeno

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
	Q1	Q2	Q3	Q4		
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	58%	N/A	
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	0	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	5 people; 0% women	10 people; 40% women	1 person; 0% women	16 people; 25% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	212%	62%	62%
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	0	0	1	1
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	0	0	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	0	0	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	0	0	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	0%	0%	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	0	0	0	0
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	0	0	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	0	0	0	0
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	0%	0%	0%	0%
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	0	1	0	1

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	0	0	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	0	0	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	0	0	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	0	0	1	1
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	0	0	0	0

Table B-27: Ibarra

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
	Q1	Q2	Q3	Q4		
1.A: % of total expenditures in municipal budgets that was capital investment	N/A	N/A	N/A	N/A	0%	0%
1.B: # of subnational government entities that received USG assistance through project activities to improve their performance (standard indicator, Governing Justly and Democratically [GJD] element 2.3)	N/A	N/A	N/A	1	1	1
1.C: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (total; men, women; prioritized groups) (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	10 people; 60% women	10 people; 60% women
1.D: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.E: # of laws, policies, strategies, plans, agreements or regulations addressing climate change mitigation/adaptation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
1.F: % change in own-source revenues in two consecutive periods	N/A	N/A	N/A	N/A	0	0
1.G: # of project-supported municipalities that have established and used a mechanism for routinely providing information on public budget planning and expenditures	N/A	N/A	N/A	N/A	0	0
1.H: # of targeted municipalities that improved access to or quality of at least one service in past year due to U.S. Government (USG) assistance	N/A	N/A	N/A	N/A	0	0
1.I: # of municipalities with integrated systems for collections, cadastre, registry, accounting, budgeting, and reporting (including integration into the Integrated Financial Management System [eSIGEF])	N/A	N/A	N/A	N/A	0	0
1.J: Total amount of funding for rapid-impact or short-term projects executed in targeted municipalities	N/A	N/A	N/A	N/A	0	0
1.K: # of project proposals that have been approved and funded by GOE.	N/A	N/A	N/A	N/A	N/A	N/A
2.A: % of municipal projected investments that are allocated with participatory citizen input	N/A	N/A	N/A	N/A	0%	0%
2.B: # of local mechanisms supported with USG assistance for citizens to engage their subnational government (standard indicator, GJD 2.3)	N/A	N/A	N/A	N/A	0	0
2.C: # of laws, policies, strategies, plans, agreements or regulations addressing biodiversity conservation officially proposed, adopted or implemented as a result of USG assistance	N/A	N/A	N/A	N/A	0	0
2.D: # of project-supported municipalities that used participatory strategic planning tools in their last municipal planning cycle	N/A	N/A	N/A	N/A	0	0
2.E: % of members of citizen oversight committees who are (a) women, (b) from priority-attention (vulnerable) groups, and (c) from indigenous groups	N/A	N/A	N/A	N/A	0	0
2.F: # of municipalities that have implemented a Municipal Council Commission on Gender and Equality	N/A	N/A	N/A	N/A	0	0

Indicator	Goal Reached 2011	Goal Reached 2012				Cumulative Goal Reached
		Q1	Q2	Q3	Q4	
2.G: # of municipal councils that have implemented the "empty chair"	N/A	N/A	N/A	N/A	0	0
2.H: # of project proposals presented by indigenous groups that are included in PDOTs and investment plans	N/A	N/A	N/A	N/A	N/A	N/A
2.I: # of indigenous organizations supported by USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.J: # of ordinances that promote the inclusion of indigenous groups in citizen-participation systems, participatory budgets and plan enacted as result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A
2.K: % change of funds allocated in annual municipal investment plans for biodiversity conservation/management and climate change actions	N/A	N/A	N/A	N/A	N/A	N/A
3.A: # of mechanisms for external oversight of public resource use supported by USG assistance implemented in the past year (standard indicator, GJD 2.4)	N/A	N/A	N/A	N/A	0	0
3.B: # of project-supported municipalities that comply with transparency requirements of the LOTAIP	N/A	N/A	N/A	N/A	0	0
3.C: # of mayors in targeted municipalities who publicly present an annual accountability report	N/A	N/A	N/A	N/A	0	0
3.D: # of supported municipalities that implement process manuals for public procurement	N/A	N/A	N/A	N/A	0	0

Annex C: Knowledge Products and Deliverables

The following table contains a list of knowledge products and tangible deliverables developed up to September 2012.

Component	Fiscal Year	Knowledge Product / Deliverable
Improved Public Management	2011	Base line tool of municipal finance
		Tool for Special Improvement Tax Collection
		Tool for identifying potentials to increase own-sources revenues
	2012	Methodology for Multiannual Investment Planning
		Tool for the Transition of the Property-Registry Function
		Arrears recovery planning
Citizen Participation, Environmental & Interculturality	2011	Management models for municipal services
		Ordinance for Municipal Citizen Participation Systems
	2012	Ordinances to promote intercultural inclusion and citizen participation
		Tools for designing an Environmental, Municipal, Participatory and Intercultural Agenda
		PDOT analysis methodology
		Annual work plan methodology
		Participatory strategic development planning
		PDOT executive summaries
Increased Transparency	2011	Ordinances to create and regulate oversight committees
		Ordinance to create the municipal council commission on gender and equality
	2012	Annual accountability reports
Increased Transparency	2012	Model tools for creating oversight committees
		Model tools for managing public procurement processes in municipalities

Model Ordinance for creating and regulating oversight
committees
