

STRATEGIC OBJECTIVE 13

**ECUADOR NORTHERN BORDER
DEVELOPMENT PROGRAM**

CLOSE-OUT REPORT

December 21, 2009

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CLOSE-OUT REPORT FOR USAID ECUADOR'S STRATEGIC OBJECTIVE 13

Northern Border Development

Background

Name(s), Approval Dates and Coverage of this Strategic Objective (SO).

SO 13 originated as a Special Objective, "The Ecuador Northern Border Special Objective SpO 13", with approval by the LAC Bureau on October 13, 2000. This was to be a 24 month program, covering some 365,000 beneficiaries in the Provinces of Sucumbios, Carchi and northern border municipalities of Esmeraldas Province. SpO 13 was amended in July 2002 to extend it for one year and increase the funding level. In June 2003, SpO 13 was terminated and converted to a full Special Objective 13, (with the same title), to finance activities during FY 2003-2006, and extending the geographic coverage to 1.2 million potential beneficiaries in the 6 provinces of Sucumbios, Carchi, Esmeraldas, Imbabura, Napo and Orellana. This program formally ended in March 2007, with the initiation of a new Alternative Development Program under the Mission's Peace and Security Objective.

Implementing Mechanisms and Partners.

- International Organization for Migration, IOM. (Cooperative Agreement)
- CARE Ecuador (Sub-grant under IOM CA)
- Associates for Rural Development, ARD (Contract-Task Order)
- Constella- Futures Group (Contract-Task Order)
- Imagcom (Subcontract under Constella-Futures)

Funding Amounts and Sources

SpO 13 was initially approved in the amount of \$8,000,000 in USAID funds. The amendment in July 2002 added an additional \$10,000,000. With the approval of the full SO 13 in June 2003 an additional \$60,000,000 was authorized. Therefore, the total amount approved was \$78,000,000, but only \$75.1 million was allowed to the Mission, \$74.8 million from Andean Counterdrug Initiative (ACI) and \$275,000 from Development Assistance (DA).

No specific counterpart funds were required or included in any of the three Contracts and Cooperative Agreements utilized for executing the SO budgets. However, significant funds were leveraged from communities, farmer associations, municipalities, the media and other enterprises that worked with our grantee in implementation. In the case of the IOM Cooperative Agreement it is estimated that at least \$1,000,000 in local government and community contributions were made each year.

In the case of the ARD Contract for productive activities development, local organizations and grantees contributed an estimated \$1,500,000 in labor and materials,

although again, no fixed amount was required or carefully accounted. The Futures Group Contract included a successful effort to obtain free media time, especially from television, valued at over \$500,000 which doesn't include the significant value of GOE promoted public service announcements about the Juntos Alliance during World Cup soccer broadcasts.

Overall Impact at the Strategic Objective and Intermediate Objective (IR)

Level: Results and Key Activities to Accomplish Them.

As noted in the Background section above, this SO originally began as a Special Objective. The SpO was stated as "Improved quality of life of the population living along the northern border—to be measured by the number of beneficiaries in the target region whose lives are improved by participation in access to social and infrastructure services." Four IRs were defined: IR1. Health conditions improved; IR2 Roads and related infrastructure improved; IR3. Civil society strengthened; and IR4 Meeting the needs of displaced persons.

The full description of this SpO Framework and the indicators measured are found in Attachment 1 to this report. With the expansion of the SpO to a full SO in 2003, the new expanded Results Framework (see Attachment 2) was developed. In effect, IRs 1, 2 and 3 became part of a new IR1, "Citizen Satisfaction with Performance of Local Government Institutions Increased" and three new IRs were developed: Increase Licit Income and Employment; More Effective Law Enforcement; More Effective Security on the Northern Border (NB); and Public Awareness of the Threat of a Coca/Cocaine Economy. Each of these are discussed below. It should be noted that while the results under SpO 13 for IRs 1, 2, and 3 can be combined with the discussion of the total SO, covering a 6-year period, a couple of the activities and indicators for civil society strengthening were completely dropped after 2003. One was a somewhat extraneous activity of drug prevention education in schools. Over 25,000 students, teachers and parents were provided drug prevention education. This program was considered more appropriate for Narcotics Affairs Section (NAS) funding under its mandate for drug interdiction and education, and was continued by their program after 2003.

Another activity which was included under civil society strengthening until 2003 was land titling. Restricted to very small numbers of titles in Sucumbios Province, the labor intensive and relatively expensive effort required to deal with the bureaucratic impediments to titling led to dropping this component pending resolution of many these issues at a national level. Only 244 individual titles and 9 indigenous communal titles were obtained by these efforts after a 2-year effort, but the target number of families was met.

Finally, with regard to SpO results, there was a small activity related to support for displaced Colombians, which in 2002 was anticipated to be a major problem in the future due to the intensification of Plan Colombia efforts. While \$100,000 was budgeted to assist in such an effort, only minimal amounts were actually required for a few timely interventions during outbreaks of violence, with the major activity being provision of

water and sanitation for two shelters for displaced persons. With the Government of Ecuador (GOE) and United Nations High Commissioner for Refugees (UNHCR) more active engagement in the problem by 2003, this activity was deemed unnecessary and inappropriate to continue with a refocused SO.

SO 13—Spread of the Andean Regional Coca/Cocaine Economy into Ecuador Constrained.

The indicator of accomplishment of this objective was “No more than 500 hectares of coca cultivated in Ecuador.” The data for measuring this has come from NAS and the Military Group (MILGP) reports, based on GOE data, observations in the field and intelligence reports. Consensus of the Country Team each year since 2002 when reporting began is that this target has been met. Continued vigilance by the Ecuadorian Armed Forces patrols in the north have eliminated small coca plots as they have been uncovered, and no significant increase has occurred from the baseline estimated at less than 500 hectares in 2004. NAS officials interviewed concurred with this assessment.

To further monitor on-going levels of violence, insecurity of the population, performance of government institutions and their perception of the drug issues, annual and monthly surveys of the population were carried out by IOM and the Center for Population Studies and Social Development (CEPAR is the Spanish acronym). This provided valuable public opinion information about the changing perceptions regarding these issues, and was an independent source of monitoring their effects on the population.

IR 1. Citizen Satisfaction with Performance of Local Democratic Institutions Increased; Major Activities and Results.

This IR was implemented for USAID by IOM. It included the provision of social and productive infrastructure, and strengthening of local governments and citizen participation (the latter included the strengthening of civil society organizations as well). Chief among the results of these efforts were the construction of 273 new or improved infrastructure projects in 6 provinces, benefiting 94,200 families. The largest numbers of such projects, 81, were in Esmeraldas Province with some 75,000 beneficiaries. (Note that figures used reflect IOM calculation of 4.5 persons per family—beginning in 2008, this ratio was recalculated using 5 members per family).

The single largest component of this IR was the construction of potable water systems. The target of 123 systems with 264,879 beneficiaries was met (124/269,879). In addition, 46 sanitation systems were built, generally in these same communities that reached 63,301 persons (target for the SO: 44/45,464). The productive infrastructure component included the construction of 74 bridges serving 83,055 people (targets were 72/81,355); irrigation canals (10) and rural roads (12), again meeting targets established for the period 2001-2007. To take advantage of a few targets of opportunity, GOE priority projects were built as well, such as remodeling of a few schools, a hospital ward, three solid waste disposal sites and a retaining wall, all of which met needs in the communities and contributed to the IR objective of building citizen satisfaction.

While immediate satisfaction with new services is important, the long term effective operation of these public works is equally important for maintaining citizen confidence in their local governments. The program addressed this through a comprehensive sustainability strategy which included the creation, legalization and/or training of Community Water Boards (JAAPs), Municipal Technical Units in Water and Sanitation, and education of system users in the conservation of and payment for these services and development of environmental and water quality control vigilance plans that included protection of watersheds. Some 84 JAAPs were strengthened as were 12 Municipal Units and 2000 students in 105 schools were organized in clubs to educate them about conservation of water, as well as its importance in health.

Complimenting the infrastructure program, extensive assistance was also directed at improving local governance by strengthening local governments and increasing the effective participation of civil society and individual citizens in their local governments, from strategic planning to citizen watchdog committees providing oversight to construction projects. These activities began in 2004 through an IOM subcontract to CARE Ecuador and a consortium of several local NGOs and associations of local governments. A total of nine Northern Border (NB) municipalities and 20 Parochial Boards were prioritized for interventions. Local Government (LG) strengthening processes included strategic planning, budgeting, financial management, leadership training for mayors and council members, implementation of catastros, and installation of on-line management information systems.

On the citizen participation front, efforts were concentrated on participatory planning and budgeting processes, and citizen accountability of public officials. Watchdog committees were established in all the municipalities. These committees were particularly involved in monitoring the bidding processes for public works and budget disbursements.

The Mission's major tool for measuring the results of both the provision of new infrastructure and services, as well as better governance practices and citizen participation has been the Democratic Values Survey (DVS) under the direction of Mitch Seligson of Vanderbilt University and the local survey research firm, CEDATOS (Gallup affiliate in Ecuador). A random, valid sample 1500 people in five of the nine municipalities noted above was surveyed in 2004, 2005 and 2007. There was a significant increase in citizen satisfaction and trust in their local governments between 2004 and 2005, which we believe was attributable to the significant efforts and expenditures made in these municipalities. The target was to increase by six points, from 44.9% to 50.9%, while the actual average increase was seven points, to 51.9% satisfaction. Unfortunately, the subsequent survey, conducted in 2007, did not find a uniform trend upward in citizen satisfaction, with the average among these five municipalities dropping to 49.8%, although this is not a statistically significant change, it does not represent an increase. However, two of the five increased substantially and two dropped substantially, demonstrating the need to do a city by city analysis of the causes.

IR.2. Licit Income and Employment Opportunities Increased: Major Activities and Results.

The objective of this IR was to increase income and employment for small and medium farmers in Ecuador's northern border provinces, by strengthening the competitiveness of rural enterprises through improved farm-to-market linkages in selected sectors. The principal mechanism for implementation of this IR was the Pronorte Project implemented by ARD for a total of \$8,542,898. This was to be accomplished by targeting a core group of market-oriented value chain clusters with the greatest potential for value-added production growth and profitability. An additional activity worth over \$700,000 of SO 13 funds was implemented through a 3-year Global Development Alliance (GDA) Project with Yachana Gourmet to increase the incomes of small Amazonian cacao farmers, by improving the sales of cacao-products, through exports. Both from a technical and programmatic point of view, Yachana Gourmet exceeded the intended targets of the USAID/GDA project, including cost-share. Yachana increased its cacao sales, opened and consolidated new marketing channels overseas, improved farm and post-harvest practices, and strengthened farmers organizations benefiting more than 2,000 families. The project also generated more than 500 full time jobs and raised farmers' revenues from an average baseline of \$50 per 100-weight bag of cacao beans to \$75. These results were not included in the Mission's Performance Management Plan (PMP) Indicators for the SO; hence no further discussion of this activity is included in this report. (Further information can be found in Yachana's Final Report cited below).

The Pronorte approach was to identify sectors for which a market existed and for which Ecuador had a competitive advantage. Of the 14 sectors assessed, the four ultimately supported with funding, technical assistance and training were cacao, coffee, avocados and broccoli. The methodology for implementation was to train producers to increase yields through improved cultural practices and improved genetic material. Once production improvements were underway, USAID also helped producers associate to form or strengthen existing collection centers. More than 35 centers were supported of which four became more regional marketing centers, buying and selling farmers' products from a wider region. In these four sectors, by the end of the SO, the approach and implementation methodology improved production sufficiently to raise the income of beneficiaries, had started or supported post-harvest improvements on farms and in the collection centers, and had established improved linkages to commercial markets.

All targets were met and/or exceeded including increases in family income and jobs generated. The project generated over 13,000 full time jobs and more than tripled per family income relative to the baseline. The project assisted about 16,000 families exceeding the target of about 10,000, and more than 33,000 hectares, were converted to productive licit use, well over the 21,000 hectares set as the target. During the one-year extension, the project developed and strengthened eight farmers' enterprises, assuring their sustainability and promoting the creation of full time jobs and the increase of family

incomes. These enterprises are still operating and at least six have the potential to keep doing business during the next five to ten years.

Seven indicators were required for each sector supported: number of beneficiaries; annual sales; yield / hectare; new investments; gross annual income per family; net annual income per family; and employment generation. Broccoli was successful but for a limited number of 110 beneficiaries. Each beneficiary earned \$2,714 per year, up from the baseline estimate of \$250 per year, but less than the target of \$3,872 per year. Avocado producers met their targets for sales, income and employment, but missed their targets on number of beneficiaries and the yield / hectare.

The best results came from cacao and coffee, where the estimated number of producers trained by project end was 9,480 for cacao (131 % of the target) and 2,700 for coffee (113 % of the target). In addition, there is now enthusiasm among producers to implement the training they received to improve yields, to expand their areas of production, and to improve post-harvest handling. Increasing prices paid by buyers for improved product and increasing yields are bringing new income to producers.

IR.3. More Effective Enforcement of Laws Related to Counter-Narcotics

This IR was not a responsibility of USAID, but NAS and its counterparts in the national police and judiciary. NAS financed training and equipping of narcotics police as well as prosecutors to better enforce drug laws. Annual reports of drug seizures and arrests have indicated on-going successful enforcement.

IR.4. GOE Forces More Effectively Defend the Security of the NB.

This IR was the primarily the responsibility of the MILGP working with the Ecuadorian Armed Forces. In fact, several thousand Ecuadorian troops were relocated to the NB region during this period, and numerous new military outposts along the border were constructed and/or reinforced. US assistance to this effort was extensive. By all accounts, coca fields were destroyed, the Revolutionary Armed Forces of Colombia (FARC) bases were destroyed and frequencies of patrols as well as the increased military presence have been a deterrent to the deterioration of security on the border.

IR.5. Ecuadorian Public Recognizes Coca/cocaine Economy as a Problem. Major Activities and Results.

The premise of this IR was that public awareness of and support for activities to deal with this problem was far from sufficient and that the United States Government (USAID, Public Affairs Section (PAS) and NAS) in coordination with the GOE, needed to launch a systematic, empirically based public affairs/communication strategy to educate the public about the threat of the coca economy and inform them of what the USG and GOE were doing to improve conditions in the region. The main activities to achieve this result were through the mass media, public education and outreach. During year one (2005), the media outreach aspect of the campaign had a distribution across

urban and rural areas in the six NB provinces, and in the urban area of Quito. The Juntos media campaign included two major activities: mass media placement of commercials in radio, television and press; and a public relations (PR) effort at the regional level and in Quito. A series of four TV ads, and six radio commercials were broadcast, in addition to three press announcements.

In September 2005, a mass media placement of announcements began airing focused on the Juntos Alliance. In 2006, a series of 12 TV reports, 12 radio reports, one TV commercial, and billboards were produced, as well as postcards through direct mail to inform stakeholders and others about the program. Additionally, the office of the President of Ecuador supported Juntos with TV and radio time and a specially produced TV commercial was shown in prime time to a huge audience in the country during the two weeks of the World Cup soccer championship, while the Ecuador Team played with massive local TV audiences watching. Between July and September 2006, 17 radio stations broadcasted 6,356 Juntos-related advertisements. A strategy was chosen to use optimal radio broadcast locations and times (based on extensive audience data from earlier CEPAR NB Surveys) with the emphasis on the “Good News” and “Together Building a Better Country” slogans.

In Year Two of project activities, increased attention was given to public education and outreach activities, utilizing mass media components and other means. During the second year the Mission urged The Futures Group to rely mainly on local expertise. This course was followed, and the local PR firm Imagcom then developed an internationally award-winning campaign implemented in year two and three with less than \$500,000. Through radio talk shows, dramas, sponsored programs, and paid advertising, the program reached large groups of people in a way that was cost effective and influenced positive outcomes. Other activities that formed the Community Outreach and Education component focused on increasing the frequency of exposure to the “Good News” presented at multiple public inaugurations in communities receiving new bridges, roads and water systems, where the press was always well represented. Coverage of these events and numerous other project events and press conferences, exposed the public to accurate information about the roles of USG and its partners in supporting these efforts.

Quantitative research focusing on the NB provinces and major media centers was carried out over the life of the contract to: identify current opinions and behaviors of the different target audiences; measure progress from an established baseline of indicators related to knowledge, attitudes, and practices (KAP) of key groups concerning key NB issues; measure exposure to and impact of NB focused communication activities; and track changes in public perception of specific NB issues to evaluate success. In January 2006, CEPAR gathered information on knowledge about the “Good News” Communication Campaign and the changing views of the population in the NB region and in general about the social and economic situation in that area. At the beginning of 2006, 3.5% of those interviewed in the NB area knew about the Juntos Alliance; there was a higher knowledge about it in the provinces of Sucumbios (7.5%) and Napo-Orellana (4.5%), and less knowledge in Imbabura and Carchi (between 1.5% and 2.0%). Among the 3.5% who knew about the Alliance, more than a third (36%) of those had heard about Juntos and

knew about or had seen its corporate identity and logo. When asked if they know which organizations are part of the Juntos Alliance, 19% answered positively, with higher levels again in the Amazon region of the border.

On the CEPAR survey, persons were also asked which country(ies) most helped Ecuador promote economic development. Some 41 percent of those interviewed from the NB area believed that the U.S. is the country that helps and has helped the most to promote development in Ecuador. Further evidence that the communication campaign was working is found in the responses of the NB population to the question, “have you heard of USAID’s development projects.” In the 2005 CEPAR survey 27% responded “yes”, while in 2006 the percentage jumped to 37% recognition. In year three a study was funded to augment the general findings of the CEPAR survey. Those who took part in focus group research noted that in previous years the only news coming from the NB region was bad news – of violence, crime, and poverty. Information collected by the research team and their review of press and other media showed that since the end of 2005, there was an increase of about 10 percent in good news compared to the negative news or reporting on violence and crime. The research thus showed that positive reporting was creating a sense of hope and happiness, and recognition of what these organizations and municipalities are doing in relation to both major objectives of the NB communications campaign.

Other qualitative and quantitative research studies, such as focus group discussions, testing communications materials, and large scale community-based opinion surveys were not conducted. The lack of these studies did not diminish the effectiveness of the campaign although it could have improved the communications program. Although these were not done, it did not diminish the effectiveness of the program.

Sustainability.

Of particular concern to the Mission over the life of this SO has been the long-term sustainability of the massive investments in social and productive infrastructure, particularly water and sanitation systems which accounted for the bulk of these investments. From the outset, the primary implementer of these construction projects, IOM, developed a systematic approach to their sustainability. This approach first and foremost was based on the creation and/or strengthening of Community Water Boards to operate and maintain these systems. Evaluations of the key factors in sustainability of these projects throughout Latin America have concluded that these Water Boards are the most essential factor, as they are charged with getting community political and financial support for the whole endeavor. The success in this effort under SO 13 has been virtually unequivocal, with all the Boards operating their systems on a continuing basis, collecting fees to cover costs of operation and maintenance. At the municipal capital level, a complementary strategy was pursued to create or strengthen the management of Municipal Technical Units within the municipal government structure. A key component of this was securing autonomous budgets for water system operation and improving the quality control capabilities of these units. On-going evaluations and field visits have

verified that all the necessary elements from watershed protection to training of operators in the nitty gritty of system maintenance are in place.

Sustainability of the new licit jobs created and enhanced incomes for farmers in the region, has been fomented by adopting the lessons learned under this SO regarding focus on value chains, demand/market driven decision-making and the use of the anchor firm approach. All these lessons are described in the “Lessons Learned” section below. Adopting these under the Mission’s new Peace and Security Objective/Alternative Development Program should further enhance their sustainability over the long run.

Given the importance of reaching wide audiences with counternarcotics messages, a small follow-on contract was made with the local PR firm Imagcom in mid 2008. Even though this contract is under \$100,000 the alliances established, methodologies proven successful and PR events have been continued. Major savings are realized by the elimination of the high cost overheads of a US-based contractor. Further mileage is being obtained by continued good will of program participants, spokespersons, and media contacts negotiated previously. What has become evident in 2008 is the difficulty in sustaining many of the gains made in establishing the Juntos brand—Together for a Better Life in the North, as communications concept under a new GOE Administration which wants to promote a new image of Plan Ecuador with a much higher GOE profile, to minimize the other partners in the continuing endeavors to strengthen the northern border. In the current confrontational environment of the Correa Administration, continuing to pursue the original objective of informing the public about the positive contributions of the USG to Ecuador’s development, and partnerships among equals, will be much more of a challenge.

Lessons Learned

1. Integrated approach is required to address problems in Northern Border.

A large, comprehensive and integrated approach to deal with the multiple threats of a coca/cocaine economy should include infrastructure, local government strengthening, security, law enforcement and a supportive communications program in the original design and not added on in a piecemeal manner afterwards. Because of the staggered approach with regard to the differing start-up times of the components, and multiple implementing organizations, Cognizant Technical Officers (CTOS), and Chiefs of Party, it was difficult to achieve maximum synergy of the components. Alternative Development Programs should clearly contain all the necessary program elements to be comprehensive within one strategic planning framework.

2. Broad definition of problem promoted coordination of activities between USG agencies. Defining the SO in terms of a coca/cocaine problem was outside USAID manageable interests but did promote unprecedented coordination and communication with NAS, MILGP and the Drug Enforcement Administration (DEA) and kept the counter-narcotics issues high on the agenda of both US Embassy and Washington.

3. Demand of products should be taken into account before support to value-chains.

This approach of Intermediate Result 2 was initially designed to develop and strengthen selected clusters. This “cluster approach” called for supporting producers within selected sub-sectors, without any geographic, value chain and/or associative consideration, contradicting the very definition of cluster. A key assumption was that these products had an effective and stable demand and eventually a buyer would purchase them at profitable prices. However, despite the gains in increased productivity and improved quality at the farm and post-harvest stages of the value chain, it was difficult to always find the best market channel for products. USAID learned that TA to strengthen the forward linkages between farmers and processors with buyers and exporters is necessary. The market soon taught that neglecting its signals could be detrimental for businesses. This lesson was fully incorporated into the follow-on NB local business development program, PRODEL, currently being implemented.

4. Exposing farmers to how they link to macro business processes proved useful.

Farmers were motivated to improve their business performance by being shown the entire flow of their products, including terminal markets and final consumers and, more importantly, teaching them simple business and financial management tools. The exposure to and practice of business and entrepreneurial skills proved to be a great motivational force and effective engine for growth and sustainability.

5. Anchor firms are needed to speed up income growth. The business and marketing deficiencies of poor farmers led the project to select an adequate firm within the value chain to anchor USAID assistance to the farmers. These anchor firms have developed strong business relationships with a small number of providers (poor farmers) and the approach to pivot USAID support on these firms offered the opportunity to link more farmers and their families to these anchor firms, extending thus the benefits of USAID assistance and speeding income growth.

6. Construction of water projects should be linked with improved sanitation, and education in hygiene practices. Most health experts agree that to achieve the maximum health improvement benefits from a water and sanitation program, there needs to be not only both interventions in the same community, but also the added component of sanitary education activities, particularly good hand-washing practices. With this in mind, sanitation systems were given higher priority in the latter years of the SO, and a hand washing initiative was begun in the subsequent Alternative Development Program initiated in late 2007. Still however, many of the border communities, where USAID implemented SO 13, have only improved water systems as opposed to these three pillars. It is therefore important that not only new communities targeted in the future have all three, but to the degree possible, missing components need to be addressed in previously targeted communities

7. Local water boards are key to sustainability of water and sanitation

infrastructure. The most likely guarantor of sustainability of water and sanitation infrastructure (assuming involvement of the community in establishing this as a priority),

is the establishment and training of JAAPs in Ecuador. Their role is fully discussed above under “Sustainability.”

8. Political will and leadership is key to sustainability. Improvements in local government functioning and effective citizen participation depend on many factors, but perhaps most importantly political will and leadership at the local level—from mayors to community leaders. If there is no leadership to instill transparency, collect user fees, properly dispose of solid waste, etc. at best, there will be short-run successes, but a lack of sustainability. At the same time, models of transparency in contracting, leadership development and management skills supported by our funding are important contributors to initiating these changes.

9. Polls may not accurately measure impact on popular satisfaction of local government performance. Using opinion polls, on a random basis across entire municipalities does not accurately reflect project impact of citizen satisfaction because of constantly changing attitudes and beliefs. Polls can occur over a period of euphoria over a new water system or during a period of temporary dissatisfaction. Furthermore, attributing changes in citizen satisfaction with local government to one USAID program is a questionable undertaking. Using less costly and more direct measurements of citizen participation and satisfaction at the local level, such as measuring citizen involvement in maintaining water systems, or payment rates, is a lesson worth applying in the future.

10. Local, low-cost, communications expertise is very effective at highlighting USAID support. A multi-faceted, comprehensive communications campaign (IR 5), covering large geographic areas, diverse populations and grounded in empirical behavioral research is inherently expensive. The Mission’s budget for year one was about three-quarters of a million dollars—perhaps an adequate amount if mostly devoted to local costs, but much of this was absorbed by international contractors’ technical assistance, travel and especially fees and overheads. While most observers viewed the Phase I efforts as a success, it was really the result of the intense work of local, low-cost expertise, donated media time and creative use of existing resources in other elements of the Alternative Development (AD) program that allowed this to happen. If local expertise can be identified from the outset and the expertise in house to manage the activity exists, this would be more cost-effective.

11. Strong local alliances are key to encouraging ownership. Take the time and effort to create a strong core alliance. Public-private and public-public alliances were keys to achieving results. The Juntos Alliance was a model of how to be inclusive all the way from the community beneficiaries who gave testimonials, to the highest level decision-makers in USAID and the GOE. Public events where all players on the Northern Border development program participated created a whole that was greater than the individual pieces, adding to the integrated approach to development so important in the AD areas of the northern border. The Juntos Alliance actively engaged not only USAID, PAS, the GOE’s Northern Development Unit (UDENOR), IOM, ARD, Yachana Gourmet and CARE from the NB Strategic Objective funding, but other USAID partners working in

these same geographic areas, such as Chemonics (Caiman Project) and ARD 3d's Municipal Development Program.

12. Providing regular information to the press assists in highlighting USAID support. The importance of good will of the media, all types, national and local cannot be overestimated. The contractor, through its local subcontract, demonstrated the importance of "selling" the Juntos Program objectives and messages to the media, who in turn granted extensive free media time as well as interviews and various news programs, which served as "advertisements" of our activities and their benefits to the people. Assisting the press with media rides to the border areas, providing them with slick, informative audiovisual materials and making sure they covered key high profile project events and inaugurations, assured the massive coverage our program activities sited above.

Performance Indicators Summary—see also Attached PMP Tables

The attached PMP Tables from FY 2004, 05, 06 and 07 include 16 results indicators that were measured during the life of the SO. Here suffice it to say that all but one of the more than 12 indicator targets were met and surpassed. The only shortfall was in the indicator of citizen satisfaction with local government, measured by the Seligson DVS in five municipalities in 2004 and these plus three more in 2005 and 2007. Based on very positive increases in public satisfaction between 2004 and 2005, a target of another 10% increase by 2007 was considered realistic. This proved not to be the case, with only three of the eight municipalities reaching the targeted increase, while in three others there was a significant decline in satisfaction.

Evaluations, Special Studies and Special Audit Findings

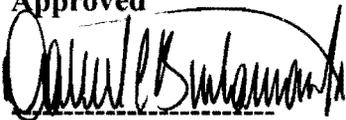
1). GerSONY Evaluation of the NB Program. The original design of the NB activities in 2000 was mainly the result of a field technical study of the entire border area by Robert GerSONY. Two years later, March 2002, GerSONY was contracted to evaluate the initial implementation of activities under the SpO 13; and to propose new activities for the broader SO 13 then under design. His report gave high marks to the program because it was achieving practical, visible and high impact sustainable results based on priorities in the NB region.

GerSONY was particularly positive about the performance of IOM, both technically and in terms of establishing effective coordination and working relationships with communities as well as national ministry officials.

2). RIG Audit Report No. 1-518-04-010-P. As part of its routine annual audit plan for FY 2004, USAID's Regional Inspector General's Office (RIG) in San Salvador, completed a comprehensive program audit of all the activities financed under the NB Program, in particular the IOM-managed infrastructure program, from its inception,

through December 2003. Findings were very positive, especially their conclusion that virtually all projects visited in their sample were declared sustainable, built as planned and with no evidence of any financial issues. Eight of ten activities were fully on schedule to obtain sustainable results as planned. Only the small land-titling and drug education activities were less than 90% completed within schedule. Both of these were subsequently dropped from the program. Meanwhile, the only issue needing correction was a concern for double counting of beneficiaries, since the same people receiving a new water system one year might be counted as new beneficiary of a sanitation system the next year. A revised M & E system was developed that permitted the Mission to avoid this problem, while still counting beneficiaries by type of benefit.

3) Northern Border Income and Employment Project (Pronorte): Lessons Learned Assessment. This study was completed in September 2006, at the end of the Pronorte contract, and funded by the contractor, ARD. The principal lessons learned are covered in section 6 above.

Approved

Daniel Sanchez-Bustamante
A. Mission Director

Disapproved

Daniel Sanchez-Bustamante
A. Mission Director

Attachment 1: Financial Information

Attachment 2: SPO Framework and indicators

Attachment 3: New Expanded Results Framework

Attachment 4: Close Out Reports

--Constella Futures Task Order GHS-I-00-03-00035-00 Final Report titled,
"The Jutnos Alliance and the "Good News Campaign"

-- IOM Cooperative Agreement No.518-A-00-01-00010-00, Informe Final de
Program de Desarrollo de la Frontera Norte, 2001-2007"

--ARD Final Report of Task Order 823 under the RAISE IQC, "Northern Border
Income and Employment Project (Pronorte)"

--ARD Pronorte Project, CTO's Final Report, December, 2008

--Memo to Files: Close Out of Constella Futures Group Task Order, Kenneth Farr,
November 21, 2008

--Yachana Gourmet Final Report "Amazon Cacao Development Alliance (GDA),
September 15, 2006

Names of Key Individuals Involved and contact information.

Kenneth Farr, former CTO, IOM and Futures Group instruments, USAID/E
Edgar Guillen, former CTO, USAID /Ecuador
Sylvana Vasco, Program Assistant for SO 13, USAID/E
Hugo Ramos, former CTO for the ARD Contract, USAID/E
Lourdes Paez, Imagcom, Quito, Ecuador
Pamela Pine, Constella Futures, Washington
Brian Doherty, former NAS Coordinator, currently State Dept. Washington
John Haynes, NAS Coordinator, US Embassy Quito
Former UDENOR Directors Vinicio Jaramillo, Glauco Bustos and Patricio Zambrano (no known address)
Aaron Sherinian, former PAS Quito, currently MCC Public Affairs Director, Dept. of State, Washington

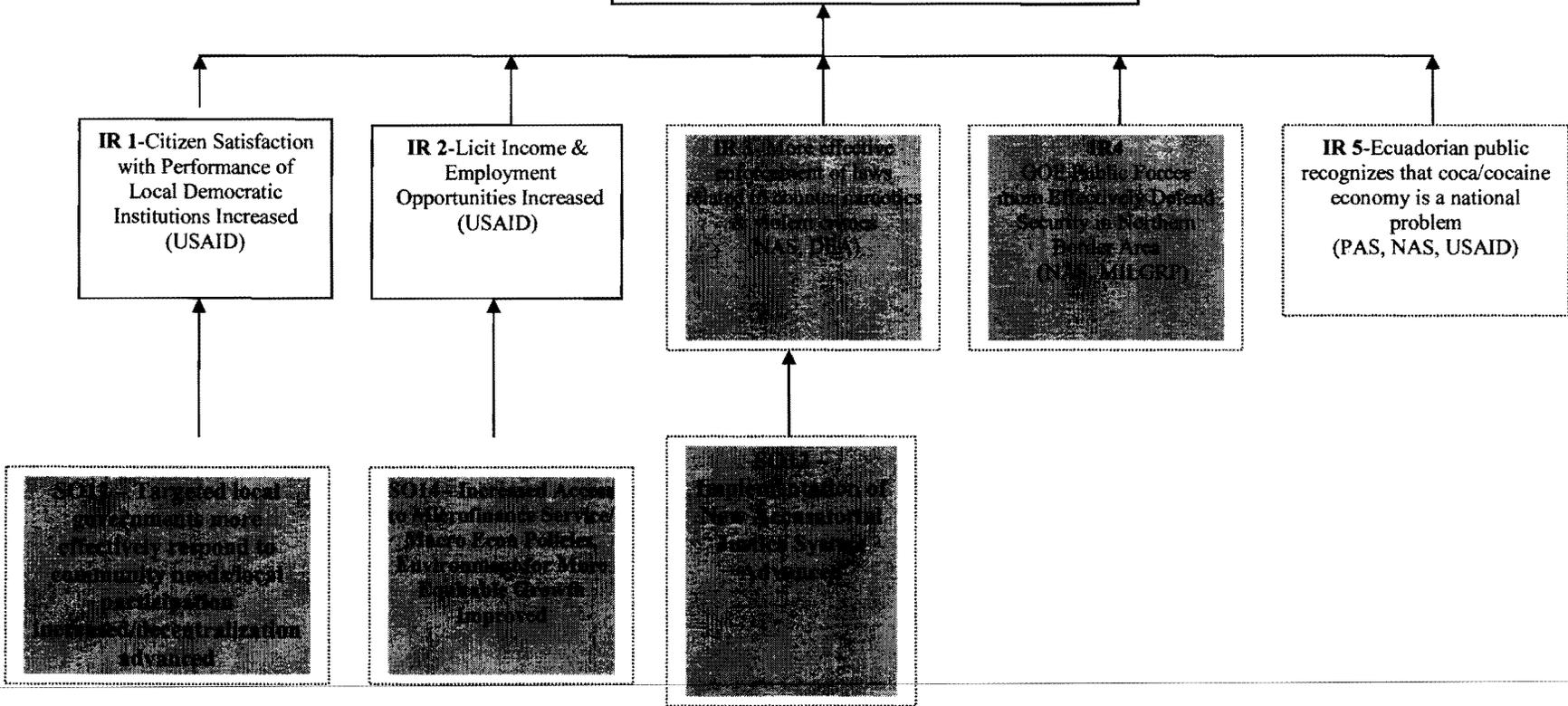
Clearances:

Sergio Guzmán, DGCP		date 7/23/09	12/21/09
Edgar Guillén, DGCP	ID	date 4/24/09	
Hugo Ramos, DGCP	ID	date 5/6/09	
María Cristina Laso, FMO	ID	date 6/15/09	
Paulyna Martínez, SDO	ID	date 6/29/09	

ATTACHMENT 1

ATTACHMENT 2

Strategic Objective 13
 Spread of the Andean Regional Coca/Cocaine
 Economy into Ecuador Constrained
 (USG COUNTRY TEAM)



2001 FWD *

SO 13

NORTHERN BORDER

* 2005 & 2006 Table on course survey of pub. opinion also attached

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.

APPROVED: FEBRUARY, 2003

COUNTRY/ORGANIZATION: USAID/Ecuador

RESULT NAME: SO 13.0 – (a) Spread of the Andean coca/cocaine economy into Ecuador contained.

INDICATOR: Annual gross income per family.

UNIT OF MEASURE: US\$ amount/per family/per year

SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2004

INDICATOR DESCRIPTION:

Annual gross income is measured by the sales of cacao, vegetables (potatoes, broccoli, etc.) and coffee.

The project uses total sales as a proxy to estimate gross income per family, per product (value chain or cluster). Total sales are recorded by individual farmers or associations.

(Cumulative)

Timing – Annually.

COMMENTS:

TARGETS

YEAR	ORIGINAL	REVISED
2003 (B)	394	446
2004	595	423
2005	704	602
2006	950	790

Baseline and annual targets have been adjusted from a calendar year to a fiscal year planning resulting in a reduction of numbers in the equivalent figures to three months of activities (Oct-Dec 04 to adjust to Sep 04).

*The gross income target has been set up at lower level than the baseline reflecting the less than 12-months period of effective field work.

YEAR	PLANNED	ACTUAL
2003(B)		\$446
2004	\$423*	\$428
2005	\$602	NA
2006	\$790	NA
2007	\$1,000	NA
2008	\$1,300	NA
2009	\$1,650	NA
2010(T)	\$2,000	NA

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (d) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of water boards created, legalized, trained and functioning, by category A, B and C (Definition of category A, B and C outlined in comments below)*			
UNIT OF MEASURE: Number of water boards (CUMULATIVE) SOURCE: IOM's Progress Report, July –September, 2004 INDICATOR DESCRIPTION: Timing – Annually. COMMENTS: *A - Well functioning board and water system B - Water system functioning, but with minor administrative problems C - Water system needs repairs Number of water boards is not the same as number of water systems, because in some communities water boards are already functioning well. The Water Boards are elected within the communities	YEAR	PLANNED	ACTUAL
	2002 (B)	0	0
	2003	22	24
	2004	40	37
	2005	55	NA
	2006	65	NA
	2007	70	NA
	2008	75	
	2009	80	
	2010	85	

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.														
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador												
RESULT NAME: SO 13.1 – (e) Citizen satisfaction with performance of local democratic institutions increased.														
INDICATOR: Number of Water Administration Units in municipalities created and/or strengthened														
UNIT OF MEASURE: Number of water administration units (CUMULATIVE) SOURCE: IOM's Progress Report , July – September, 2004 INDICATOR DESCRIPTION: Timing – Annually. COMMENTS: <table border="1"> <thead> <tr> <th rowspan="2">YEAR</th> <th colspan="2">WATER UNITSTARGETS</th> </tr> <tr> <th>ORIGINAL</th> <th>REVISED</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>8</td> <td>9</td> </tr> <tr> <td>2006</td> <td>8</td> <td>10</td> </tr> </tbody> </table> Tulcán added in 2005 Water Administration Units are part of the municipalities.	YEAR	WATER UNITSTARGETS		ORIGINAL	REVISED	2005	8	9	2006	8	10	YEAR	PLANNED	ACTUAL
		YEAR	WATER UNITSTARGETS											
	ORIGINAL		REVISED											
	2005	8	9											
	2006	8	10											
	2003	5	5											
	2004	8	8											
	2005	9	NA											
	2006	10	NA											
	2007	11	NA											
2008	12													
2009	13													
2010	14													

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.0 – (b) Spread of the Andean coca/cocaine economy into Ecuador contained.			
INDICATOR: No more than 500 hectares of coca cultivated in Ecuador			
UNIT OF MEASURE: Number of hectares	YEAR	PLANNED	ACTUAL
SOURCE: NAS, DEA, MilGrp and Antinarcotics Police Reports	2004	<500	<500
INDICATOR DESCRIPTION: U.S. and GOE sources use field surveillance and eradication reports to estimate trends in cultivation. Timing - Annually COMMENTS: Only 5 hectares of mature coca plants found and destroyed in 2004. Sources view this a successful year, no change in cultivation.	2005	<500	NA
	2006	<500	NA
	2007	<500	NA
	2008	<500	NA
	2009	<500	NA
	2010	<500	NA

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (a) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of beneficiaries in the target region whose lives are improved by access to social and productive infrastructure.			
UNIT OF MEASURE: (1) Number of beneficiaries (individuals) (2) Number of families (CUMULATIVE) SOURCE: IOM's Progress Report, July-September, 2004 INDICATOR DESCRIPTION: *In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, USAID/Ecuador and IOM have established procedures to ensure that beneficiaries are not double counted when reporting the overall number of beneficiaries of productive and social infrastructure of the Northern Border Development Program. The number of beneficiaries corresponds to NEW beneficiaries for the whole IOM program for FY-04 (period October 1, 2003 – September 30, 2004). Timing – Annually. COMMENTS: **Target is not being met because planned water, sewerage systems, bridges and one irrigation canal were not completed as of September 30, 2004. Most of this social infrastructure has been terminated within 60 days after close of reporting period.	YEAR	PLANNED	ACTUAL
	2004	41,635*	(1) 25,550** (2) 5,678
	2005	(1) 110,000 (2) 24,444	NA
	2006	(1) 133,435 (2) 29,652	NA
	2007	(1) 153,435 (2) 34,097	
	2008	(1) 171,435 (2) 38,097	
	2009	(1) 186,435 (2) 41,430	
	2010(T)	(1) 196,435 (2) 43,652	NA

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.		COUNTRY/ORGANIZATION: USAID/Ecuador			
APPROVED: FEBRUARY, 2003					
RESULT NAME: SO 13.1 – (b) Citizen satisfaction with performance of local democratic institutions increased.					
INDICATOR: Number of village potable water systems constructed/repaired/expanded in target areas.					
UNIT OF MEASURE: (a) Number of potable water systems (b) Number of beneficiaries (CUMULATIVE)	YEAR	PLANNED		ACTUAL	
	2000(B)	0		0	
	2001	5		4	
SOURCE: IOM's Progress Report , July – September, 2004	2002	24		23	
	2003	36		39	
INDICATOR DESCRIPTION: These systems include those repaired, replaced and totally new. Timing - Annually	2004	(a) 58	(b) 23,225	(a) 52	(b) 13,350
COMMENTS: In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, the number of beneficiaries under this indicator corresponds to NEW beneficiaries for this service for FY-04 (period October 1, 2003 – September 30, 2004). See details below:	2005	86	120,336	NA	
	2006	104	166,422	NA	
	2007	120	207,388		
WATER SYSTEM	2008	130	232,991		
Pacayacu	2009	140	258,594		
Chiritza					
Bolívar Montúfar					
Tobar Donoso					
El Carmelo					
San José – Nispud	2010	150	284,198		
Chumbán Alto					
San Nicolás de Car					
San Lorenzo					
Palma Real					
La Boca					
Urbina					
El Progreso					
Five additional water systems were planned to be completed by September 30, 2004, but were not actually finished until the end of November, 2004, therefore, these systems will not be counted on this reporting period. The water system in Parroquia Urbina was cancelled due to a lack of viable source of water.					
*Beneficiaries previously counted under first phase of the water system					
	YEAR	WATER SYSTEMS TARGETS			
		ORIGINAL	REVISED		
	2005	75	86		
	2006	96	104		

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.

APPROVED: FEBRUARY, 2003

COUNTRY/ORGANIZATION: USAID/Ecuador

RESULT NAME: SO 13.1 – (c) Citizen satisfaction with performance of local democratic institutions increased.

INDICATOR: Number of sewerage systems constructed/repared/expanded in target areas.

UNIT OF MEASURE:

(a) Number of sewerage systems

(b) Number of beneficiaries

(CUMULATIVE)

SOURCE: IOM's Progress Report , July – September, 2004

INDICATOR DESCRIPTION:

Sewerage systems planned and executed include letrinization and piped sewage disposal.

Timing – Annually.

COMMENTS: In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, the number of beneficiaries under this indicator corresponds to **NEW** beneficiaries for this service for FY-04 (October 1, 2003 – September 30, 2004). See details below:

SEWERAGE SYSTEM

BENEFICIARIES

San Miguel	400
10 de Agosto	500
Chilmá Bajo	150
Puerto Libre	300
Avelino Fuertes	1,000
Maldonado	355
Chitacaspi	800

Sewerage system for Patria Nueva was terminated on October, 2004, therefore, this system will be counted under the targets of FY 05.

Sewerage systems for Borbon ad San Lorenzo were postponed due to community agreement that improving potable water systems were of higher priority in 2004.

SEWERAGE SYSTEMS TARGETS

YEAR	ORIGINAL	REVISED
2005	23	17
2006	30	27

The reduction in the targets is because the program needs the completion of some studies and to ensure that beneficiaries of new water systems demonstrate willingness to pay for and operate these services.

YEAR	PLANNED		ACTUAL	
2001(B)		0		0
2002		3		2
2003		4		4
2004	(a) 13	(b) 7,880	(a) 11	(b) 3,505
2005	17	12,197	NA	
2006	27	20,614	NA	
2007	30	23,139		
2008	35	27,343		
2009	40	31,556		
2010	45	35,764		

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (f) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Increased participation of citizens and community organizations in local government management processes (e.g. planning, budgeting, and/or citizen oversight committees in public meetings)			
UNIT OF MEASURE: Percentage of citizens (CUMULATIVE) SOURCE: CARE's Workplan INDICATOR DESCRIPTION: *FY 2005 10% (10 points increase from baseline) increase in citizen participation in 6 municipalities in level 2. **FY 2006 (a) 10% (10 additional points increase from FY 2005) additional increase in first 6 municipalities, and (b) 10% increase in 3 new municipalities Timing – Annually. COMMENTS:	YEAR	PLANNED	ACTUAL
	2004(B)		0%
	2005	10%*	NA
	2006	(a) 20%** (b) 10%	NA
	2007 (T)	TBD	NA

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (g) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of local governments that have implemented or improved at least two services which have been chosen in a participatory manner.			
UNIT OF MEASURE: Number of local governments (CUMULATIVE) SOURCE: IOM's Progress Report/CARE's workplan INDICATOR DESCRIPTION: Services are defined as: water and sanitation systems, solid waste disposal, and/or irrigation systems Timing – Annually. COMMENTS:	YEAR	PLANNED	ACTUAL
	2004(B)		0
	2005	5	NA
	2006	10	NA
	2007	13	
	2008	15	
	2009	16	
	2010	17	TBD

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (h) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Increased legitimacy of 5 northern border USAID-supported municipalities			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
SOURCE: Democratic Values Survey (DVS) Pag. 55, Fig. 3.3 Measures satisfaction with services Pag. 60, Fig. 3.8 Measures trust in municipalities INDICATOR DESCRIPTION: Measured by two sets of benchmarks: Representative sample of citizens in 5 northern border USAID-assisted municipalities expressing: (a) satisfaction with improvements in municipal services, (b) trust in municipal government. Timing -- Annually. COMMENTS: *This is an unweighted average of satisfaction and trust for the 5 municipalities of the program.	2004(B)		(a) 44.9%* (b) 32.3%
	2005	(a) 50.9% (b) 37.3%	NA
	2006	(a) 54.9% (b) 42.3%	NA
	2007 (T)	TBD	NA

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.

APPROVED: FEBRUARY, 2003

COUNTRY/ORGANIZATION: USAID/Ecuador

RESULT NAME: SO 13.2 – (a) Licit income and employment opportunities increased.

INDICATOR: Number of pedestrian and vehicular bridges constructed-repaired.

UNIT OF MEASURE:

(a) Number of bridges

(b) Number of beneficiaries

(CUMULATIVE)

SOURCE: IOM's Progress Report, July – September, 2004

INDICATOR DESCRIPTION:

Timing – Annually.

COMMENTS:

In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, the number of beneficiaries under this indicator corresponds to **NEW** beneficiaries for this service for FY-04 (October 1, 2003 – September 30, 2004). See details below:

BRIDGE	BENEFICIARIES
Nueva Esperanza, Coop. Los Orenses	400
Río Tocachi, El Recreo	200
Aguas Blancas y Río Blanco (2)	550
General Farfán-San Francisco (2)	900
Santa Marianita-Puerto Mestanza (2)	1,200
El Chota (pedestrian)	3,850
El Milagro (vehicular)	1,250
El Guadual (pedestrian)	100
Kennedy San Lorenzo (pedestrian)	6,000
Kennedy San Lorenzo (vehicular)	0*
Colón Eloy (pedestrian)	200
Los Ajos (pedestrian)	300
Lagarto-Las Delicias	1,800
Unidos Venceremos	550

Construction of the following three bridges was not completed on time due to provincial strikes. The following bridges have been constructed by October, 2004 and will be counted in the next reporting period:

Juan Montalvo	1,000
Via San Carlos-Sevilla (2)	520

Two bridges in the Jambeli-Dobuno were cancelled and replaced by bridge Unidos Venceremos, which is already finished.

*Beneficiaries previously counted under bridge built in same community

YEAR	PLANNED		ACTUAL	
2000(B)	0		0	
2001	10		1	
2002	20		16	
2003	22		17	
	(a)	(b)	(a)	(b)
2004	38	18,480	34	17,300
2005	55	52,017	NA	NA
2006	65	63,461	NA	NA
2007	70	69,193		
2008	75	74,905		
2009	80	80,627		
2010	85	86,349		

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.																					
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador																			
RESULT NAME: SO 13.2 – (b) Licit income and employment opportunities increased.																					
INDICATOR: Direct on/off farm employment generated																					
UNIT OF MEASURE: (1) ARD Full time workers (8 hours/day, 5 days/week) (2) OIM Full time workers (8 hours/day, 5 days/week) (CUMULATIVE) SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2004 IOM's e-mail dated November 30, 2004 Report INDICATOR DESCRIPTION: (1) ARD On/off farm employment is measured within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors; (2) OIM Off farm employment is measured by construction workers under OIM CA. Timing – Annually. COMMENTS: The following ARD baseline and annual targets have been adjusted from a calendar year to a fiscal year planning resulting in a reduction of numbers in the equivalent figures to three months of activities (Oct-Dec 04 to adjust to Sep 04). <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3">TARGETS</th> </tr> <tr> <th>YEAR</th> <th>ORIGINAL</th> <th>REVISED</th> </tr> </thead> <tbody> <tr> <td>2003 (B)</td> <td>8,531</td> <td>7,435</td> </tr> <tr> <td>2004</td> <td>9,297</td> <td>8,308</td> </tr> <tr> <td>2005</td> <td>9,285</td> <td>10,284</td> </tr> <tr> <td>2006</td> <td>10,167</td> <td>13,190</td> </tr> </tbody> </table> *During the implementation of the project, refinement of the number and work time of workers in the farms, processing and transportation phases of the value chains –clusters– resulted in a lower number than the target. FOR THIS INDICATOR, USAID/ECUADOR USES THE METHODOLOGY APPROVED FOR THE PART EXERCISE	TARGETS			YEAR	ORIGINAL	REVISED	2003 (B)	8,531	7,435	2004	9,297	8,308	2005	9,285	10,284	2006	10,167	13,190	YEAR	PLANNED	ACTUAL
	TARGETS																				
	YEAR	ORIGINAL	REVISED																		
	2003 (B)	8,531	7,435																		
	2004	9,297	8,308																		
	2005	9,285	10,284																		
	2006	10,167	13,190																		
	2003(B)			7,435																	
	2004	(1&2) 8,308		(1) 7,770* (2) 400																	
	2005	(1) 10,284 (2) 800		NA																	
2006	(1) 13,190 (2) 1,100		NA																		
2007	(1) 15,000 (2) 1,400		NA																		
2008	(1) 16,500 (2) 1,700																				
2009	(1) 18,000 (2) 2,000																				
2010	(1) 19,500 (2) 2,300																				

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.																				
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador																		
RESULT NAME: SO 13.2 -- (c) Licit income and employment opportunities increased.																				
INDICATOR: Number of beneficiary families from Northern Border Program productive activities																				
UNIT OF MEASURE: Number of beneficiary families (CUMULATIVE) SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2004 INDICATOR DESCRIPTION: Families within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors receiving training, TA and/or financial assistance. Timing – Annually. COMMENTS: <table border="1" style="margin-left: 40px;"> <thead> <tr> <th rowspan="2">YEAR</th> <th colspan="2">TARGETS</th> </tr> <tr> <th>ORIGINAL</th> <th>REVISED</th> </tr> </thead> <tbody> <tr> <td>2003 (B)</td> <td>6,413</td> <td></td> </tr> <tr> <td>2004</td> <td>8,026</td> <td>7,667</td> </tr> <tr> <td>2005</td> <td>9,915</td> <td>8,775</td> </tr> <tr> <td>2006</td> <td>11,823</td> <td>9,960</td> </tr> </tbody> </table> Baseline and annual targets have been adjusted from a calendar year to a fiscal year planning resulting in a reduction of numbers in the equivalent figures to three months of activities (Oct-Dec 04 to adjust to Sep 04). *The number of actual beneficiaries is slightly less than the target because some farmers manifested their unwillingness to participate in the project and fulfill some minimum requirements, after they have initially expressed interest.	YEAR	TARGETS		ORIGINAL	REVISED	2003 (B)	6,413		2004	8,026	7,667	2005	9,915	8,775	2006	11,823	9,960	YEAR	PLANNED	ACTUAL
		YEAR	TARGETS																	
	ORIGINAL		REVISED																	
	2003 (B)	6,413																		
	2004	8,026	7,667																	
	2005	9,915	8,775																	
	2006	11,823	9,960																	
	2003(B)			6,413																
	2004	7,667		7,591*																
	2005	8,775		NA																
	2006	9,960		NA																
2007	12,000		NA																	
2008	13,500																			
2009	15,000																			
2010	16,500																			

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.																												
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador																										
RESULT NAME: SO 13.2 – (d) Licit income and employment opportunities increased.																												
INDICATOR: Number of hectares of licit crops																												
UNIT OF MEASURE: Number of hectares (CUMULATIVE) SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2004 INDICATOR DESCRIPTION: Number of hectares of new licit crops within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors supported by the Program. For this indicator the Program uses: (1) Records of beneficiaries, either individual farmers or associations; (2) Sampling of plots to verify size and crop. Timing – Annually. COMMENTS: <table border="1"> <thead> <tr> <th></th> <th>BASELINE</th> <th colspan="3">TARGETS</th> </tr> <tr> <th></th> <th></th> <th>2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Cacao</td> <td>13,692</td> <td>14,237</td> <td>17,519</td> <td>20,904</td> </tr> <tr> <td>Vegetables</td> <td>0</td> <td>84</td> <td>272</td> <td>416</td> </tr> <tr> <td>Coffee</td> <td>2,517</td> <td>2,100</td> <td>4,200</td> <td>6,300</td> </tr> </tbody> </table> *The number of hectares of licit crops is lower than the target due to inevitable adjustments: the target was set up based on rapid estimations, while the achieved number on actual measurements.		BASELINE	TARGETS					2004	2005	2006	Cacao	13,692	14,237	17,519	20,904	Vegetables	0	84	272	416	Coffee	2,517	2,100	4,200	6,300	YEAR	PLANNED	ACTUAL
		BASELINE	TARGETS																									
			2004	2005	2006																							
	Cacao	13,692	14,237	17,519	20,904																							
	Vegetables	0	84	272	416																							
	Coffee	2,517	2,100	4,200	6,300																							
	2003 (B)			16,209																								
	2004		16,421	14,534*																								
	2005		21,991	NA																								
	2006		27,620	NA																								
2007		30,000	NA																									
2008		32,000	NA																									
2009		34,000																										
2010		36,000																										

OBJECTIVE: Strategic Objective - Spread of the Andean coca/cocaine economy into Ecuador contained.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.5 – (a) Ecuadorian public recognizes that coca/cocaine economy is a national problem			
INDICATOR: Percentage of nationally representative sample of Ecuadorians who believe coca and cocaine constitute a problem for Ecuador			
UNIT OF MEASURE: Percentage of the population from selected areas SOURCE: CEPAR's survey INDICATOR DESCRIPTION: (a) % of population surveyed saying "Yes" to the question: "is narcotrafficking a problem in Ecuador" (b) % of population in the survey who say "GOE is doing a lot or something about it." Timing – Annually. COMMENTS: FY 2004 baseline data is based on the December 2003 CEPAR's survey. Target for FY 2005 will be measured by the January 2005 CEPAR's survey.	YEAR	PLANNED	ACTUAL
	2004 (B) (Dec, 2003, survey)		(a) 73% (b) 23%
	2005 (Jan, 2005 survey)	(a) 78% (b) 35%	NA
	2006	(a) 80% (b) 50%	NA
	2007(T)	TBD TBD	NA

ALTERNATIVE DEVELOPMENT PROGRAM
(January, 2008)

SO 13 NB Program Indicators
Thru FY 2007

OBJECTIVE: Peace and Security. APPROVED: JULY 2007		COUNTRY/ORGANIZATION: USAID/Ecuador		
PROGRAM AREA: Counter-Narcotics		PROGRAM ELEMENT: Alternative Development and Alternative Livelihoods		
INDICATOR: Annual gross income per family.				
UNIT OF MEASURE: US\$ amount/per family/per year		YEAR	PLANNED	
SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2006 INDICATOR DESCRIPTION: Annual gross income is measured by the sales of cacao, vegetables (potatoes, broccoli, etc.) and coffee. *Target for FY08 is lower than the actual in FY07 because in FY08 the Program will reach a new group of beneficiaries. The project uses total sales as a proxy to estimate gross income per family, per product (value chain or cluster). Total sales are recorded by individual farmers or associations. (Cumulative) Timing – Annually. COMMENTS:		2003(B)	\$446	
		2004	\$423*	\$428
		2005	\$602	\$731
		2006	\$790	\$1,065
		2007	\$1,500	\$1,627
		2008	\$900*	NA
		2009	\$2,000	NA
		2010(T)	\$2,200	NA

OBJECTIVE: Peace and Security. APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (a) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of families benefited by alternative development or alternative livelihood activities in USG – assisted areas			
UNIT OF MEASURE: (1) Number of beneficiaries (individuals) (2) Number of families (CUMULATIVE) SOURCE: IOM's Progress Report, July-September, 2007 INDICATOR DESCRIPTION: *In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, USAID/Ecuador and IOM have established procedures to ensure that beneficiaries are not double counted when reporting the overall number of beneficiaries of productive and social infrastructure of the Northern Border Development Program. The number of beneficiaries corresponds to NEW beneficiaries for the whole IOM program for FY-07 (period October 1, 2006 – September 30, 2007). Timing – Annually. COMMENTS: *Target in the OP for this indicator was 8,000. Target in IOM's work plan is 7,744	YEAR	PLANNED	ACTUAL
	2001		
	2002		(1) 63,561 (2) 14,125
	2003		(1) 108,522 (2) 24,116
	2004	(1) 150,157 (2) 33,368	(1) 134,072 (2) 29,794
	2005	(1) 218,522 (2) 48,560	(1) 225,692 (2) 50,154
	2006	(1) 268,522 (2) 59,672	(1) 371,342 (2) 82,521
	2007	(1) 417,922 (2) 92,871	(1) 423,922 (94,204)
	2008	(1) 458,772* (2) 101,948	NA
	2009	(1) 464,566 (2) 103,237	NA
2010(T)	(1) 471,316 (2) 104,737	NA	

OBJECTIVE: Peace and Security.
APPROVED: FEBRUARY, 2003

COUNTRY/ORGANIZATION: USAID/Ecuador

RESULT NAME: SO 13.1 – (b) Citizen satisfaction with performance of local democratic institutions increased.

INDICATOR: Number of village potable water systems constructed/repaired/expanded in target areas.

UNIT OF MEASURE:

- (a) Number of potable water systems
- (b) Number of beneficiaries
- (CUMULATIVE)

SOURCE: IOM's Progress Report , July – September, 2007

INDICATOR DESCRIPTION: These systems include those repaired, replaced and totally new.

Timing - Annually

COMMENTS: In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, the number of beneficiaries under this indicator corresponds to NEW beneficiaries for this service for FY-07 (period October 1, 2006 – September 30, 2007). See details below:

WATER SYSTEM

BENEFICIARIES

1	La Calumeña	610
2	Cocha Seca	480
3	Santa Rosa del Playon	500
4	Río Pacayacu	360
5	El Ejido - Cumbaltar	600
6	Cristobal Colón	
7	Julio Andrade	4.500
8	Unthal	350
9	Río Verde phase I	5.000
10	5 de Junio	670
11	Chillavi y Guabina	420
12	Rioverde Phase II	3.000
13	Muisne Phase III	1.000
14	Corriente Grande	250
15	El Tigre	200
16	Aguas Blancas	200
17	Calderón Alto	300
18	La Florida	590
19	El Ahuano	500
20	Otavalo	2.600
1	Laboratory for water quality control - San Gabriel	13.100
TOTAL BENEFICIARIES		35.230

The first phase of Cristobal Colon's water system was built during 2004, which benefitted 3.000 inhabitants. This year we do not count any beneficiaries to avoid duplication.

This year the program built a laboratory as an addition to the San Gabriel Water system to monitor water quality in the canton. We count the beneficiaries of the entire canton (excluding those already counted as beneficiaries of other projects) because all communities of the canton test the quality of their water at this facility.

YEAR **PLANNED** **ACTUAL**

2000(B)	0	0
2001	5	4
2002	24	(a) 22 (b) 30,161
2003	36	38 58,255
2004	58	82,287 51 72,397
2005	86	192,733 86 120,862
2006	104	200,862 104 234,649
2007	123	264,879 124 + 1 lab 269,879
2008	134	287,859
2009	142	297,859
2010	150	307,000

OBJECTIVE: Peace and Security.		COUNTRY/ORGANIZATION: USAID/Ecuador																																											
APPROVED: FEBRUARY, 2003																																													
RESULT NAME: SO 13.1 – (c) Citizen satisfaction with performance of local democratic institutions increased.																																													
INDICATOR: Number of sewerage systems constructed/repaired/expanded in target areas.																																													
UNIT OF MEASURE: (a) Number of sewerage systems (b) Number of beneficiaries (CUMULATIVE) <hr/> SOURCE: IOM's Progress Report , July – September, 2007 <hr/> INDICATOR DESCRIPTION: Sewerage systems planned and executed include letrinization and piped sewage disposal. Timing – Annually. <hr/> COMMENTS: In order to comply with the RIG's recommendation made under the Northern Border Development Program Audit, dated October 2, 2003, the number of beneficiaries under this indicator corresponds to NEW beneficiaries for this service for FY-07 (October 1, 2006 – September 30, 2007). See details below: <table border="1"> <thead> <tr> <th>SEWERAGE SYSTEM</th> <th>BENEFICIARIES</th> </tr> </thead> <tbody> <tr><td>1</td><td>Sewage System (SS) Nuevos Horizontes</td><td>680</td></tr> <tr><td>2</td><td>SS Borbón Phase I</td><td>3.000</td></tr> <tr><td>3</td><td>SS Borbón Phase II</td><td>3.203</td></tr> <tr><td>4</td><td>SS San Lorenzo Phase V</td><td>3.000</td></tr> <tr><td>5</td><td>SS Ricaurte</td><td>2.000</td></tr> <tr><td>6</td><td>Basic Sanitary Unit (BSU) Corriente Grande</td><td>250</td></tr> <tr><td>7</td><td>BSU El Tigre</td><td>200</td></tr> <tr><td>8</td><td>BSU Aguas Blancas</td><td>200</td></tr> <tr><td>9</td><td>BSU Cuajara School</td><td>200</td></tr> <tr><td>10</td><td>Solid Waste (SW) Cascales</td><td>1.104</td></tr> <tr><td>11</td><td>SW General Farfán</td><td>1.200</td></tr> <tr><td>12</td><td>SW Rioverde</td><td>3.000</td></tr> <tr><td colspan="2" style="text-align: right;">TOTAL BENEFICIARIES</td><td>18.037</td></tr> </tbody> </table>	SEWERAGE SYSTEM	BENEFICIARIES	1	Sewage System (SS) Nuevos Horizontes	680	2	SS Borbón Phase I	3.000	3	SS Borbón Phase II	3.203	4	SS San Lorenzo Phase V	3.000	5	SS Ricaurte	2.000	6	Basic Sanitary Unit (BSU) Corriente Grande	250	7	BSU El Tigre	200	8	BSU Aguas Blancas	200	9	BSU Cuajara School	200	10	Solid Waste (SW) Cascales	1.104	11	SW General Farfán	1.200	12	SW Rioverde	3.000	TOTAL BENEFICIARIES		18.037	YEAR	PLANNED	ACTUAL	
	SEWERAGE SYSTEM	BENEFICIARIES																																											
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TOTAL BENEFICIARIES		18.037																																											
	2001(B)	0	0																																										
	2002	3	(a) 1	(b) 3,500																																									
	2003	4	4	20,812																																									
	2004	13	28,692	11 24,317																																									
	2005	17	36,514	19 32,809																																									
	2006	34	51,809	34 45,264																																									
	2007	44	45,464	46* 63,301																																									
	2008	53	68,371																																										
	2009	57	72,641																																										
	2010	64	77,000																																										

*This fiscal year 9 sanitation systems were constructed, but we are reporting 12 because in previous years 3 sanitation systems were not counted and reported by IOM.

OBJECTIVE: Peace and Security.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (d) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of water boards created, legalized, trained and functioning, by category A, B and C (Definition of category A, B and C outlined in comments below)*			
UNIT OF MEASURE: Number of water boards (CUMULATIVE) <hr/> SOURCE: IOM's Progress Report, July –September, 2007 <hr/> INDICATOR DESCRIPTION: Timing – Annually. <hr/> COMMENTS: Categories for Water Boards and water systems are classified as follows: A - Well functioning board and water system B - Water system functioning, but with minor administrative problems C - Water system needs repairs Number of water boards is not the same as number of water systems, because in some communities water boards are already functioning well. The Water Boards members are selected within the communities. As of the end of FY 07, 84 water boards were created, legalized and trained. Of the 84 water boards, 77 received monitoring by the program, which categorized them as follows: 73 = A / 4 = B The 7 remaining water boards did not undergo a monitoring process because, after the creation and training process, the program considered that these boards were functioning optimally.	YEAR	PLANNED	ACTUAL
	2002 (B)	0	0
	2003	22	24
	2004	40	37
	2005	55	44
	2006	56	57
	2007	76	84
	2008	89	
	2009	94	
	2010	100	

OBJECTIVE: Peace and Security.		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: FEBRUARY, 2003			
RESULT NAME: SO 13.1 – (e) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of Water Administration Units in municipalities created and/or strengthened			
UNIT OF MEASURE: Number of water administration units (CUMULATIVE) SOURCE: IOM's Progress Report , July – September, 2007 INDICATOR DESCRIPTION: Timing – Annually. COMMENTS: *Water administration units are functioning in Bolívar, Tulcán, San Lorenzo, Eloy Alfaro, Ricaurte, Lago Agrio, Cacaes, Putumayo, Cuyabeno, La Bonita, Joya de los Sachas, Tena In FY 08, this indicator will be replaced by indicator "Number of municipalities strengthened by USG programs", which is a common indicator under the Operational Plan.	YEAR	PLANNED	ACTUAL
	2003	5	5
	2004	8	8
	2005	9	8
	2006	10	10
	2007	10	12
	2008	15	
	2009	18	
	2010	20	

OBJECTIVE: Peace and Security. APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (f) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Increased participation of citizens and community organizations in local government management processes (e.g. planning, budgeting, and/or citizen oversight committees in public meetings)			
UNIT OF MEASURE: Percentage of citizens (CUMULATIVE) <hr/> SOURCE: DVS dated 2005. <hr/> INDICATOR DESCRIPTION FROM FY 2005-2006: (a) 10% (10 additional points increase from FY 2005) additional increase in first 5 municipalities, and (b) 9% increase in 3 new municipalities INDICATOR DESCRIPTION FROM FY 2006-2007: 10% (10 additional points increase from FY 2005 to FY 2007) in the 8 target municipalities Timing – Annually. <hr/> COMMENTS: * Data to measure increase in ‘citizen satisfaction’ will be available from the November 07 Seligson survey.	YEAR	PLANNED	ACTUAL
	2004(B)		0%
	2005	10%	15%
	2006	(a) 20% (b) 10%	NA
	2007 (T)	16.5%	NA*

OBJECTIVE: Peace and Security. APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (g) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Number of local governments that have implemented or improved at least two services which have been chosen in a participatory manner.			
UNIT OF MEASURE: Number of local governments (CUMULATIVE) SOURCE: : IOM's Progress Report , July – September, 2007 INDICATOR DESCRIPTION: Services are defined as: water and sanitation systems, solid waste disposal, and/or irrigation systems Timing – Annually. COMMENTS: The following local governments have improved or implemented at least two services: Joya de los Sachas, Cascales, Putumayo, San Lorenzo, Eloy Alfaro, La Bonita, Lago Agrio, Cuyabeno, Tulcán, Muisne, Río Verde, Tena, Shushufindi, El Coca. In FY 08, this indicator will be replaced by indicator "Number of municipalities strengthened by USG programs", which is a common indicator under the Operational Plan.	YEAR	PLANNED	ACTUAL
	2004(B)		0
	2005	5	5
	2006	8	8
	2007	12	14
	2008	22	NA
	2009	32	NA
	2010	42	NA

OBJECTIVE: Peace and Security. APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.1 – (h) Citizen satisfaction with performance of local democratic institutions increased.			
INDICATOR: Increased legitimacy of 5 northern border USAID-supported municipalities			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
SOURCE: Not available.	2004(B)		(a) 44.9% (b) 32.3%
INDICATOR DESCRIPTION: Measured by two sets of benchmarks: Representative sample of citizens in 5 northern border USAID-assisted municipalities expressing: (a) satisfaction with improvements in municipal services, (b) trust in municipal government. 10% (10 additional points increase from FY 2005 to FY 2007) in 5 target municipalities. Timing – Annually.	2005	(a) 50.9% (b) 37.3%	(a) 52% (b) 42.2%
	2006	(a) 54.9% (b) 42.3%	NA
	2007 (T)	(a) 57.2% (b) 44.4%	49.8 (b) NA
COMMENTS: * Data for satisfaction and trust will be available from the November 07 Seligson survey.			

OBJECTIVE: Peace and Security.		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: FEBRUARY, 2003			
RESULT NAME: SO 13.2 – (b) Licit income and employment opportunities increased.			
INDICATOR: Direct on/off farm employment generated			
UNIT OF MEASURE: (1) ARD Full time workers (8 hours/day, 5 days/week) (2) OIM Full time workers (8 hours/day, 5 days/week) (ANNUAL) SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2007 IOM's Progress Report, July – September, 2007 INDICATOR DESCRIPTION: (1) ARD On/off farm employment is measured within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors; (2) OIM Off farm employment is measured by construction workers under OIM CA. Timing – Annually. COMMENTS: FOR THIS INDICATOR, USAID/ECUADOR USES THE METHODOLOGY APPROVED FOR THE PART EXERCISE	YEAR	PLANNED	ACTUAL
	2003(B)		5,887
	2004	(1&2) 873	(1) 335 (2) 400
	2005	(1) 2,514 (2) 400	(1) 5,844 (2) 671
	2006	(1) 571 (2) 503	(1) 2,517 (2) 477
	2007	(1) 1,600 (2) 300	(1) 4,786 (2) 890
	2008	(1) 2,000 (2) 667	
	2009	(1) 700 (2) 300	
	2010	(1) 700 (2) 300	

OBJECTIVE: Peace and Security.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.2 – (c) Licit income and employment opportunities increased.			
INDICATOR: Number of beneficiary families from Alternative Development Program productive activities			
UNIT OF MEASURE: Number of beneficiary families (CUMULATIVE) <hr/> SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2007 <hr/> INDICATOR DESCRIPTION: Families within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors receiving training, TA and/or financial assistance. <hr/> Timing – Annually. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	2003(B)		6,413
	2004	7,667	7,591
	2005	8,775	7,706
	2006	9,963	12,696
	2007	12,700	15,785
	2008	19,785	
	2009	23,785	
	2010	27,785	

OBJECTIVE: Peace and Security.			
APPROVED: FEBRUARY, 2003		COUNTRY/ORGANIZATION: USAID/Ecuador	
RESULT NAME: SO 13.2 – (d) Licit income and employment opportunities increased.			
INDICATOR: Number of hectares of licit crops			
UNIT OF MEASURE: Number of hectares (CUMULATIVE) SOURCE: ARD/ProNorte's Quarterly Progress Report, July 1-September 30, 2007 INDICATOR DESCRIPTION: Number of hectares of new licit crops within the cacao, vegetables (potatoes, broccoli, etc.) and coffee subsectors supported by the Program. For this indicator the Program uses: (1) Records of beneficiaries, either individual farmers or associations; (2) Sampling of plots to verify size and crop. Timing – Annually. COMMENTS:	YEAR	PLANNED	ACTUAL
	2003 (B)		16,209
	2004	16,421	14,534
	2005	21,991	14,598
	2006	21,322	26,643
	2007	28,600	33,240
	2008	35,240	NA
	2009	37,240	
	2010	39,240	

OBJECTIVE: Peace and Security APPROVED: July, 2006		COUNTRY/ORGANIZATION: USAID/Ecuador	
PROGRAM AREA: Cunter-Narcotics		PROGRAM ELEMENT: Alternative Development and Alternative Livelihoods	
INDICATOR: Number of municipalities strengthened by USG programs			
UNIT OF MEASURE: Number <hr/> SOURCE: IOM Final Report <hr/> INDICATOR DESCRIPTION: Number of municipalities This corresponds to indicator # 3 in IOM's Workplan Timing – Annually by Fiscal Year <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	2007	12 (cumulative)	14
	2008	8 (annual)	
	2009		

OBJECTIVE: Peace and Security APPROVED: July, 2006		COUNTRY/ORGANIZATION: USAID/Ecuador	
PROGRAM AREA: Counter-Narcotics		PROGRAM ELEMENT: Alternative Development and Alternative Livelihoods	
INDICATOR: Increase in citizen satisfaction with local government			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
	2007	10%*	-1%
	2008	NA	
	2009		
SOURCE: OIM Report			
INDICATOR DESCRIPTION: Number of municipalities			
<p>Measured by: Representative sample of citizens in eight border USAID-assisted municipalities expressing: (a) satisfaction with improvements in municipal services,</p> <p>Timing – Annually by Fiscal Year</p>			
COMMENTS:			
<p>*Citizen satisfaction was measured in Eloy Alfaro, Lago Agrio, Putumayo, Cascales, Joya de los Sachas, Rio Verde, Shushufindi and Coca. In average in these municipalities satisfaction decreased from 51.6% to 50.1%. Only in three municipalities (Cascales, Joya de los Sachas and Sushufindi) satisfaction increased by 10% or more.</p>			

OBJECTIVE: Peace and Security APPROVED: July, 2006		COUNTRY/ORGANIZATION: USAID/Ecuador	
PROGRAM AREA: Cunter-Narcotics		PROGRAM ELEMENT: Alternative Development and Alternative Livelihoods	
INDICATOR: Number of new/improved local government infrastructure projects			
UNIT OF MEASURE: Number SOURCE: IOM 's quarterly report July-September Report INDICATOR DESCRIPTION: Number of productive and social infrastructure projects. This indicator reflects the total number for water and sanitation systems, bridges, roads, and any other infrastructure project financed by the Alternative Program. Timing – Annually by Fiscal Year COMMENTS:	YEAR	PLANNED	ACTUAL
	2007	255 (cumulative)	270
	2008	300	
	2009	323	
	2010	353	

OBJECTIVE: Investing in People		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: July, 2006			
PROGRAM AREA: Health		PROGRAM ELEMENT: Maternal and Child Health	
INDICATOR: Number of people in target areas provided with hygiene and health education			
UNIT OF MEASURE: Number		YEAR	PLANNED
		2007	482,605 (cumulative)
SOURCE: IOM and CARE's reports dated July-September and April-September, respectively.		2008	19,280* (annual)
INDICATOR DESCRIPTION: Number of beneficiaries		2009	
<p>Measured by:</p> <p>In 2007 by number of beneficiaries of the Northern and Southern Border Programs.</p> <p>In 2008 by number of beneficiaries of the Alternative Development Program.</p> <p>Timing – Annually by Fiscal Year</p>			
COMMENTS:			
*Target in the OP for this indicator was 22,450. Target in IOM's work plan is 19,280			

OBJECTIVE: Investing in People		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: July, 2006			
PROGRAM AREA: Health		PROGRAM ELEMENT: Maternal and Child Health	
INDICATOR: Percentage reduction in parasitosis and diarrheal diseases			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
	2007(B)	TBD	
	2008	5%	
	2009		
SOURCE:			
INDICATOR DESCRIPTION: Percentage reduction of diseases in the Alternative Development Program areas.			
Timing – Annually by Fiscal Year			
COMMENTS:			

OBJECTIVE: Investing in People		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: July, 2006			
PROGRAM AREA: Health		PROGRAM ELEMENT: Maternal and Child Health	
INDICATOR: Number of people in target areas with improved hand washing			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
	2007	0	
	2008	40,000 (annual)	
	2009		
SOURCE:			
INDICATOR DESCRIPTION: Number of beneficiaries			
Timing – Annually by Fiscal Year			
COMMENTS:			

OBJECTIVE: Investing in People			
APPROVED: July, 2006		COUNTRY/ORGANIZATION: USAID/Ecuador	
PROGRAM AREA: Health		PROGRAM ELEMENT: Water Supply and Sanitation	
INDICATOR: Number of people in target areas with access to improved drinking water supply as a result of USG assistance			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
	2007	372,313	373,265
		Women: 180,614	Women: 183,113
		Men: 191,699 (cumulative)	Men: 190,152 (cumulative)
	2008	17,980	
	Women: 8,414		
	Men: 9,566 (annual)		
	2009		
INDICATOR DESCRIPTION: Number of beneficiaries of water systems			
Measured by: In 2007 by number of beneficiaries of the Northern and Southern Border Programs. In 2008 by number of beneficiaries of the Alternative Development Program.			
Timing – Annually by Fiscal Year			
COMMENTS: *Target in the OP for this indicator was 17,780. Target in IOM's work plan is 17,980			

OBJECTIVE: Investing in People		COUNTRY/ORGANIZATION: USAID/Ecuador	
APPROVED: July, 2006			
PROGRAM AREA: Health		PROGRAM ELEMENT: Water Supply and Sanitation	
INDICATOR: Number of people in target areas with access to improved sanitation facilities as a result of USG assistance			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
	2007	110,292 Women: 53,903 Men: 56,388 (cumulative)	115,245 Women: 57,286 Men: 57,959 (cumulative)
	2008	5,070* Women: 2,410 Men: 2,660 (annual)	
	2009		
SOURCE: IOM and CARE's reports dated, July-September and April-September, respectively.			
INDICATOR DESCRIPTION: Number of beneficiaries of sanitation systems			
Measured by: In 2007 by number of beneficiaries of the Northern and Southern Border Programs. In 2008 by number of beneficiaries of the Alternative Development Program.			
Timing – Annually by Fiscal Year			
COMMENTS: *Target in the OP for this indicator was 4,670. Target in IOM's work plan is 5,070			

ATTACHMENT 3

ANNEX A – RESULTS FRAMEWORK

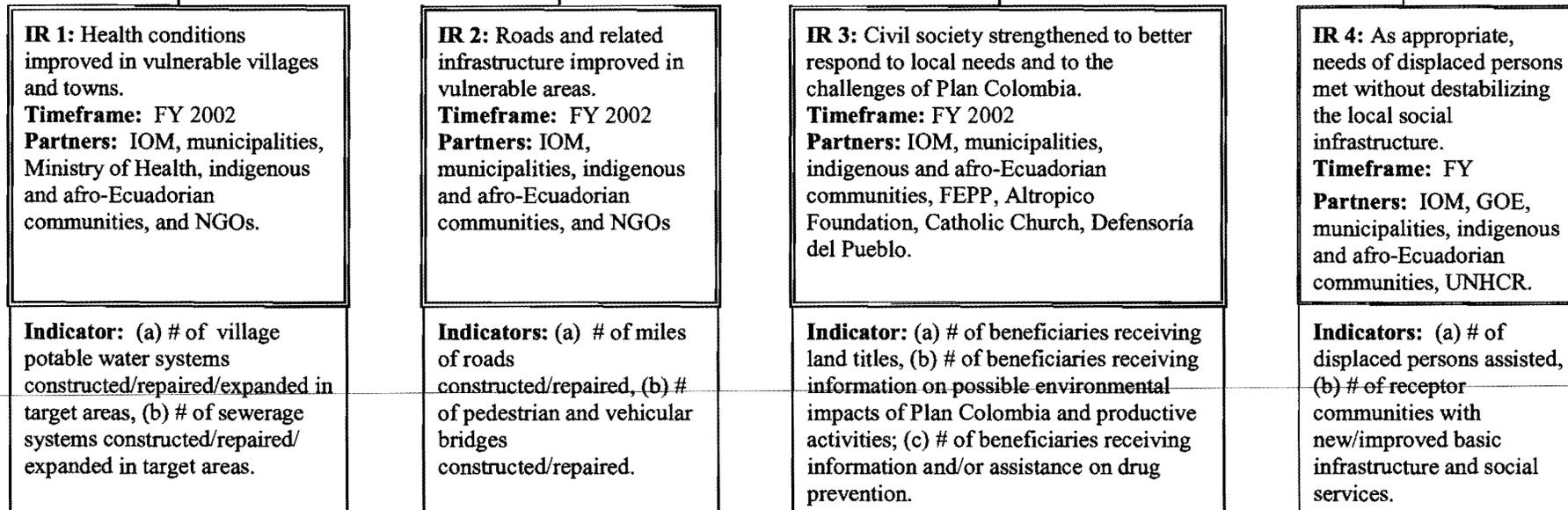
SPECIAL OBJECTIVE 13: ECUADOR NORTHERN BORDER DEVELOPMENT

Special Objective: Improved quality of life of the population living along the northern border

Timeframe: FY 2002

Partners: Ministry of Foreign Relations, International Organization for Migration (IOM), Unidad Ejecutora de Desarrollo de la Región Norte, Ministry of Health, Fondo Ecuatoriano Popularum Progreso (FEPP), Catholic Church Office of Human Rights, Defensoría del Pueblo of Lago Agrio, Altopico Foundation, Awa, Chachi, Cofán, municipalities, NGOs, UNHCR, and other donors.

Indicators: (a) No. of beneficiaries in the target region whose lives are improved by participation in access to social and infrastructure services.



NOTE: IR4 activities will be implemented in the event that a large scale of migration occurs