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**Final Report of the Midterm Review (MTR)
of the CAF- GEF Project:**

**“Development of an Enabling Environment for
Sustainable Businesses Based on the
Native Biodiversity of Ecuador”
(BioNegocios Ecuador)**



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Contract CAF: CW23099 – September-October, 2025

i. Basic information in the Report

- *Name of Project supported by CAF (Development Bank of Latin America and the Caribbean), and financed by Trust Grant of the Global Environment Facility (GEF):*

“Development of an Enabling Environment for Sustainable Businesses based on the Native Biodiversity of Ecuador” – (BioNegocios Ecuador)
- *Project numbers: ID CAF-GEF: 016 - ID GEF: 10219*
- *MTR execution period and Report date: August-October 2025 – 10/25/2025*
- *Country: República del Ecuador*
- *GEF Area / Strategic Program: Biodiversity*
- *Executing Agency/Executing Partner and other Project partners: Fundación Heifer Ecuador – Ministry of the Environment and Energy (MAE)*
- *MTR international consultant: Eduardo Durand.*

Cover photos: Project Document, June 2019 and Project records 2025. Left to right: above, Sumak Mikuy chakra producer; frogs breeding by Wikiri; below: Sumak Mikuy processing plant; presentation of quinoa processed products from COPROVICH..

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Eduardo Durand

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- **Project GEF Core Indicators**
- **MTR Audit Trail**

iv. Acronyms and abbreviations

Abbreviations	English	Spanish
AF	FY – Fiscal Year	<i>Año Fiscal</i>
AGROCALIDAD	Phytosanitary and Zoo Sanitary Regulation and Control Agency	<i>Agencia de Regulación y Control Fito y Zoonosanitario</i>
AM 034 / AM 054	Ministerial Agreement 034 / 054	<i>Acuerdo Ministerial 034 / 054</i>
ARCSA	National Agency for Health Control and Surveillance (Ministry of Health)	<i>Agencia Nacional de Control y Vigilancia Sanitaria (Ministerio de Salud)</i>
ASOBANCA	Association of Private Banks of Ecuador	<i>Asociación de Bancos Privados de Ecuador</i>
ASOMIF	Association of Microfinance Institutions	<i>Asociación de Instituciones de Microfinanzas</i>
Bio Comercio Andino	Andean BioTrade - Facilitation of Financing for Biodiversity-based Businesses and Support of Market Development Activities in the Andean Region project (GEF ID 2391)	<i>Proyecto Facilitación de financiamiento para negocios basados en la biodiversidad y apoyo a actividades de desarrollo de mercados en la Región Andina (GEF ID 2391)</i>
BPA	Good Agricultural Practices	<i>Buenas Prácticas Agrícolas</i>
CAF	Development Bank of Latin America and the Caribbean	<i>Banco de Desarrollo de América Latina y el Caribe</i>
CDP	Project Steering Committee	<i>Comité Director del Proyecto</i>
CdP	Project Coordinator	<i>Coordinador del Proyecto</i>
COA	Organic Environmental Code	<i>Código Orgánico del Ambiente (Ecuador)</i>
CONAFIPS	National Finance Corporation	<i>Corporación Nacional de Finanzas Populares y Solidarias</i>
CORPEI	Popular and Solidarity Finance Corporation	<i>Corporación de Promoción de Exportaciones e Inversiones del Ecuador.</i>
CM-UNORCAC	Export and Investment Promotion Corporation of Ecuador.	<i>Comité de Mujeres de la UNORCAC</i>
CONAFIPS	National Corporation for Popular and Solidarity Finance	<i>Corporación Nacional de Finanzas Populares y Solidarias</i>
COOPGRANACH	Community Agricultural Production Cooperative Andean Grains San Miguel de Chugchilan	<i>Cooperativa de Producción Agrícola Comunitaria Granos Andinos San Miguel de Chugchilan</i>
COPROBICH	Bio Taita Chimborazo Corporation of Organic Producers and Traders	<i>Corporación de Productores y Comercializadores Orgánicos Bio Taita Chimborazo</i>
ECM	Communication specialist	<i>Especialista en Comunicación</i>
EGP	Gender and Participation specialist	<i>Especialista en género y participación</i>
EME	Monitoring and Evaluation specialist	<i>Especialista en monitoreo y evaluación</i>
Fedexpor	Federation of Exporters of Ecuador	<i>Federación de Exportadores del Ecuador</i>
GBFF	Global Biodiversity Framework Fund (GEF)	<i>Fondo para el Marco Mundial sobre la Diversidad Biológica (GEF)</i>
GCF - FVC	<i>Green Climate Fund</i>	<i>Fondo Verde del Clima</i>
GEF-OFPP	GEF Operational Focal Point	<i>Punto Focal del GEF</i>
INABIO	National Biodiversity Institute	<i>Instituto Nacional de Biodiversidad</i>

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INIAP	National Institute for Agricultural Research	<i>Instituto Nacional de Investigaciones Agropecuarias</i>
Jambatu	Jambatu Centre for Research and Conservation of Amphibians	<i>Centro Jambatu de Investigación y Conservación de Anfibios</i>
MAATE	Ministry of the Environment, Water and Ecological Transition (former MAE name)	<i>Ministerio de Ambiente, Agua y Transición Ecológica (nombre anterior del MAE)</i>
MAE	Ministry of the Environment and Energy (new acronym)	<i>Ministerio de Ambiente y Energía (nueva sigla)</i>
MAG	Ministry of Agriculture and Livestock	<i>Ministerio de Agricultura y Ganadería</i>
MEF	Ministry of Economy and Finance	<i>Ministerio de Economía y Finanzas</i>
MPCEIP / MIPRO	Ministry of Production, Foreign Trade, Investments and Fisheries	<i>Ministerio de Producción, Comercio Exterior, Inversiones y Pesca</i>
MIPYMES	Micro, small, and medium enterprises	<i>Micro, pequeñas y medianas empresas</i>
MTR / RMT	Mid Term Review	<i>Revisión de Medio Término</i>
M&E	Monitoring & Evaluation	<i>Monitoreo y Evaluación</i>
OECD / OCDE	Organisation for Economic Cooperation and Development	<i>Organización para la Cooperación y el Desarrollo Económico</i>
NGO / ONG	NGO – Non-Governmental Organization	<i>Organización No Gubernamental</i>
PIF	Project Identification Form	<i>Formato de Identificación de Proyecto</i>
PIR	Project Implementation Report	<i>Informe Anual de Ejecución</i>
POA	Annual Operative Plan	<i>Plan Operativo Anual</i>
PROAmazonia	Comprehensive Amazon Program for Forest Conservation and Sustainable Production	<i>Programa Integral Amazónico de Conservación de Bosques y Producción Sostenible</i>
ProDoc	Project Document	<i>Documento de Proyecto</i>
PROECUADOR	Vice ministry of Export and Investment Promotion	<i>Viceministerio de Promoción de Exportaciones e Inversiones</i>
RNB	National Registry of Bio Endeavors	<i>Registro Nacional de Bioemprendimientos</i>
SESP	Superintendency of Popular and Solidarity Economy	<i>Superintendencia de Economía Popular y Solidaria</i>
TRIAS Sud America	International development organisation	<i>Organización internacional de desarrollo</i>
ToR / TdR	Terms of Reference	<i>Términos de Referencia</i>
ToC / TdC	Theory of Change	<i>Teoría de Cambio</i>
TE	Terminal Evaluation	<i>Evaluación Terminal</i>
IUCN / UICN	International Union for Conservation of Nature	<i>Unión Internacional para la Conservación de la Naturaleza.</i>
UNORCAC	Union of Peasant and Indigenous Organizations of Cotacachi	<i>Unión de Organizaciones Campesinas e Indígenas de Cotacachi</i>
USD	US Dollars	<i>Dólares de Estados Unidos de N.A</i>

1. Executive Summary

1.1 Project Information Table

Project Title:	“Development of an Enabling Environment for Sustainable Businesses based on the Native Biodiversity of Ecuador” – (BioNegocios Ecuador)		
Implementing Agency:	Development Bank for Latin America and the Caribbean - CAF		
Direct Beneficiary:	Ministry of the Environment and Energy - MAE (ex MAATE)		
Executing Institution:	Heifer Foundation Ecuador		
Project Partners	Ministry of the Environment and Energy (MAE); Ministry of Agriculture and Livestock (MAG); Ministry of Production, External Commerce, Investment and Fishery (MPCEIP); Export and Investment Promotion Corporation (CORPEI); Pro-Ecuador; Regulation and Control Agency (ARCSA); Agrocalidad.		
Geographic scope	National		
Participating countries:	Ecuador		
GEF Project ID:	10219	CAF Project ID:	CAF-GEF-016
Focal areas:	Biodiversity	GEF OP #:	
GEF strategic priority/objective:	BD-1-1	Date of GEF approval:	12/14/2021
CAF approval date:	04/22/2022	Date of first disbursement:	
Actual start date:	07/18/2022	Planned duration:	Initial 48 months 60 months (proposed extension)
Expected completion date:	06/30/2026	Actual or expected completion date:	07/17/2027 (including a 12-month extension)
Type of project:	Full-Size Project (FSP)	GEF Allocation (USD):	3,119,266
PPG GEF cost:		PPG co-financing:	
Cofinancing USD:	21,201,297	Coste total USD:	24,320,563
Mid-term review/evaluation (planned date):	06/30/2024	Final Review (actual date):	
Mid-term review/evaluation (current date):	08/28/2025	Nr. of revisions:	1
Date of the last Steering Committee meeting:	01/20/2025	Date of last revision:	04/15/2025
Disbursements to 2025 (USD):	21/11/2022: 256.825,00 12/9/2023: 151.297,18 27/3/2024: 683.154,55 19/3/2025: 778.803,25 TOTAL 1.870.079,98	Financial closing date:	06/30/2025
Date of completion:	06/16/2025	Actual expenses reported to:	06/16/2025
Actual expenditures reported (USD) as of:	Year 1: 600.903,33 Year 2: 674.427,95 Year 3: 421.658,71 Total: 1.696.989,99	Actual expenditures to date:	FY23: 188.936,39 FY24: 468.170,83 FY25: 458.495,90 Total: 1.115.603,12

1.2 Brief description of the Project

The GEF/CAF Project "Development of an Enabling Environment for Sustainable Businesses based on Native Biodiversity in Ecuador" (hereafter 'BioNegocios Ecuador' or 'the Project'), is part of the global recognition and trend of the urgency of preserving the planet's biodiversity in the face of increasing environmental degradation, loss of natural habitats, and the impacts of climate change.

In Ecuador, as a country of mega biological diversity, the Project is part of a series of recent government initiatives, with the support of international cooperation, to reduce and halt the loss of biodiversity, especially of native species. The main causes of this loss are: (i) deterioration and destruction of wild habitat, mainly due to land use change; (ii) pollution from various sources; (iii) overexploitation and unsustainable use of natural resources; (iv) invasive alien species; and, (v) climate variability and climate change.

As noted by ProDoc, solving the full range of problems related to the enabling business environment is beyond the possibilities posed in the Project design, given the scope of interventions that would be required. However, it is hoped that it can help to *"...put in place the legal basis for incentivizing bio-based initiatives, lay the groundwork for cross-sectoral collaboration, and put in place specific actions to address key barriers".¹*

Therefore, the Project aims to: (i) contribute to operationalize the BioTrade aspects of the Organic Environmental Code (COA); (ii) support the Ministry of Environment and Energy (ex MAATE) to develop a robust conceptual framework, and from there build dialogue and inter-sectoral collaboration to incentivize bio-business; and, (iii) implement actions to address some key barriers (basic legal gaps, access to business development training, and credit).

In the long term, the Project would contribute to establishing the basis for sustainable businesses based on native biodiversity as a key tool to address biodiversity loss in a megadiverse country. Overall benefits will be demonstrated through increased protection of native biodiversity, including agrobiodiversity, with population benefits expected to reach 19,000 people. A central element of the Project's strategy is to collaborate closely with four companies whose experience and expertise will be valuable in developing financing mechanisms, appropriate incentives and tools.

The Project defines its objective in the following terms: *"To create basic conditions in Ecuador that facilitate the development of businesses that use biodiversity in a sustainable manner"*. To achieve this objective, the Project is organized into three Components, covering four expected Outcomes:

- **Component 1:**
Enabling conditions for the development of sustainable businesses based on native biodiversity.

 - Outcome 1: *Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.*
 - Outcome 2: *Improved capacities for the development of sustainable value chains based on native biodiversity.*
- **Component 2:**
Increase availability of financing.

¹ Project Document (ProDoc) Project Strategy § 56, page 26.

***Outcome 3:** Financial mechanisms and instruments in support of business ventures based on the sustainable use of native biodiversity.*

- **Component 3:**
Demonstrative pilot interventions..

***Outcome 4:** Optimized demonstration of sustainable supply chains*

The GEF finances the Project through a grant of USD **3,119,266**, through CAF as Implementing Agency, and MAE as beneficiary agency. For this purpose, CAF approved through Executive President's Resolution No. 0273/2022, dated April 22, 2022, a non-reimbursable technical cooperation in favor of MAE with GEF resources to finance the Project, to be executed by the Heifer Foundation Ecuador. In July 2022, the Heifer Foundation signed with CAF the Non-Reimbursable Technical Cooperation Resources Execution Agreement that establishes the terms and conditions of the cooperation between the parties for the development of the Project.

The duration established for the execution of the Project was four years, starting from the endorsement by the GEF and the signing of the ProDoc. The total cost of the Project is USD 24,320,563 and the committed co-financing is USD **21,201,297** (83%), mainly from CAF (USD **11,000,000**) and various public and private entities (USD **10,201,297**). (See **Annex G**).

1.3 Project progress summary

The Project has faced several limitations and delays over time due to unforeseen factors. Among them, governmental changes, including frequent turnover of high level fonctionnaires, and the impact of the health emergency of the Covid-19 pandemic, which impacted productive and operational activities throughout the country, especially in the designated partner entities.

A crucial factor has been the ProDoc's optimistic forecast regarding the time required to establish the innovative regulatory frameworks to be applied to the promotion and testing of the selected bio-businesses and new ventures, in immediate sequence to the new legal framework, which in turn slowed down the process of preparing the financing mechanisms and instruments that were to be the basis for boosting the promotion and advancement of the ventures. In this sense, the call for the successful seed fund contest was a wise measure of the Project as an alternative to advance in the execution of preparatory actions..

In this context, the Project has been adaptive in the face of constraints, and has been able to provide substantive support for the preparation of standards and supporting documents, collaborating with the former MAATE and other stakeholders. The financial execution of the activities to date reflects this effort, with **56%** of the budget executed as of June 2025, and an execution forecast (committed), as of December, of **61%**.

In terms of physical progress in terms of achievements and results, and taking into account the sequential logic of Outcomes in the ProDoc, the scenario is variable, with progress in preparatory training activities and coordination with partners, but with considerable delays in core activities related to regulations and financing, mainly for institutional and governmental policy reasons. As a set of weighted factors, the evaluation of the overall physical progress of the Project is considered - in terms of the GEF methodology - as **Moderately Satisfactory**, with some reservations regarding the impact that the recent merge of the former MAATE with the Ministry of Energy may have on the current MAE.

Despite the current important advances and the Project's support to the governmental normative effort, financial entities and international cooperation, a considerable effort of coordination, innovation and evolution of the legal framework, technologies, and financial mechanisms and instruments in support of enterprises of various scales is still required to articulate and align the necessary convergence of conservation efforts and reduction of biodiversity loss, within the concept of bio-businesses.

This situation calls for consideration of either an extension of the project's implementation, including a review of products, goals, and activities for a Theory of Change adapted to the new situation, and an exit strategy; or, alternatively, the consideration of a second phase, with a revised vision of the current socio-political and socio-environmental reality in the country, to ensure the achievement of results and the project's objective.

1.4 Summary Table of Ratings and achievements

Parameter	MTR Valuation ²	Description of achievement
Project Strategy	N/A	N/A
Project Objective: <i>To create basic conditions in Ecuador that facilitate the development of businesses that use biodiversity in a sustainable manner</i> MS <i>Moderately Satisfactory</i>	Outcome 1: <i>Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity</i> MS <i>Moderately Satisfactory</i>	<i>The Project's efforts to promote and foster institutional arrangements and the corresponding enabling regulations have not been sufficient, primarily due to external factors and force majeure. These efforts did not produce results in time to be applied to subsequent phases of promoting new bio-businesses and facilitating financing appropriate to their scale.</i>
	Outcome 2 <i>Improved capacities for the development of sustainable value chains based on native biodiversity..</i> MS <i>Moderately Satisfactory</i>	<i>The Project assumed that the capacity to develop sustainable value chains would be based on previous institutional arrangements and ad hoc regulations; thus, ProDoc pre-selected enterprises for the demonstration application. Delays in starting the process, difficulties caused by the pandemic health crisis, and the institutional fragility of some of the selected enterprises hindered the Project's efforts.</i>
	Outcome 3 <i>Financial mechanisms and instruments in support of business ventures based on the sustainable use of native biodiversity..</i> MS <i>Moderately Satisfactory</i>	<i>The socio-political context affected the timely establishment and optimization of the regulatory and institutional framework required for bio-businesses, especially those involving native species. There is a parallel discussion about whether or not it is advisable to expand the scope of bio-business promotion on a larger scale with other natural species, versus greater restriction and control based on the conservation of natural areas. Pending these agreements, financial intermediaries</i>

² The Progress Rating Table for Achievement of Outcomes, Project Implementation, and Adaptive Management has the scale referred to in **Annex H**: **HS** = Highly Satisfactory; **S** = Satisfactory; **MS** = Moderately Satisfactory; **MU** = Moderately Unsatisfactory; **U** = Unsatisfactory; and **HU** = Highly Unsatisfactory. In the case of Sustainability: **L** = Likely; **ML** = Moderately Likely; **MU** = Moderately Unlikely; and **UL** = Unlikely. According to:

http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_SP_2014.pdf

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		<i>have deferred immediate interest in introducing ad hoc financing mechanisms and systems. However, there are good prospects for the Green Fund (GFC) program with CAF for Ecuador, which will promote new financing modalities in Ecuador.</i>
	Outcome 4 <i>Optimized demonstration of sustainable supply chains</i> MU <i>Moderately Unsatisfactory</i>	<i>The Project's support for the selected demonstration companies encountered unforeseen difficulties of external origin, which led to adaptive and mitigating measures. The experience will be important for future initiatives and the conclusion phase of the Project, once the regulatory, institutional, and financing issues have been overcome; therefore, an extension of the Project's implementation period is justified.</i>
Project implementation, adaptive management, and M&E..	MS <i>Moderately Satisfactory</i>	<i>The Project's implementation and execution process could be considered satisfactory in terms of achieving its goals, were it not for external setbacks (the pandemic, national socio-political changes, and insufficient time to implement structural changes to the norms). CAF and the Heifer Foundation's capacity and adaptive response to meet the needs that arose, as well as their management of human, technical, and financial resources for adaptive execution, are therefore duly recognized.</i>
Sustainability	L <i>Likely</i>	<i>The sustainability of a biodiversity conservation project should be ensured given the growing socio-environmental importance of the issue at the global level.</i> <i>In Ecuador, the issue is a priority due to the country's mega-diversity, and it is hoped that changes in government policy will not affect this positive trend.</i> <i>However, in terms of institutional and financial sustainability, there is uncertainty and risk due to probable changes in sectoral policies that could affect investment priorities and financing.</i>

1.5 Summary of Conclusions

On the conception of the Project

- The Project's central concept of biodiversity preservation and conservation has been applied to various international initiatives for several decades, alongside ecosystem conservation issues. This trend is the result of growing global concern about environmental degradation and species extinction due to climate change and human impact on habitats, particularly in countries and ecosystems classified as mega-diverse, such as Ecuador.
- At the time of the preparation of ProDoc, between 2018 and 2019, several global initiatives were already in place, both at the regional level (LAC) and in the country itself. The consequent evolution of approaches and experiences has been dynamic, but the relatively long time to prepare and implement the necessary changes has not been consistent with the urgency of the action and the respective evolution of the contexts of technical knowledge and political decisions.

- The final ProDoc proposal exemplifies the challenging circumstances surrounding the resolution of intricate and swiftly evolving environmental issues. Despite being a high-quality technical and analytical document in terms of scope, description, contextual information, and identification of experiences and actors, it was rendered obsolete two years after its design when its implementation was proposed.

About the Project design and strategy

- The ProDoc proposal proved inflexible in terms of its results sequence structure, particularly with regard to the direct selection of demonstration experiences. It was therefore necessary to adapt it to the evolving interests and visions of public and private actors in terms of bioeconomy and business ventures, as well as to navigate the underestimated challenges of key political decisions.
- From a timing perspective, planning and implementing an effective sequence of actions, from innovation in regulations and inter-institutional coordination to realizing the expected effects in the field, has been very ambitious given the country's prevailing socio-political and institutional reality.
- As a consequence of the above analysis, the difficulties in implementing the Project have been repeatedly expressed by the interviewees, who nevertheless maintain a positive perception of the potential benefits and of the sectoral and private articulation in the promotion and financing of enterprises and bio-businesses already underway.
- Efforts have been made to build on the experiences and lessons learned from the cases of selected companies that experienced management and administrative difficulties. It has been possible, albeit through an arduous process, to obtain a concerted ministerial agreement. Two activities that have been positively received by the Project and some stakeholders are the establishment of the National Registry of BD exploitation activities and the results of the Seed Fund competition programme.
- The interviewees mentioned the need to review the structure of the Project, redefine the indicators, and align the outputs and activities with the new socio-political and economic circumstances.
- There is an implicit 'theory of change' (ToC) in the ProDoc statements. However, the evolving context of national governance (from MAATE to MAE), stakeholder changes, and new advocacy opportunities, justify the effort to discuss and document a new implementation scheme. The PMU is already preparing the basic elements of this scheme.
- There are different views among stakeholders regarding the need to maintain the focus on supporting actions to promote the use of native biodiversity, as this is more in line with the State's conservation principles. On the other hand, some stakeholders argue for opening up to bio-businesses in products that are not necessarily native.

On the governance and management of the Project

- The merger of sectors within the current Ministry of Environment and Energy (MAE) undoubtedly introduces an element of uncertainty regarding the future of previous biodiversity and resource management initiatives. Although the conservation of natural capital is perceived as a state policy that would not be affected, it is possible that there could be indirect effects and changes in priorities in favor of environmentally risky ventures.

- The advantage of expanding the Steering Committee's membership is highlighted to encourage and strengthen the involvement of other key stakeholders, including the Ministry of Agriculture. This would allow for better coordination with the Technical Advisory Committee and greater influence over governmental decisions in favor of the Project's objectives.
- Mention was also made of the need to improve communication within the governance and decision-making chain to ensure that the Project's progress is updated and disseminated to partners.

On the participatory approach and inter-institutional management

- The broad participation approach in the ProDoc proposal and the general socialization of the Project is recognized in principle. However, the implementation of this approach has limitations regarding the commitment and interests of the various institutions and entities involved, which should be openly discussed.
- The limited capacity to make binding decisions within the environmental sector affects Project governance dynamics and proactive participation, as seen with the Technical Committee's operations. This is a chronic situation in many countries in the LAC region when there are no governmental mechanisms that obligate or commit other governmental or private institutions.
- The possibility of establishing a regulatory mechanism for the necessary interagency work, such as the formalization of working groups under the responsibility of a supra-ministerial governing body, is not yet foreseeable.

On the Project implementation process, barriers, and adaptive measures

- The greatest difficulties facing the project implementation process are: the need to adapt ProDoc schemes in response to changing circumstances; damage control due to the impact of the pandemic on the entities selected as pilots in support of the project; the greater time and effort required to create enabling conditions in national regulations, due to the high turnover of officials with decision-making power; and barriers to changing traditional policies in financial institutions regarding financing processes and priorities.
- The level of progress in achieving the expected results is analyzed in detail in the updated reports on disbursements, supporting documentation on indicators, scope of co-financing, and others, which reveal an acceptable level of compliance in terms of outputs and activities, but this is not necessarily reflected in progress toward the expected outcomes.
- Preliminarily, and taking into account the time elapsed, the difficulties encountered, and the adaptive measures, there is a perception among stakeholders of a moderately satisfactory financial performance, considering the evolution of new financing prospects, but with a need to accelerate adaptive actions, with an emphasis on outcomes with the greatest impact.
- In **Component 1**, significant progress has been made, albeit with an investment of time and resources that exceeds the expected timeframe. The approval of Ministerial Agreement 054 is a notable accomplishment; however, the implementation and effects of its application may impact expectations in this regard. There are delays in the activities and products of Outcomes 1 and 2 due to the need to link behind-schedule activities requiring adjustments due to the change of context.

- A crucial achievement is the institution of the Registry, which, however, is still far from being fully implemented, due to the regulation and articulation needs of the environmental authority. The monitoring of the process, starting with the administrative and political merger in the MAE, should be closely followed, and the risk of changes in the regulations foreseen, which may require influencing the processes to avoid loss of the Project's momentum.
- **Component 2** reports significant progress toward Outcome 3 in preparing an environment conducive to the financial sustainability of bio-businesses, for which there has already been positive moves in promoting change and international cooperation in this regard.
- Financing biodiversity is still an innovative issue that requires greater efforts within the system to increase the creation of specialized financial products and to overcome conservative inertia in intermediary financing institutions. Savings banks and cooperatives, which could promote small-scale bio-business in rural areas, encounter difficulties in terms of business scale and operations that prevent them from qualifying as such under the new regulatory framework for these entities.
- **Component 3** has presented the greatest unforeseen difficulties in the ProDoc. The impact of the pandemic and the business or financial fragility of some of the selected bio-businesses is leading to a change of direction that needs to be discussed with beneficiaries and stakeholders.
- The interviews highlighted the positive relationships between the government entities and the project, particularly with MAE, CAF, the Heifer Foundation, and CORPEI. However, the interviews also revealed some critical remarks about the Project's progress regarding timely decision-making and improved communication between the entities, beyond the activities of the PDC.
- The unforeseen problems and delays in the implementation of the Project support the need for an extension of the execution period. The current implementation period is insufficient for the magnitude of the proposed change and the barriers faced. It is therefore important to proceed, together with a review of the Project's regulatory framework and the ToC, with an effort to accelerate the implementation process, with broad participation of stakeholders, including an exit strategy in addition to the planned extension of the implementation period.

On monitoring and knowledge management activities

- It is mentioned in the interviews that the M&E process is evolutionary because it requires a better understanding of the Project and its scope. Similar project reviews often reveal that, while the M&E concept is considered important, it does not receive the prescribed attention regarding execution, budgetary prioritization, and executive management.
- Although this part of the Project's execution is not perceived as a major problem since prescribed monitoring and reporting are being complied with, it is also noted that this compliance is mostly internal and refers to the project itself. It is also necessary to focus on participatory action by partners and key institutional alliances.
- Some of the actors interviewed recognize the value of dissemination in seminars and training activities of the Project, but mention the need to gather knowledge and provide feedback to technical and academic actors; likewise, they mention the need to promote the MAE to convert the knowledge gained into relevant instruments and standards. There is a recognized need for

channeling tools and dissemination materials, and that knowledge and experience are being generated, but that these advances are not being proactively communicated.

- The gender approach and search for equity in development promotion activities have shown marked progress globally. This trend is confirmed in the case of the Project. There were no problems or difficulties detected in the opinions and reactions of the interviewees, as evidenced by equal participation in processes and a gender balance among staff, beneficiaries, and stakeholders. Nevertheless, cultural biases and the marginalization of women's roles are still present in rural areas.

On the prospects of sustainability regarding the Outcomes

- The overall sustainability of the Project's actions lies in the sustained evolution of the importance currently given to nature conservation, biodiversity goods and services; and the reduction of environmental degradation. This process is currently the focus of attention in all countries, in science, and in international cooperation.
- Financial sustainability may be affected if processes for innovative agreements to promote bio-businesses are not completed. These processes include the Registry, special funds, and regulations for financing new bio-businesses, with a distinction between native and non-native biodiversity.
- Institutional and regulatory sustainability must be strengthened through ongoing inter-institutional work, exchange of experiences, and partnerships (sectoral and territorial) to reinforce the concept of bio-business and entrepreneurship. This responsibility may extend beyond the remaining duration of the project; therefore, in addition to extending the deadline, an acceleration plan should be put in place to complete the enabling actions and consolidate and strengthen the process in the new context of government policy.
- It is advisable to balance productive and environmental aspects in the implementation approach, since the technical aspects cannot be realized without attention to marketing and financial benefits. Balancing these perspectives contributes to sustainability.

1.6 Summary Table of Recommendations

Rec. #	Recommendations	Responsible Entities
A.	<i>For priority and immediate adaptive action</i>	
A.1	Key Recommendation: Conduct a comprehensive review of the implementation process, including in parallel: (a) clarifying and updating the Project's Theory of Change in light of the new political and institutional context and sequential implementation; (b) Proposing a participatory consultation to analyze and discuss the status of project implementation in order to optimize and redistribute resources in products and activities based on an updated ToC; (c) reviewing and updating the risk matrix based on the new framework; and (d) laying the groundwork for a project "exit strategy" to ensure the continuity of actions in a new post-project context.	(a) PMU, Fundación Heifer (FH), CAF, consultants. (b) CAF, FH, MAE, OPF- GEF, Technical Committee; (c) PMU, FH, CAF, MAE (d) PMU, FH, CAF, MAE.

Rec. #	Recommendations	Responsible Entities
A.2	As a consequence of the proposed actions in A.1, prepare a strategy with technical and political arguments to request an extension of at least one year to complete the pending achievements and implement the agreed-upon proposals for changes and adjustments to ensure the Project's outcomes and impact.	FH-PMU, CAF, MAE, OFP-GEF, Technical Committee.
B.	<i>For complementary adaptive and convergent actions for the remainder of the implementation period</i>	
B.1	In relation to the recommended revision in A.1, conduct a qualitative analysis and refine the description of the target indicators to enhance the monitoring and evaluation of effective, measurable impacts over time. In particular, review Objective Indicators 1, 2, and 3, as well as Outcome Indicators 5, 6, 7, 10, 11, 12, 15, 20, and 21, which are discussed in Section 4.2.1 and Annex A .	FH-PMU, CAF, OFP-GEF, Ad-hoc consultants
C.	<i>On capacity building, knowledge management and communication</i>	
C.1	Strengthen and promote the relationship between CAF and Project team, with national and subnational government entities. Increasing the frequency and articulation of communications and face-to-face meetings to foster greater rapprochement.	CAF, FH-PMU.
C.2	Streamline the project's communication system and policy and standardize messages through a working group and a plan for timely and effective inter-institutional relations and communications.	CAF, FH-PMU
C.3	Expand the scope of interaction in knowledge management with the Project's partners and stakeholders to exchange experiences and systematize lessons learned.	CAF, FH-PMU
D.	<i>To ensure the effectiveness and impact of achievements</i>	
D.1	Compile and systematize positive and negative experiences from the project's implementation, with a view to scaling up and replicating it at the national and international levels within the framework of the revised ToC.	CAF, FH-PMU, ad-hoc consultancies
D.2	Analyze effects and propose research on the preservation of ecosystem services in relation to the specific use of native biodiversity species, balancing ecosystem conservation and commercial use potential.	Technical Committee, CAF, FH-PMU, <i>ad hoc</i> consulting
E.	<i>To optimize gender and intercultural approaches and achievements.</i>	
E.1	Update and adapt the plan for searching and evaluating the state of gender equity. Strengthen the relationship with, and attention to, organized women's groups and the training of men and women on the subject in each Project output and intervention.	CAF, FH-PMU, <i>ad-hoc</i> consultants

Rec. #	Recommendations	Responsible Entities
F	<i>For the sustainability of Project Outcomes</i>	
F.1	Follow up implementation and provide technical assistance for capacity building in key institutions to ensure the continuity of the actions initiated by the Project; in particular, include producer associations and guilds, women's action groups, academic and scientific research entities, local NGOs, and territorial governments.	CAF, FH-PMU, ad-hoc consultants
F.2	Establish exchange relationships and promote collaboration with international, regional, and local cooperation programs and projects that align with the Project goals. These alliances can provide mutual support and synergistic actions for biodiversity conservation, resource management diversification, microfinance assistance, and competitive funding, thus adding to the Project success prospects..	CAF, FH-PMU, MAE, OFP-GEF
F.3	In parallel or in continuation with A.1, formulate a financial sustainability strategy for the continuity of the Project's actions, associated to the socio-political and institutional sustainability forecasts, and to the continuation of the co-financing contributions already agreed upon.	CAF, FH-UGP, MAE, OFP-GEF

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2. Introduction to Project MTR

2.1 Purpose and objectives of the MTR.

The Project's MTR covers the processes from conception, formulation and initiation from 2019 to July 2022, when implementation begins. The completion of the MTR, which usually takes place in the middle of its execution period, was delayed for reasons beyond the Project management's control, and due to other unforeseen constraints imposed by the impact of the Covid-19 pandemic at the global and national level, and the recent political crises in the country.

The purpose of the MTR, as established in the ToR of the consultancy (See Annex B) and in the GEF standards, is to determine the progress of the Project towards its objectives and results foreseen in the Project Document (ProDoc), and to evaluate the indications of its success or shortcomings to identify the required changes and recommend measures to ensure an efficient and effective development and execution, achieving the goals and results foreseen for its completion, as well as the sustainability of its actions and operation.

2.2 Scope and Methodology: principles of MTR design and implementation.

The evaluation approach focuses on the critical analysis of the Project planning and formulation strategy, its components, expected results, targets, and success indicators formulated in terms of implicit or explicit theory of the change applied,. This approach is in turn in line with GEF guidelines and directives in terms of the alignment of approaches with national directives and policies, the rationality of the expected change, the relevance and relevance of the components and results, and the quality of the success indicators proposed, with reference to the S-M-A-R-T rating standard.³

The evaluation methodology has been aligned with GEF and OECD regulations and guidelines for the case, as well as with the ToR of the consultant's assignment. The evaluation inception report was prepared and delivered on August 25 of this year. The evaluation matrix summarizing the methodology used is attached to this report (see **Annex C**).

Accordingly, the available technical, administrative and technical management reports and documents (see **Annex D**) were reviewed after the MTR preparatory meetings held on July 14th and 18th. After reviewing the documentation, the field mission was arranged and carried out from August 24th to September 3rd, when the preliminary results of the evaluation mission were presented.

A questionnaire-guide was prepared for the mission, in line with the evaluation methodology and the roles of the persons to be interviewed (see **Annex E**). With the guidance of the Project team, a list of persons to be interviewed was determined and respective dates and appointments were arranged. Along the mission, interviews were conducted with 38 people (42% women) in 22 sessions (15 face-to-face and 7 virtual), which included representatives and officials from 20 institutions involved in the Project (5 public and 10 non-public) (see **Annex F**).

The main limitations for the MTR conduction and present report are related to the usually short time dispensed for its execution, which is not itself an impediment, although it forces to restrict in some way the extent of the analysis and the time for interaction and reflection for the appraisals and consensus recommendations. From the point of view of the ethics required in the performance of the assignment, the consultant declares that he/she has complied with the requirements of the case, maintaining the

³ The acronym SMART (Specific, Measurable, Achievable (or Attainable), Relevant, and Time-bound) refers to a conceptual framework for transforming vague aspirations into a structured path to demonstrable impact. By defining indicators according to SMART criteria, project managers can ensure that their objectives are clear, measurable and aligned with overall goals, facilitating effective decision making and accountability.

criteria of confidentiality and reserve established in the rules and procedures. Likewise, he/she includes in Annex J, the official form of submission to the UNEG Code of Conduct, duly signed.

2.3 Structure of the MTR Report

The structure of this report is aligned with the specifications and requirements of the ToR of the assignment, as well as with the generic guidelines of the GEF for the case of MTR, except for some content adjustments due to the nature of the Project under evaluation. The Table of Contents, at the beginning of the report, summarizes each of the sections in the established sequence.

3. Project description and intervention context

3.1 Context of development factors.

The ProDoc describes the context for the formulation of the Project in an exhaustive and detailed analysis, pointing out with precision the biodiversity conservation problems, the barriers to solve the problems, and the strategy to be applied and developed based on the objective and expected outcomes.

Ecuador's biodiversity is widely recognized and is a strategic resource for the country (Article 313 of Ecuador's Constitution). Native biodiversity has largely supported economic and social systems: **(i)** native potatoes, roots and tubers sustain rural communities; **(ii)** cacao, whose center of origin is in Ecuador, was the basis of an economic boom at the beginning of the last century; and, **(iii)** the cultivation and export of native shrimp currently represents some US\$3 billion per year. However, the status of the country's endemic plants, according to the IUCN Red List (2010), reports that 24% of the species are endangered, and 46% are considered vulnerable.⁴

Ecuador has made substantial progress in the conservation of native biodiversity, has recognized the rights of nature in its 2008 Constitution, and has updated environmental regulations with the 2017 Organic Environmental Code (COA), as well as established an economic incentive program to conserve native forest (*Programa Socio Bosque*). However, biodiversity loss remains a serious problem and a specific matter of government regulation. The main drivers of threats are anthropogenic changes in habitat (degradation, transformation); environmental pollution; and overexploitation of natural resources.

The ProDoc outlines a table with 15 different normative measures and sectoral and institutional legislation of governmental entities, referring to BioTrade as a recent topic and reference for the objectives of the Project. The origin - and the consequence of these pre-existing and high regulatory requirements for bio-business - is a natural inclination of environmental authorities to strict conservation of nature, and the prevention of unsustainable or predatory use of resources. This situation has given rise - paradoxically - to a cultural and bureaucratic governmental resistance to normalize innovation in BioTrade and sustainable bio-businesses as proposed by the Project, and to contribute to preserve and promote a modern culture of protection and sustainable use of the country's mega-biodiversity.

⁴ ProDoc, Table 2 'Conservation status of endemic Ecuadorean plants in 2000 and 2010'; § 25, pág. 13.

3.2 Problems that the Project sought to address: threats and barriers.

In response to the problem of biodiversity loss, the ProDoc mentions as a long-term objective of the Government of Ecuador that "...*the transition of the national economy should be based, as far as possible, on the sustainable use of native biodiversity*". Therefore, the strategic focus of the Project lies in key actions such as: **(i)** operationalizing the development of BioTrade, as established in the COA; and, **(ii)** developing inter-sectoral collaboration mechanisms to articulate a common action to encourage and manage bio-businesses, including access to credit.

Along these efforts, the Project should also contribute to strengthen the current platforms, alliances and international and national agreements related to biodiversity conservation, which coincide in facing the key factors identified as the main threats: **(i)** contamination from conventional agriculture, **(ii)** land use change, and **(iii)** lack of valuation and market demand for native varieties and agrobiodiversity. To this end, it is recognized that there are important general and specific limitations in the Ecuadorian business environment, and that an 'entrepreneurial ecosystem' must be built to allow bio-enterprises and bio-businesses to generate, grow, consolidate and expand.

3.3 Project description and strategy: objective and expected outcomes.

The GEF/CAF Project "Development of an Enabling Environment for Sustainable Businesses based on Ecuador's Native Biodiversity" (hereafter 'BioNegocios Ecuador' or 'the Project'), is part of the global recognition and trend of the urgency of preserving the planet's biodiversity, in the face of increasing environmental degradation, loss of natural habitats and the impacts of climate change.

In Ecuador, as a country of mega biological diversity, the Project is part of a series of recent government initiatives, with the support of international cooperation, to reduce and halt the loss of biodiversity, especially of native species. The main causes of this loss are: **(i)** deterioration and destruction of wild habitat, mainly due to land use change; **(ii)** pollution from various sources; **(iii)** overexploitation and unsustainable use of natural resources; **(iv)** invasive alien species; and, **(v)** climate variability and change.

The Project's strategy to address the above-mentioned causes is based on contributing to solving the problems facing biodiversity, to the extent possible in scope and coverage, focusing on: **(i)** making the legal and regulatory basis operational to promote and encourage bio-enterprises and bio-businesses; articulating the sectoral, public and private inter-institutional apparatus to facilitate convergent cooperation and sustainable financing; and demonstrating the feasibility of effective support through technical assistance and follow-up of selected cases of existing bio-businesses. The main barriers faced by the Project in implementing this strategy are:

- Biodiversity is not yet fully considered as a strategic resource.
- Environmental regulations have a restrictive approach, focusing mainly on biodiversity conservation aspects.
- Existing policies and regulations do not facilitate the development of biodiversity-based businesses.
- There are no adequate financial instruments for companies or the creation of new businesses with a high degree of uncertainty.
- Emerging supply chains have difficulty developing and maturing.
- Entrepreneurs have limited access to advice and support to start and develop their businesses.

To contribute to overcoming these barriers, ProDoc has foreseen alignment with high-level global and national objectives, and with the national commitments within the framework of international conventions and agreements. At the global level, the Project refers to the Convention on Biological Diversity (Aichi Targets 4 and 7); the Kunming-Montreal Global Biodiversity Framework; the UN Sustainable Development Goals and Targets (2, 9, and 15); the Escazú Agreement; the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); ILO Convention 169; and the UN Declaration on the Rights of Indigenous Peoples.

At the national level, the Project is aligned with laws, regulations and norms linked to biodiversity and international commitments, such as: the COA and its Regulations (RCOA); the Organic Law on Agrobiodiversity, Seeds and Promotion of Sustainable Agriculture, and its respective Regulations; and the Guidelines of Ministerial Agreement 034 (now approved as Ministerial Agreement 054); the National Agenda on Women and LGBTI; the National Biodiversity Strategy; the National Climate Change Strategy; and national policies on conservation of wild areas, forestry, and amphibians.

The ProDoc assigns the category of principal beneficiary to the former Ministry of Environment, Water and Ecological Transition (MAATE), now merged with the energy sector to form the Ministry of Environment and Energy (MAE), to continue with the political and technical management of the Project. This situation has given rise to temporary uncertainty while the new responsibilities and functions are being configured in terms of the Project's objectives and execution, as the changes add to pre-existing gaps in multisectoral coordination for a cross-cutting and complex management issue such as the natural environment and biodiversity of natural resources.

ProDoc identifies a set of direct and indirect beneficiaries in institutions and individuals from civil society, producers and their families, and indigenous communities, with an estimated total of 19,111 people. At the global level, it is mentioned that, in the long term, the Project will contribute to lay the foundations for sustainable enterprises based on native biodiversity as a key tool to address biodiversity loss in a megadiverse country.

The Project defines its main objective in the following terms: *"To create basic conditions in Ecuador that facilitate the development of businesses that use biodiversity in a sustainable manner"*. To achieve this objective, the Project is organized into three basic Components, covering four expected Outcomes:

- **Component 1:** *Enabling conditions for the development of sustainable enterprises based on native biodiversity.*

Outcome 1: *Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.*

Outcome 2: *Improved capacities for the development of sustainable value chains based on native biodiversity..*

- **Component 2:** *Increasing the availability of financing*

Outcome 3: *Financial mechanisms and instruments to support business initiatives based on the sustainable use of native biodiversity.*

- **Component 3:** *Demonstrative pilot interventions.*

Outcome 4: *Optimized demonstration of sustainable supply chains.*

Monitoring and Evaluation (M&E) activities are evaluated in a **Component 4** whose progress is measured with two Outcomes. The Project Objective is evaluated based on four indicators; and each Component and Outcome has been assigned achievement indicators, with a total of 21 consecutively numbered indicators (see **Annex A**).

The duration established for the execution of the Project is four years, starting from the endorsement by the GEF and signing of the ProDoc. The total cost of the Project is USD **24,320,563** and the committed co-financing is USD **21,201,297** (83%), mainly from CAF (USD **11,000,000**) and various public and private entities (USD **10,201,297**). (see **Annex G**).

3.4 Project execution mechanisms: Steering Committee and main partners.

CAF (Development Bank of Latin America and the Caribbean) is the GEF's implementing agency for the project, and the current MAE is the main beneficiary. The executing agency, designated through a competitive bidding process, is the Heifer Ecuador Foundation. For this purpose, CAF approved through Executive President's Resolution No. 0273/2022, dated April 22, 2022, a non-reimbursable technical cooperation in favor of the former MAATE with GEF resources to finance the project, to be executed by the Heifer Ecuador Foundation. In July 2022, the Heifer Foundation signed with CAF the Non-Reimbursable Technical Cooperation Resources Execution Agreement that establishes the terms and conditions of the cooperation between the parties for the development of the Project.

The ProDoc, following GEF guidelines, proposes to organize the functions and governance of the Project in a scheme that has a Project Steering Committee (PSC), composed of the main stakeholders with the MAE as the main beneficiary playing the role of national director and GEF Operational Focal Point; the Ministry of Agriculture and Livestock (MAG), and CORPEI. CAF is part of the Steering Committee and also acts as the Project's guarantor before the GEF. In addition, the Heifer Ecuador Foundation participates as executing agency, through its representation, and the Project Coordinator, whom acts as the PDC's secretariat and participates without voting.

A key role in the Project's governance scheme is played by the Technical Advisory Committee, which supports the Project's functions and the inter-agency coordination necessary to channel and facilitate the decisions of the PDC, through three Working Groups in which most of the stakeholders and contributors to the implementation of activities participate (see **Figure 1**).

The Project Management Unit (PMU) is led by the Project Coordinator, who reports directly to the Heifer Foundation's Management. The PMU is composed of a group of specialists, the administration, and the financial advisor, who attend to the main lines of work: Biodiversity (included after the signing of the ProDoc), Communication, Gender and Participation, and Monitoring and Evaluation (M&E), in articulation and coordination with the financial advisor and the Project administration. The outline proposed by ProDoc is appropriately detailed in terms of the tasks to be carried out by each entity and level of governance. However, due to unforeseen circumstances and the evolution of the government and its entities, it has been necessary to introduce some variants and collaborators to optimize the execution of products and activities.

3.5 Project execution deadlines and milestones to be met.

The original execution period for the Project is four years, starting from the signing of the ProDoc, which in principle would determine the end of the Project in the current year of 2025. This execution date and timeframe has proven to be too short to meet the expected goals, for which the time needed has

been underestimated, especially to achieve the regulatory changes and enabling conditions that the Project implies in terms of access to credit and markets. In addition, the health emergency caused by the pandemic impacted and delayed the execution and field work; and coordination with governmental entities was difficult due to the high turnover of counterparts. These conditions have generated the need to request an extension of the Project's execution period, a process that is currently under consideration.

The Project's main milestones for the mid-term evaluation are still in the process of being achieved in an operational manner. The recent formalization of Ministerial Agreement 054 is a key milestone, whose operationalization is under development and which includes the formal institution of the National Registry of Biodiversity Activities. This agreement, although it calls for action by other governmental actors allied to the environmental sector, is not covered by a binding relationship that facilitates interagency work within the Government. The merger of MAATE with the Ministry of Energy to form MAE has introduced uncertainty and an additional waiting period that is expected to be resolved in the short term.

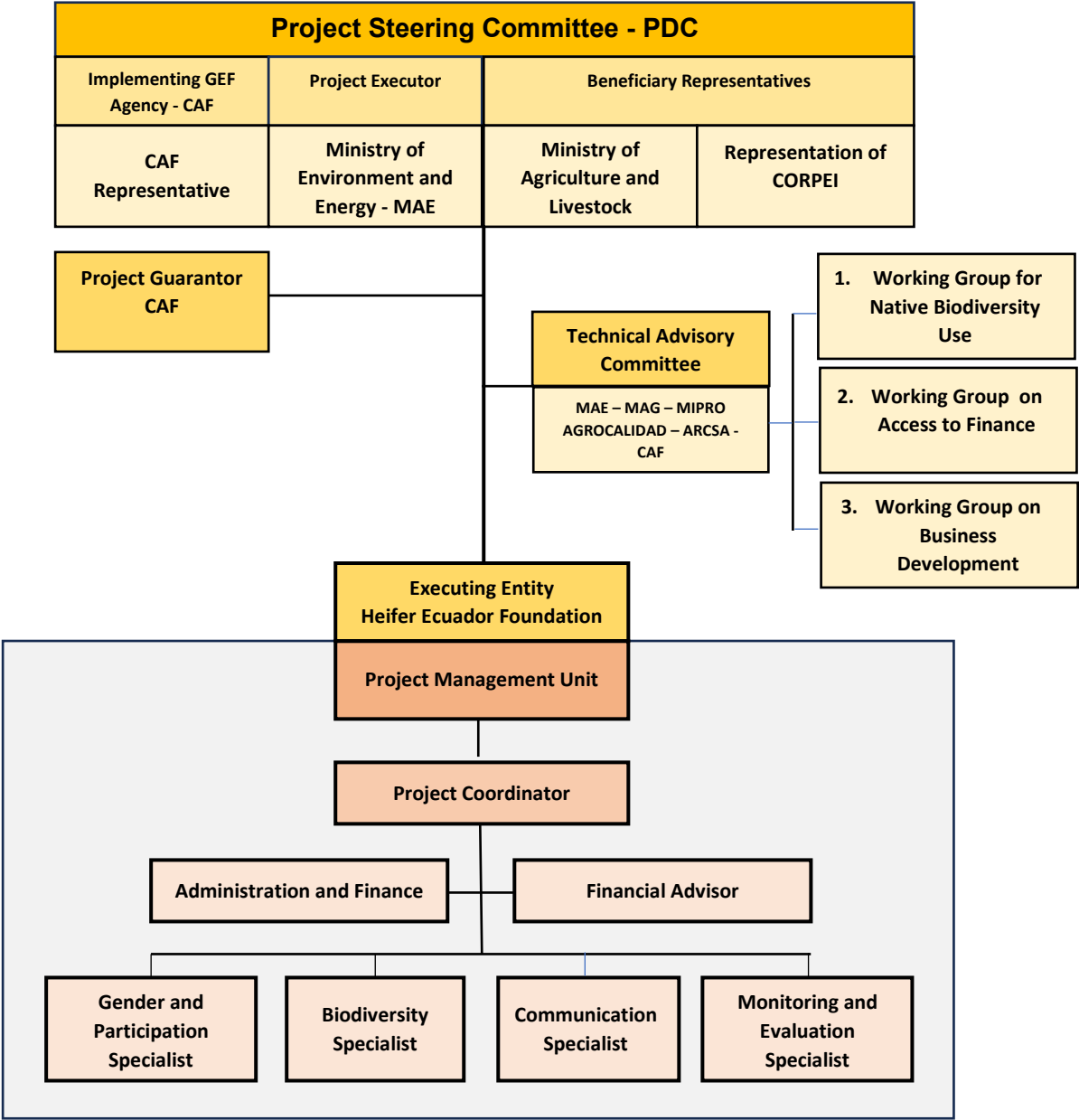
The next key milestone is the formalization of agreements with intermediary financial institutions to provide ad-hoc financing mechanisms and instruments for financing activities, for which CAF has made an advance contribution with a fund deposited at Banco Pichincha. Third, the project has set up and carried out a successful seed capital contest as an adaptive measure, which has attracted the interest of a good number of ventures with bio-business expectations.

3.6 Key Stakeholders: Summary list.

Annex 7 of ProDoc includes a broad analysis of the participation of stakeholders in the generation and elaboration of the Project, including different levels of involvement in actions or products based on native biodiversity; and diverse territorial coverage (national or subnational and local). The institutions listed are classified into:

- **International Cooperation:** Financial and technical support institutions that provide bilateral or multilateral aid for development and conservation. The most closely related are the Spanish Cooperation Agency (AECID); French Development Agency (AFD); European Committee for Training and Agriculture; FAO, German Cooperation (GIZ); UNDP and UN Women.
- **Public Institutions:** These are organizations that fulfill a function of public interest assigned within the structures of the State (ministries, decentralized autonomous governments, among others). In this category are: Ministry of Environment and Energy; MIPRO, MAG, INABIO, IEPS, BanEcuador; ProEcuador; INIAP; MEF, CONAFIPS, among others.
- **Private Initiatives:** These compose the largest group, such as private articulation and association organizations and second-tier social organizations (chambers, federations, associations, cooperatives, among others), and are the largest group in number. Among the main ones are: Fedexpor, ASOMIF, CORPEI, and the four bio-business companies that are part of the Project (Sumak Mikuy, Wikiri, Ethnisnack, and COPROBICH).
- **Private Institutions and NGOs:** Private entities and companies from various productive or cooperation sectors (e.g. banks, companies, businesses, cooperatives, non-profit associations, among others). Among those interested, the following stand out: Heifer Foundation, IUCN, Trias South America, Jambatu Foundation, Banco Pichincha, Asobanca, among others. This category also includes indigenous peoples' organizations involved in demonstration activities.

Figure 1. Organizational Chart of the Bio Businesses Negocios Ecuador Project



Institutions in:	Work Group 1	Work Group 2	Work Group 3
	- MAAE - Ministry of agriculture Undersecretary of family and peasant agriculture - Ministry of Production, Foreign Trade, Investments and Fisheries Undersecretary of Fisheries - Human Rights Secretariat - INIAP - INABIO - FAO - GIZ - AFD - UNDP - UN Women	- Ministry of Production, Foreign Trade, Investments and Fisheries Undersecretary of MIPYMES and handicrafts - PROECUADOR - AGROCALIDAD - ARCSA - CORPEI - FEDEXPOR - GM-COPROBICH - CM-UNORCAC - TRIAS - CEFA - Grupo Chakra - CAF	- Ministry of Economy and Finance - ASOBANCA - ASOMIF - BANECUADOR - Superintendency of Popular and Solidarity Economy - National Institute of Popular and Solidarity Economy - Participating financial institutions - UNEP FI - GM-COPROBICH - CM-UNORCAC - CAF

Source: ProDoc. Updated and adapted by MTR Consulting with information from the PMU.

A total of 47 actors of high interest were identified in ProDoc. Of these, 11 are from international cooperation, 16 from public institutions, 5 from private initiatives and 15 from private institutions. In addition, there are 3 actors from academia with medium interest. It is expected that this segment of interest in biodiversity-based businesses will be integrated into the project's activities on institutional arrangements, capacity building, financing and bio-business training.

4. Verified findings

4.1 Project Strategy

The Project's strategy to address the problems identified, as indicated in section 3.3, is based on contributing to making the legal and regulatory basis for promoting and encouraging bio-enterprises and bio-businesses operational; articulating the sectoral, public and private interinstitutional apparatus to facilitate convergent cooperation and sustainable financing; and demonstrating the viability of effective support through technical assistance and follow-up of selected cases of existing bio-businesses.

The strategy statement is ambitious, taking into account the barriers identified in ProDoc itself. Of these barriers, the ones that have been most difficult to overcome due to their structural condition are the limited perception of biodiversity as a strategic resource; the restrictive approach of policies and regulations focused on the conservation *per se* of ecosystem goods and services; and the absence of policies, mechanisms and sources of adequate financing for biodiversity-based enterprises. Other barriers mentioned in the ProDoc are, in the opinion of the MTR, a direct or indirect consequence of the three main ones mentioned above.

4.1.1 Project Design

The adopted strategy is conceptually logical and rational; but its adoption has underestimated the difficulties and effort in front of the causal chain of the problems to be solved. Consequently, the Project design has had several difficulties to implement this strategy in a term of four years, and with the incidence of unforeseen events such as the pandemic, or limiting conditions, such as critical governmental changes.

The Project design adopts a sequence of outcomes, in which it is assumed that mediate decisions that give rise to the enabling conditions for subsequent results will occur first; but, simultaneously, it proposes to move forward with the promotion and support of existing enterprises and bio-businesses whose dynamics require immediate execution times.

The GEF establishes (since 2019) the need to make explicit a 'Theory of Change' (ToC) for the projects to be financed. The BioNegocios Ecuador Project has an implicit ToC, which if analyzed in detail, does not differentiate the mediate results from the immediate and final or impact results. Therefore, it does not foresee the difficulty in undertaking a logical and fluid sequence of outputs and activities according to the category and scope of the outcomes. The ProDoc, from the technical point of view, contains a very complete and informed analysis of the problems to be faced, but from the point of view of the sequence of actions, implementation times, and differentiation of scales of intervention, it presents difficulties for an effective execution in a limited time scope.

4.1.2 [Results framework / logical framework](#)

As a consequence of the adopted design, the results framework shows an imbalance in coverage, scope and relative weight of the expected outcomes to achieve the long-term objective. The current progress toward the Outcomes shows that the longer time required to achieve key Outcome 1 has complicated progress on Outcomes 2, 3, and 4.

On the other hand, the structure and nomenclature of Components and Outcomes, besides oversimplifying the complexity of the tasks, induces some confusion: It is understood that a Component is an aggregate, for technical and practical convenience, of related or convergent results to a purpose; on the other hand, an outcome is an achievement toward the purpose. This is the case, for example, of Components 1 and 2, whose statements indicate rather tangible results of actions; whereas Outcomes 1 and 2 can be assimilated to components of convergent actions for those outcomes. Had a ToC been previously configured, it is possible that these inconsistencies would have been noticed and the statements reversed.

In any case, the Project structure can no longer be changed at the Objectives and Outcomes level, but the category or scale of contribution of the Outcomes can be better explained with an updated ToC, and correspondingly, the respective products and activities can be revised to optimize resources and review budget allocations, with the approval required by the GEF and the work input of the PDC and the Technical Advisory Committee.

The indicators are relatively well aligned with the S-M-A-R-T requirements, in that they are specific, quantitatively measurable and achievable. Regarding their relationship with a qualitative impact and timeliness in their implementation, there are frequent difficulties in the projects in terms of methodology and cost of measurement, which delay and affect the quality of the results.

4.2 [Progress in achieving results.](#)

4.2.1 [Analysis of progress in Outcomes](#)

The analysis of progress in achieving the results described in the ProDoc is summarized in this section, and presented in detail in **Annex A**. This analysis is based - in accordance with the guidelines of the RMT Guide - on the signed text of the ProDoc; on the content of the AR 2025 (PIR 2025) as of June 2025; on the institutional agreement documents; on the content of the periodic technical and administrative reports; and on other relevant documents such as the GEF Core Indicators and monitoring tools. In the justification of the achievement rating, the opinions and statements of the direct and indirect stakeholders interviewed have been incorporated where relevant.

In the format of the Results Framework, the evaluation carried out largely maintains the nomenclature assumed by ProDoc, as well as the structure of the Components and Results, and target indicators. A summary based on the IA 2025 has been made for the relation and evaluation of the state of progress in each case. The findings and progress rating by Component, Outcome and indicators are presented below, highlighting that the scant progress in some programmed activities limits a more extensive and precise analysis.

The achievement rating (**green**, **yellow** and **red** colors) refers to the level of achievement in each outcome in relation to the targets and time to reach them; and the standard achievement level rating is expressed in the letters **HS** (highly satisfactory), **S** (satisfactory), **MS** (moderately satisfactory), **MU**

(moderately unsatisfactory), **U** (unsatisfactory), **HU** (highly unsatisfactory), and **NA**, not assessable or not relevant, as appropriate.

PROJECT OBJECTIVE

To create basic conditions in Ecuador that facilitate the development of businesses that use biodiversity in a sustainable manner.

MS

Indicator 1:

Number of bio-businesses registered in the National Registry.

MS

Mid Term Target: ≥500

Commentary and justification of the valuation:

As of the date of the MTR, the Project reports 131 bio-businesses that have registered in the Phase 1 Registry. It should be noted that there is a larger number (343 bio-businesses) that have been identified and verified in the Project's database, but have not registered their data, as well as a global list of 600 identified businesses that have not yet been verified. The mid-term target would have met in 26% and in 13% of the final target.

The Project has made good progress in promoting and accompanying the establishment of the National Registry of Biodiversity-Related Activities. It contributed to the standard to establish the respective procedure, the starting point for the development of the corresponding module in the Single Environmental Information System (SUIA). Decisions now rest with the MAE and have been subject to bureaucratic delays due to changes in government policy.

Indicator 2:

Area of bio-businesses under sustainable management in production systems (Has.)

S.

Mid Term target: ≥ 15,000 ha

Commentary and justification of the valuation:

The Project reports 13,203.09 ha, which constitutes 88% of the mid-term target, and 83% of the final target of the Project. The figure reported by the sectoral authority has a relative value as an indicator, given the circumstances that have affected rural and agricultural development actions due to the pandemic, which does not guarantee the expected impact on the companies and entities supported by the Project. Nevertheless, progress is considered **satisfactory**.

Indicator 3:

Number of people borrowing from lines of credit promoted by the Project (disaggregated by sex).

MU

Mid Term Target: ≥ 300 (50% women)

Commentary and justification of the valuation:

The Project reports no progress to date on this indicator because the regulatory and guarantee enabling conditions expected by the financial institutions to adapt to the specific conditions of the bio-businesses have not yet been consolidated.

The time needed to generate and implement the specific enabling conditions for financing, in terms of regulations, incentives, regularization in the National Registry, and others, was underestimated in the design of the Project. The framework expected by financial institutions is not yet in place.

Indicator (no number).

*Landscape area under better management to benefit biodiversity
(Indicator added in the FY 2025 Report).*

MU

Mid Term target: 500 ha.

Commentary and justification of the valuation:

The project reports on this indicator (added to ProDoc) indicating progress to date of 139 ha; that is, 28% of the MTR target, and 6% of the end-of-project target. The project has included this indicator in response to the need to incorporate conservation criteria, which is relevant in the context of its conception and government policies. However, progress is still incipient and is difficult to qualify with respect to the referred universe.

Indicator 4:

*Direct beneficiaries of the Project broken down by gender
(individual persons).*

MS

Mid Term Target: ≥ 1,000 (50% women)

Commentary and justification of the valuation:

In this indicator incorporated in the FY 2025 Report, the Project reports 3,233 total beneficiaries, an advance of 323% over the mid-term target; but only 17% of the end-of-project goal. The incorporation of women stands at 1,945 (194% against the mid-term goal; and 21% against the end-of-project target.

In the country, and especially in rural areas, the trend towards a higher proportion of women beneficiaries and active women in development projects is **moderately satisfactory**. However, the participation figures do not reflect the real qualitative conditions of potential discrimination and family dependency, which are still frequent.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity.

Outcome 1:

Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.

MS

Indicator 5:

Number of regulations to encourage bio-businesses.

S

Mid Term target: Ministerial Agreement 054 approved

Commentary and justification of the valuation:

The Project reports contributions that have contributed to the conceptual framework for bio-business, such as key regulatory definitions and collaborative arrangements between entities. The main ones are: (i) Reform of Ministerial Agreement 034. The new regulatory instrument (AM 054), already

issued, incorporates definitions of bio-businesses and bio-enterprises, and a comprehensive approach to sustainable use of biodiversity, including a gender approach; and (ii) the National Registry of Biodiversity-related Activities, with the regulation to establish the National Registry of Activities for the Use, Processing, Management and Sustainable Exploitation of Biodiversity.

The aforementioned activities and goals have taken more time and support from the Project than anticipated, due to delays in discussion and governmental approval. The progress achieved will serve to meet the end-of-Project targets: (i) Update of the permitting process for the collection, use and management of wild animals for commercial purposes; (ii) Operational resolution clarifying the environmental impact assessment procedures and the bio-business licensing process; and (iii) Update of the rules to incentivize bio-businesses based on lessons learned from the Project pilots and other enterprises, including the implementation of gender mainstreaming in bio-businesses.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity.

Outcome 1:

Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.

MS

Indicator 6:

Level of development and implementation of the bio-business working group of the MAE

S

Mid Term target: *Working Group meets regularly, follows an agreed multi-year work plan and produces internal agreements and recommendations.*

Commentary and justification of the valuation:

The Project reports the establishment of the MAE working group, as a mid-term goal, reaching the conditions established in the ProDoc for this indicator. Changes in the technical teams and authorities of the institutions involved, as well as the need to wait for decisions on the creation of inter-institutional spaces, have influenced the pace of progress of some activities.

The establishment of the working group in the MAE is a satisfactory sign, especially given the difficulties derived from the changes and rotation of officials in the Ministry. This achievement will still require further consolidation efforts with technical assistance from the Project.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity..

Outcome 1:

Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.

MS

Indicator 7:

Level of development and implementation of the interagency working group.

MS

Mid Term target: *The working group meets regularly, follows an agreed multi-year work plan, and produces signed agreements to agreed multi-year work plan and produces signed agreements to incentivize bio-business.*

Commentary and justification of the valuation:

The Project reports difficulties in the formation and implementation of the interagency working group (25% progress) that prevent the achievement of the mid-term goal, especially in relation to the articulation of the internal bioeconomy group and the formation of the group itself.

The merger of ministries to form the MAE introduces a factor of uncertainty in the future of the working groups in general, and the interagency group in particular. Until the date of the MTR, the former MAATE did not have the normative capacities to establish a binding relationship with other ministries that would allow it to lead the group with greater influence on decisions; and a positive change in this regard could be expected if current environmental policies are strengthened.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity.

Outcome 1:

Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity

MS

Indicator 8:

Level of integration of gender equity in the work of the working group the work of the MFA bio-business working group and the inter-agency group.

MS

Mid Term target: Working groups integrate gender equality activities and objectives into their agreed multi-year work plans.

Commentary and justification of the valuation:

The Project does not report progress on this indicator, which is related to the difficulties in establishing the groups themselves beyond the baseline, qualifying a nominal progress of 33% over the final target. The difficulties of progress in this indicator are related to policies and cultural factors - still determinant in the national context - that limit or preclude women's participation in economic and labor decisions. Despite the barriers to official policies, there are good future prospects and positive figures on the evolution of women's effective participation and improvement of the enabling conditions for it.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity.

Outcome 1:

Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.

MS

Indicator 9: *Level of development of instruments to operationalize gender equity in bio-businesses*

S.

Mid Term target: Instruments are formally adopted by MAE

Commentary and justification of the valuation:

The project reports 75% compliance with the final goal, with an instrument officially adopted by the MAE. The Internal Bioeconomy Group contributed to integrating the gender approach in the bio-

trade and bioeconomy work, with three capacity building processes. The goal is achieved for the mid-term period, and it is feasible to meet the end-of-project target, if the extension of the execution period is considered as approved.

COMPONENT 1:

Conditions conducive to the development of sustainable enterprises based on native biodiversity

Outcome 2:

Improved capacities for the development of sustainable value chains based on native biodiversity

MS**Indicator 10:**

Level of development of the national registry of bio-businesses.

MU

Mid Term target: *Registry fully operational*

Commentary and justification of the valuation:

The Project reports a 75% progress in the indicator, corresponding to a status of "Registry in operation test" according to ProDoc. To implement the national registry of activities related to biodiversity, an agreement has been signed with CORPEI and there is a work plan and communication strategy that would facilitate the development of the registry in a staggered manner..

The Registry constitutes a fundamental goal in terms of the enabling conditions required for the Project's central objective of promoting and establishing bio-businesses. The discussion on alternatives and scopes in the definitions and orientation of bio-businesses, the lack of definition in the financial entities regarding risks and responsibilities, and the current uncertainty on environmental governance and consequent priorities, have been delaying decisions.

COMPONENT 1:

Condiciones propicias para el desarrollo de empresas sostenibles basadas en la biodiversidad nativa.

Outcome 2:

Improved capacities for the development of sustainable value chains based on native biodiversity

MS**Indicator 11:**

Number of people trained in bio-business development (>50% women).

S

Mid Term target : *≥ 1,000 (50% women)*

Commentary and justification of the valuation:

To date, the Project reports a total of 1,228 people trained in bio-businesses (123% over the mid-term goal and 14% over the end-of-Project goal). As for the participation of women, it is reported that 60% of the total has been reached to date, with an estimated 50% by the end of the project.

The target of the indicator for the mid-term of the Project has been satisfactorily met, although the end-of-project goal is more ambitious and will require a redoubling of efforts during the remainder of the Project. The indicator is quantitative, so it is not possible to assess the quality of learning of the participants in the training events, and suggests the need for some subsequent follow-up or evaluation mechanism.

COMPONENT 2:*Increase the availability of financing***Outcome 3:***Financial mechanisms and instruments to support business initiatives based on the sustainable use of native biodiversity.***MS****Indicator 12:***Amount of lines of credit sponsored by the Project issued in loans (USD)***MU.****Mid Term target:** > 4,000,000 USD**Commentary and justification of the valuation:**

The Project reports progress in the design, structuring and validation of financial mechanisms and instruments aimed at business initiatives that promote the sustainable use of native biodiversity in Ecuador. These advances are framed in four strategic axes: (i) Design of financial products, with Banco Pichincha, based on access to CAF resources; (ii) Bio-business evaluation form that includes technical criteria for eligibility and exclusion; (iii) Structuring of the technical document for the operation of the financial product (credit conditions, evaluation procedures, governance mechanisms, and (iv) model for reporting placements.

Despite the Project's efforts and progress, and the expectations expressed by the financial entities to participate in the financing schemes, no substantial progress has been made in granting loans, since there are still difficulties in the design of regulations and guarantees, as well as in the nature of the activities and subject matter of the bio-businesses. The funds committed by CAF have been assimilated to the fund deposited in Banco Pichincha to meet the potential demand for various types of bio-businesses (see **Table 3 of Cofinancing**).

COMPONENT 2:*Increase the availability of financing***Outcome 3:***Financial mechanisms and instruments to support business initiatives based on the sustainable use of native biodiversity.***MU****Indicator 13:** *Number of people from financial institutions trained.***MS****Mid Term target:** 500**Commentary and justification of the valuation:**

The Project reports 100 people trained (20% of the mid-term goal and 4% of the end-of-project goal). Capacity building and knowledge management events have been held (training modules for technical teams of financial institutions, addressing key topics (bioeconomy, biodiversity and ecosystem services; project evaluation and application of the bio-business form; applicable environmental regulations and institutional guidelines; and success stories and financial sustainability tools).

It is not possible to accurately gauge the impact of the training, as the indicators are quantitative rather than qualitative, and do not reflect the inclination to change on the part of middle management technicians in financial institutions. In any case, the delay in the practical application of this training may weaken the initial impact of the events carried out.

COMPONENT 3:

Demonstrative pilot interventions

Outcome 4:

Optimized demonstration of sustainable supply chains

MU

Indicator 14: *Level of development of the plans for the use of mortiño for Cotacachi - Cayapas and Cayambe - Coca National Parks.*

MU

Mid Term target: *Cotacachi- Cayapas Plan prepared without MAE approval
Cayambe-Coca Plan prepared without MAE approval.*

Commentary and justification of the valuation:

The Project reports some progress on the indicator, noting 20% progress, in principle, on updating plans for the use of mortiño in both protected natural areas. The main reason for the delay has been the impact of the pandemic on the areas and the fragility of governance and scale of work in the selected companies, causes not foreseen in the ProDoc design.

The action of the Project has focused on the strengthening and recovery of the activity of the enterprises in charge of the bio-businesses, and on logistical and equipment support. It is considered that the selection of the companies, without foreseeing the delay in establishing enabling conditions, has been premature in ProDoc. Nevertheless, the Project's efforts in the face of external conditions are appreciated.

COMPONENT 3:

Demonstrative pilot interventions

Outcome 4:

Optimized demonstration of sustainable supply chains

MU

Indicator 15: *Area of agricultural parcels certified as organic (ha).*

MU

Mid Term targets: *Sumak Mikuy: > 18 ha.
COPROBICH: > 500 ha.
Ethnisnack: >10 ha in transition to organic.
COOPGRANACH = 0 ha certified
Other producers: > 15.65 ha certified.*

Commentary and justification of the valuation:

Sumak Mikuy reports no increase in the area of plots certified as organic; COPROBICH reports a total of 846.63 ha as of June 2025, equivalent to 83% of the end-of-project target; Ethnisnack reports no increase in the number of ha in transition to organic as of the date of the MTR; and Other Producers reports an extension of 15.19 ha, equivalent to 76% of the end-of-project target.

Overall, this indicator reflects the difficulties mentioned in the previous indicator, with uneven progress in the certification of organic plots. This outcome indicator points to greater participation of the sectors responsible for certification at the national and subnational levels.

COMPONENT 3:
Demonstrative pilot interventions
Outcome 4:
Optimized demonstration of sustainable supply chains
MU

Indicator 16: *Area of agricultural plots with "Good Agricultural Practices" certification*

MU

Mid Term targets: Sumak Mikuy: > 18ha.
COPROBICH: > 905.66 ha
Ethnisnack and
COOPGRANACH = 85 ha (100% producers)
Other producers: > 20 ha (100% producers).

Commentary and justification of the valuation:

Sumak Mikuy reports no figures for hectares with Good Practices certification; COPROBICH reports 846.63 ha, equivalent to 169% of the mid-term goal and 93% of the end-of-project goal; Ethnisnack and COOPGRANACH report no figures for hectares with Good Practices certification; and Other Producers report an increase of 15.19 ha, which represents 189% of the mid-term goal and 76% of the end-of-project goal. Depending on the extension of the Project execution period and the official certification processes, it is possible that in two of the cases where no progress has been made, the overall end-of-project goal will not be reached. The recommendation in the previous indicator would also be valid in this case.

COMPONENT 3:
Demonstrative pilot interventions
Outcome 4:
Optimized demonstration of sustainable supply chains
MU

Indicator 17: *Number of Oophaga frogs produced per year by Wikiri.*

S

Mid Term target: > 577.

Commentary and justification of the valuation:

The Project reports 713 frogs produced per year, which represents an increase of 124% of the mid-term target and 93% of the end-of-project target. The Wikiri company is the most stable and consolidated of the selected pilot companies, and has been able to overcome the impact of the pandemic on its growth rate. The Project has supported this recovery.

COMPONENT 3:
Demonstrative pilot interventions
Outcome 4:
Optimized demonstration of sustainable supply chains
MU

Indicator 18: *Number of visitors per year to Wikiri Sapoparque.*

HS

Mid Term target: > 1,200

Commentary and justification of the valuation:

The Project reports 8,957 visitors per year, which represents 746% of the mid-term goal, and 249% of the final goal. For the same reasons as the previous assessment, it is determined that the goal, in a context of greater interest in nature, was underestimated in the case of this pilot company, and in contrast with companies in rural areas.

COMPONENT 3:*Demonstrative pilot interventions***Outcome 4:***Optimized demonstration of sustainable supply chains***MU****Indicator 19:** *Percentage of Jambatu's costs covered by Wikiri.***S.****Mid Term target:** $\geq 8\%$ **Commentary and justification of the valuation:**

The Project estimates that the percentage of Jambatu's cost coverage by Wikiri is in the order of 5.6%, which indicates a 56% compliance with the mid-term target. The circumstances of Wikiri's recovery and expansion of activities with the support of the Project, allow to foresee that the end-of-project target will be attained.

COMPONENT 3:*Demonstrative pilot interventions***Outcome 4:***Optimized demonstration of sustainable supply chains***MU****Indicator 20:** *Number of people who have participated in events to disseminate the Project's experiences.***S.****Mid Term target:** > 500 (40% women)**Commentary and justification of the valuation:**

A total of 1,300 people are reported to have participated in the project's outreach activities (260% of the mid-term target and 139% of the final target). However, the target for women has only been reached by 25%. Apparently, the targets have underestimated interest in the Project. The number of women is estimated to be 40%, but the Project figures indicate only 25%.

COMPONENT 3:*Demonstrative pilot interventions***Outcome 4:***Optimized demonstration of sustainable supply chains***Indicator 21:** *Number of monthly visitors (annual average) registered on the network of platforms used to disseminate the Project's information and lessons.***S.****Mid Term target:** $> 2,000$ views: $\geq 1,500$ unique views.

Commentary and justification of the valuation:

AY2025 report figures indicate 77,832 visitors; Project presentation figures (8/24/2025) indicate 47,500 total views and 7,748 unique views, between January 2023 and May 2025. In any case, the ProDoc figures have underestimated the validity of the networks and the interest in the Project's topics, to exceed the target. These assessments merit a review and verification of the measurements, without prejudice to improving and increasing communication and dissemination activities.

4.2.2 Remaining barriers to the achievement of the Project's objectives

The main remaining barriers to the implementation of the MTR are largely derived from those originally foreseen in the design of the ProDoc, which confirms the difficulties that usually affect projects involving structural changes in the governmental culture and in the inertial vision of economic development and financial management, especially in the face of environmental threats derived from the economic and consumption expansion of the population.

The barriers that still require removal, more technical advisory work, and better convergence of inter-institutional strengthening and coordination are as follows:

- High level of uncertainty regarding the criteria of governmental policy decisions on environmental priorities in conservation and use of natural resources and biodiversity.
- Underestimation of the time and effort to achieve interagency or multisectoral collaboration, in a framework of simultaneous political competitiveness and sectors with high self-perception of autonomy in each entity.
- Limited level of knowledge, access to technologies, and possible markets for the use of biodiversity, which in turn limits interest and financing flows, and generates risk aversion in investors and financial entities.
- Persistence of gender cultural barriers and confidence in women's performance and capabilities.
- Limited time to achieve results in the framework of governance, financing and Project management commitments.

4.3 Project implementation and adaptive management

For this section, which covers governance, management mechanisms, work planning, financial management, and monitoring and evaluation, the MTR concludes with a weighted overall rating of **Moderately Satisfactory (MS)**.

4.3.1 Governance and management mechanisms

The governance of the Project has been affected by a number of issues, some of which originated in the ProDoc and some of which were unforeseen external factors. The main issues were the level of detail in the proposal, which limited the flexibility to adapt the project's innovative nature; the impact of the Covid-19 pandemic; and, last but not least, political changes in the government and consequent staff turnover.

Despite these circumstances, stakeholders' perceptions and coordination evidence coincide in indicating that no major problems have arisen that require adaptive solutions. However, the governance structure of a project with a cross-cutting theme that has recently emerged, such as the environment and biodiversity, requires the participation of numerous stakeholders, with responsibilities divided among entities from different interest groups, such as government, the financial sector, the private sector, non-governmental organizations, civil society, and organized populations. This configuration tends to slow down the decision-making process and consensus-building.

The formation of the Technical Committee and working groups to facilitate the decisions of the Steering Committee is an appropriate decision. While these platforms can be efficient, they present coordination and reconciliation difficulties that require permanent follow-up, prompt communication and incentives to attend work meetings.

If it is perceived as not being close enough to the political and governmental decision-making environment, the physical location of the Management Unit can cause problems. The alternative is usually to locate it at the headquarters of the main government sector, as proposed by ProDoc. However, it may still be affected by bureaucratic dynamics in this case.

In terms of adaptive management and bearing in mind the aforementioned issues, it is evident that the Project has successfully overcome the challenges and obstacles encountered. This is evident in the way the problems that arose with the pilot bio-businesses were handled, as well as in the initiative to hold a competition for seed funds in view of the delay in managing regulations, instruments and mechanisms for official registration and financing.

4.3.2 [Work planning](#)

The efficiency of the work planning processes is demonstrated by the timely submission of follow-up and preparation documents by the PMU, and their subsequent approval by the CAF and the Heifer Foundation management. The relationship with the Principal Recipient, the current MAE and the former MAATE has been discussed elsewhere in the report due to frequent changes in senior officials, including the GEF OFP and functional liaison with the Project.

A recurring theme in the interviews was the need for more open communication between the Project and its stakeholders, and for consultations and approvals to be resolved more quickly at the highest levels (MAE, CAF and Heifer Foundation Ecuador).

4.3.3 [Financing and co-financing](#)

Both CAF, as the implementing GEF agent, and the Heifer Foundation, as the executing agency, are responsible for regulating the financial and administrative aspects of the Project. Both organizations have extensive experience in managing cooperation projects. The regulatory arrangements for management agreements and generally accepted conventional procedures are in force. In this regard, no management issues that have impacted the efficiency of activity execution have been reported or evidenced.

Financing and budget execution

The net execution of GEF financing for the activities (see **Table 1**) is currently at 44% of the total investment amount. This figure is projected to reach 61% by December 2025, which appears satisfactory in terms of spending efficiency. Considering the progress by outcomes, the highest expenditure is evident in **Component 1**, totaling USD **649,241** as of June, with a projection of USD **1,039,662** by December 2025. In percentage terms, these figures equate to 52% and 83%, respectively. These figures demonstrate the significant impact of Component 1 on expenditure. However, the expected goals have not yet been achieved, primarily due to delays in obtaining the necessary conditions for investment and financing of bio-businesses.

By contrast, **Components 2 and 3** have achieved lower execution rates (48% and 33% as of June, and 41% and 49% as of December, respectively). This reflects the fact that pending expenditure depends on enabling conditions for financing and supporting the development of selected bio-businesses.

An analysis of the relationship between planned spending and actual spending (Table 2) reveals administrative efficiency in the execution of spending in each fiscal year. The percentages have been growing from the first to the second year, with 44% in the third year, which could exceed the previous year's figure.

Having made progress in creating the regulatory framework and promoting and registering activities, it is expected that the next stage of the Project will prioritize regulations and activities leading to Outcomes **3 and 4**. Finally, it should be noted that net expenditure on M&E (excluding fixed salaries) is relatively low, at around 9% of the budget, with a projection of 15% by December.

Project Co-financing

According to ProDoc, the co-financing committed over four years amounted to USD **21,201,297**. As of June 2025, USD **1,697,000** of this amount, equivalent to 8%, would have been executed under the various modalities (see **Table 3**). This situation generally affects GEF projects, but it particularly affects the valuation of in-kind contributions by government institutions. Table 3 shows a higher proportion of contributions from the private sector and civil society because they tend to have greater flexibility and autonomy in managing their budgets and contributions.

4.3.4 Project-level monitoring and evaluation systems

The ProDoc outlines the M&E plan in Annex 2 (planning) and Annex 9 (monitoring), stipulating that the project results, corresponding indicators and final objectives must be monitored annually and periodically evaluated during project implementation. These tasks are carried out in accordance with the policies and methodologies of the GEF and CAF.

As robust institutions with strong administrative and project management capacities, both CAF and the Heifer Foundation generally carry out these tasks satisfactorily. The Project PMU includes an M&E activity led by a specialist and a direct link for coordination with the Heifer Foundation and CAF.

The PMU is responsible for updating the status and relevance of indicators, including GEF Core Indicators, to feed into the GEF's global monitoring processes. The updated monitoring data is shared with the evaluation consultant prior to the required evaluation missions, such as in the current MTR. It is also responsible for preparing the ToR for these consultancies and the periodic project progress reports (quarterly and annual (PIR)) so that they can be used for eventual subsequent verification in the field.

Table 1. Budget execution by fiscal year and component as of June; and forecasted as of December 2025 (USD)

	ProDoc USD	Executed Year 1 (2022-2023)	Executed Year 1 (2023-2024)	Executed Year 3 (2024-June 2025)	Total Accumulated Execution	% Ejecuted (G/C)*100	Executed plus committed as of December 2025	total % of planned execution
COMP 1/Outcome 1	367,800	27,350	88,501	114,629	230,480	63%	324,215	88%
COMP 1/Outcome 2	879,800	46,878	58,249	313,635	418,762	48%	715,447	81%
COMP 2/ Outcome 3	798,600	21,132	119,955	119,961	261,048	33%	330,026	41%
COMP 3/ Outcome 4	791,460	77,336	154,791	104,565	336,693	43%	388,155	49%
Monitoring & Evaluation	133,070	4,496	1,365	6,326	12,186	9%	20,311	15%
Project Management	148,536	11,746	45,309	42,918	99,973	67%	125,071	84%
TOTALS	3,119,266	188,936	468,171	702,034	1,359,141	44%	1,903,225.24	61%

Note: Staff and office costs have been apportioned among the four project outputs.
four results of the project. This methodology varies from that used in the
methodology used in the reports submitted to CAF, where these expenses have been reported separately.
have been reported separately.

Table 2. Budget vs. Execution by year and Component/Result (USD)

	YEAR 1 (2022-2023)			YEAR 2 (2023-2024)			YEAR 3 (2024-2025)		
	Budgeted	Executed	%	Budgeted	Executed	%	Budgeted	Executed	%
COMP 1/Outcome 1	70,913	27,350	39%	92,882	88,501	95%	151,533	114,629	76%
COMP 1/Outcome 2	34,838	46,878	135%	71,655	58,249	81%	552,423	313,635	57%
COMP 2/Outcome 3	103,005	21,132	21%	127,077	119,955	94%	204,678	119,961	59%
COMP 3/Outcome 4	222,215	77,336	35%	216,013	154,791	72%	246,959	104,565	42%
Project Management*	41,383	16,241	39%	45,996	46,674	101%	89,257	49,244	55%
TOTAL	472,354	188,936	40%	553,622	468,171	85%	1,244,851	702,034	56%

(*) Includes M&E

Note: Staff and office costs have been apportioned among the four project outputs.
the four results of the project. This methodology varies from that used
from that used in the reports submitted to CAF, where these expenses have been reported separately.
reported separately.

TABLE 3. Composition and status of project co-financing (USD)

Cofinancing Source	Cofinancing Source	Type of Cofinancing	Mobilized Investment	Committed to ProDoc	Performed as of June 2025	% Realized	Remarks
National government	Min. de Ambiente y Energía (MAE)	In kind	Recurring Expense	5,387,218.00	\$ 576,971.21	11%	FY23 and FY24. FY25 co-financing report from MAE is pending.
National government	Min. de Ambiente y Energía (MAE)	Grant	Investment mobilized	2,770,000.00	\$ -	0%	FY25 cofinancing report from MAE is pending.
National government	AGROCALIDAD	In kind	Recurring Expense	21,975.00	\$ -	0%	Currently, an action has been coordinated with Agrocalidad for the development of a standard related to organic certifications. Co-financing will be reported this fiscal year.
National government	MIPRO	In kind	Recurring Expense	78,604.00	\$ -		Pending to define the joint actions with MIPRO and the co-financing to be provided.
National government	INABIO	In kind	Recurring Expense	0.00	\$ 23,449.76	100%	Additional co-financing (FY25)
GEF Agency	CAF	Grant	Investment mobilized	11,000,000.00	15.000.000 (monto por confirmar)	Por definir	CAF has transferred USD 15 million to Banco de Pichincha under a green credit line that includes financing for bio-businesses. During this fiscal year, the actual amount of CAF's line of financing for bio-businesses will be quantified.
Civil society Org.	Fundación Jambatu	In kind	Recurring Expense	77,000.00	\$ 81,503.86	7%	FY23, FY24 and FY25
Private sector	Wikiri	In kind	Recurring Expense	1,058,000.00			
Private sector	Wikiri	Grant	Investment mobilized	102,000.00	\$ 828,131.38	812%	FY23, FY24 and FY25
Private sector	Ethniessence	Grant	Inversión movilizada	91,400.00	\$ 49,670.00	44%	FY23 and FY24.
		In kind	Recurring Expense	21,500.00			
Private sector	COPROBICH	Grant	Investment mobilized	85,197.00	\$ 33,681.35	40%	FY23, FY24 and FY25
Private sector	COPROBICH	In kind	Recurring Expense	414,803.00	\$ 96,757.50	23%	FY23, FY24 and FY25
Private sector	Sumak Mikuy	In kind	Recurring Expense	93,600.00	\$ 6,824.92	7%	This row was added. AF23
TOTAL				\$ 21,201,297.00	\$ 1,696,989.98	8%	

Source: Project Management Unit - Information as of June 2025.

Regarding M&E tasks, the stakeholder interviews and enquiries highlight the need for these tasks to be more closely linked to communication, knowledge management and the systematization of lessons learned. This stems from an apparent lack of information among external stakeholders regarding the project's progress and results, which could be of mutual interest and usefulness. To address this, it would be advisable to expand the scope of M&E work to facilitate the exchange of experiences with other projects and cooperation agencies, optimizing learning and knowledge application.

Additionally, it is advisable to prepare and move forward in anticipation of an extension of the Project implementation period—or alternatively, the conclusion of the Project without extension—a set of strategic exit measures with recommendations that ensure a conclusion to the project that highlights its results and provides guidance on further measures to ensure its positive impact.

4.3.5 [Stakeholder involvement](#)

In general, reading the documents and reports, and the reactions of stakeholders during interviews, suggest a good level of collaboration and engagement with stakeholders, especially with subnational organizations and entities that receive direct support from the Project.

A review of the documents and reports, along with stakeholder interviews, indicates a satisfactory level of collaboration and engagement with stakeholders, particularly with subnational organizations and entities that receive direct support from the Project.

However, in some cases, there has been a veiled reaction of skepticism or disagreement with some aspects of the Project's implementation. This reaction may be attributable to conceptual or institutional culture differences among some stakeholders regarding specific aspects of the Project's implementation, which can be regarded as constructive feedback. In any event, it is evident that there are underlying issues and positions that are not being openly discussed. These issues could inadvertently hinder agreements and progress.

Situations of this nature frequently arise in the institutional political sphere, particularly when government entities, private companies or marginalised population groups are involved. However, greater openness to dialogue and a more direct presence at the management level with the project's counterparts would be advisable in order to encourage a frank exchange of opinions, especially in the current circumstances of government policy changes..

4.3.6 [Knowledge Management, Information, and Communication.](#)

This function, which should ideally assume a coordinating and integrating role, is divided into different instances and assigned to specialists. To date, the documentation should be available on the experience gained in terms of the problems and solutions addressed in **Component 1**. These are summarized in recommendations with a view to the exit strategy, as discussed in **Section 4.3.4**. This measure necessitates collaboration between the Project Coordination and the M&E and Communications specialists, with oversight provided by the CDP. With regard to the results and products of Components **2** and **3**, despite the lack of progress, material is already available to evaluate the implementation of the gender and stakeholder participation plans, from what was planned in the ProDoc to the results obtained to date.

The interviews have revealed concern on the part of stakeholders and specialists regarding the need for greater and more timely communication and dissemination of the Project's progress and experiences, especially for exchange with other initiatives related to the topic and participating

institutions. It is perceived that communication should be proactive and focus more on this scale of work than on the institutional image and direct achievements of the project.

4.4 Sustainability

The sustainability of the Project's actions and long-term impacts, estimating the weighted set of financial, socioeconomic, institutional and governance, and socio-environmental and ecological aspects, is rated on the MTR scale by the GEF as **Likely** (L).

4.4.1 Risks to financial sustainability

Financial sustainability risks can be assessed in greater detail once the planned financial systems and mechanisms are in place, under legal regulations and with the agreement of all stakeholders. However, in the meantime, given the scenario that has been created in terms of political support and the evolution of interests linked to resource conservation, in addition to the concrete commitment of CAF and intermediary banks, it can be said that sustainability would be assured and is rated as **Likely**.

4.4.2 Risks to socioeconomic sustainability

The socioeconomic sustainability of the actions promoted by the Project will depend largely on the socioeconomic evolution of the country as a whole. In turn, this will be contingent on the quality and orientation of agricultural promotion and ecosystem conservation policies by successive governments. The environment and ecosystem goods and services are being prioritized as a result of a global surge in gastronomy, food health, and its commercialization through small and medium-sized enterprises. This allows socio-economic sustainability to be rated as **Likely**.

4.4.3 Risks to sustainability in the institutional framework and governance

In this regard, the country's socio-political situation and the recent merger of the environmental and energy sectors represent a relative risk to sustainability. Although an advanced regulatory and environmental policy status has been established, adding to the country's international image as a megadiverse nation with recognized natural wealth, there is currently a climate of uncertainty. The foreseeable sustainability in this situation will depend on the social and business response and on the context of the financial offer and the regulatory framework that can be preserved without losing the progress made. Consequently, this sustainability is rated as **Moderately Likely**.

4.4.4 Risks to socio-environmental sustainability and biodiversity

The Project is essentially pro-environmental and its proposal has an ecological basis; therefore, the sustainability of its actions and proposals should be guaranteed. On the other hand, significant future impacts of climate change cannot be ruled out, which may include alterations in ecosystems and displacement in the habitat of native species. Apart from these considerations, the scope of which is unpredictable at this time, socio-environmental sustainability can be classified as **Likely**.

5. Conclusions and Recommendations

5.1 Conclusions

On the conception of the Project

- The Project's central concept of biodiversity preservation and conservation has been applied to various international initiatives for several decades, alongside ecosystem conservation issues. This trend is the result of growing global concern about environmental degradation and species extinction due to climate change and human impact on habitats, particularly in countries and ecosystems classified as mega-diverse, such as Ecuador.
- At the time of the preparation of ProDoc, between 2018 and 2019, several global initiatives were already in place, both at the regional level (LAC) and in the country itself. The consequent evolution of approaches and experiences has been dynamic, but the relatively long time to prepare and implement the necessary changes has not been consistent with the urgency of the action and the respective evolution of the contexts of technical knowledge and political decisions.
- The final ProDoc proposal exemplifies the challenging circumstances surrounding the resolution of intricate and swiftly evolving environmental issues. Despite being a high-quality technical and analytical document in terms of scope, description, contextual information, and identification of experiences and actors, it was rendered obsolete two years after its design when its implementation was proposed.

About the Project design and strategy

- The ProDoc proposal proved inflexible in terms of its results sequence structure, particularly with regard to the direct selection of demonstration experiences. It was therefore necessary to adapt it to the evolving interests and visions of public and private actors in terms of bioeconomy and business ventures, as well as to navigate the underestimated challenges of key political decisions.
- From a timing perspective, planning and implementing an effective sequence of actions, from innovation in regulations and inter-institutional coordination to realizing the expected effects in the field, has been very ambitious given the country's prevailing socio-political and institutional reality.
- As a consequence of the above analysis, the difficulties in implementing the Project have been repeatedly expressed by the interviewees, who nevertheless maintain a positive perception of the potential benefits and of the sectoral and private articulation in the promotion and financing of enterprises and bio-businesses already underway.
- Efforts have been made to build on the experiences and lessons learned from the cases of selected companies that experienced management and administrative difficulties. It has been possible, albeit through an arduous process, to obtain a concerted ministerial agreement. Two activities that have been positively received by the Project and some stakeholders are the establishment of the National Registry of BD exploitation activities and the results of the Seed Fund competition programme.
- The interviewees mentioned the need to review the structure of the Project, redefine the indicators, and align the outputs and activities with the new socio-political and economic circumstances.

- There is an implicit ToC in the ProDoc statements, but changes in the context of national governance (MAATE to MAE), stakeholders, and new advocacy opportunities justify the effort to discuss and document a new implementation framework, the basic elements of which are already being proposed by the PMU. This framework would preserve the current objectives and results, in accordance with GEF methodological requirements, but would allow for the revision and alignment of products and activities going forward, subject to the approval and consensus of stakeholders. The ToC would make it possible to distinguish and prioritize actions for intermediate and final results, as well as medium- and long-term objectives, and the preparation of an "exit strategy" for the project.
- There are different views among stakeholders regarding the need to maintain the focus on supporting actions to promote the use of native biodiversity, as this is more in line with the State's conservation principles. On the other hand, some stakeholders argue for opening up to bio-businesses in products that are not necessarily native. The argument in the first case points to maintaining a specific role for the Project, considering that there are other programs and opportunities for non-native speakers. In the second case, the aim is to expand the coverage of financial support, taking into account the availability of funds and the limited impact achieved to date with the companies originally selected. In this regard, there is an opportunity for the State to seek to align consistency between policies and sectors, as proposed by the GEF.⁵

On the governance and management of the Project

- The merger of sectors within the current Ministry of Environment and Energy (MAE) undoubtedly introduces an element of uncertainty regarding the future of previous biodiversity and resource management initiatives. Although the conservation of natural capital is perceived as a state policy that would not be affected, it is possible that there could be indirect effects and changes in priorities. In this regard, it is hoped that the environmental team at the MAE will inspire better public energy policy that will have a positive impact on nature.
- The advantage of expanding the Steering Committee's membership is highlighted to encourage and strengthen the involvement of other key stakeholders, including the Ministry of Agriculture. This would allow for better coordination with the Technical Advisory Committee and greater influence over governmental decisions in favor of the Project's objectives.
- Mention was also made of the need to improve communication within the governance and decision-making chain to ensure that the Project's progress is updated and disseminated to partners.

On the participatory approach and inter-institutional management

- The broad participation approach in the ProDoc proposal and the general socialization of the Project is recognized in principle. However, the implementation of this approach has limitations regarding the commitment and interests of the various institutions and entities involved, which should be openly discussed.
- The limited capacity to make binding decisions within the environmental sector affects Project governance dynamics and proactive participation, as seen with the Technical Committee's

⁵ See document *GEF STAP policy coherence*:
<https://www.stapgef.org/resources/advisory-documents/policy-coherence-gef>

operations. This is a chronic situation in many countries in the LAC region when there are no governmental mechanisms that obligate or commit other governmental or private institutions. The reorganization of the sector with the MAE is a golden opportunity to strengthen and empower inter-institutional environmental alliances.

- At present, it is not foreseeable that a regulatory mechanism will be put in place for the necessary interagency work, such as the formalization of working groups under the responsibility of a supra-ministerial governing body. Such is the case with the Technical Committee, for which solutions such as those mentioned in the previous paragraph would have to be prepared, or incentives and beneficial conditions established for the technicians or professionals involved, in order to ensure more effective participation.

On the Project implementation process, barriers, and adaptive measures

- The main difficulties faced by the project implementation process include the need to adapt ProDoc schemes to an evolving context, damage control due to the pandemic's impact on selected pilot entities, the greater time and effort required to generate enabling conditions in national regulations, and the necessary change to traditional financial entity policies, financing processes, and priorities.
- The level of progress toward expected outcomes still needs to be analyzed in light of updated disbursement reports, supporting documentation on indicators, the scope of cofinancing, and more. The handed version of the 2025 Annual Report does not summarize the progress rating.
- On a preliminary basis, and taking into account the time elapsed, the difficulties encountered, and the adaptive measures, the stakeholders perceive a moderately satisfactory execution in financial terms. However, there is a need to accelerate the adaptive actions, emphasizing on the outcomes of greater impact.
- In **Component 1**, significant progress has been made, albeit with an investment of time and resources that exceeds the expected timeframe. The approval of Ministerial Agreement 054 is a notable accomplishment; however, the implementation and effects of its application may impact expectations in this regard. There are delays in the activities and products of Outcomes 1 and 2 due to the need to link behind-schedule activities requiring adjustments due to the change of context.
- A crucial achievement is the institution of the Registry, which, however, is still far from being fully implemented, due to the regulation and articulation needs of the environmental authority. The monitoring of the process, starting with the administrative and political merger in the MAE, should be closely followed, and the risk of changes in the regulations foreseen, which may require influencing the processes to avoid loss of the Project's momentum.
- **Component 2** reports progress toward **Outcome 3** in creating a favorable environment for financial support of bio-businesses. However, financial institutions' conservative inertia hinders innovation in mechanisms and instruments. This will probably require more time for negotiations and creativity to promote and achieve changes. The "Cajas" and "Cooperatives," which could promote small-scale bio-businesses in rural areas, are now facing business and operational challenges that prevent them from qualifying as such under the new regulatory framework for these entities.

- The impact of the pandemic and the entrepreneurial or financial fragility of some of the selected bio-businesses is determining a change of orientation that needs to be discussed with beneficiaries and stakeholders.
- The interviews highlighted the positive relationships between the government entities and the project, particularly with MAE, CAF, the Heifer Foundation, and CORPEI. However, the interviews also revealed some critical remarks about the Project's progress regarding timely decision-making and improved communication between the entities, beyond the activities of the PDC.
- The problems and delays in implementing the project underscore the need to extend the execution period, which is currently insufficient for the magnitude of the changes, which are easy to articulate but difficult to achieve. It is important to proceed with a review of the Project's regulatory framework and the redesign of the ToC. Then, a widely communicated and convened "relaunch" of the Project should be held, along with the elaboration of a Project's exit strategy.

On monitoring and knowledge management activities

- It is mentioned in the interviews that the M&E process is evolutionary because it requires a better understanding of the Project and its scope. Similar project reviews often reveal that, while the M&E concept is considered important, it does not receive the prescribed attention regarding execution, budgetary prioritization, and executive management.
- Although this part of the Project's execution is not perceived as a major problem since prescribed monitoring and reporting are being complied with, it is also noted that this compliance is mostly internal and refers to the project itself. It is also necessary to focus on participatory action by partners and key institutional alliances.
- Some entities recognize the value of disseminating information through seminars and training activities within the Project. However, they mention the need to gather knowledge and provide feedback to technical and academic stakeholders. They also mention the need to encourage the MAE to convert the knowledge achieved into relevant instruments and standards. There is a need for tools and materials to disseminate information, and it is recognized that knowledge and experience are being generated but not proactively communicated.
- The gender approach and search for equity in development promotion activities have shown marked progress globally. This trend is confirmed in the case of the Project. There were no problems or difficulties detected in the opinions and reactions of the interviewees, as evidenced by equal participation in processes and a gender balance among staff, beneficiaries, and stakeholders. Nevertheless, cultural biases and the marginalization of women's roles are still present in rural areas.

On the prospects of sustainability regarding the Outcomes

- The long-term viability of the project depends on the continued recognition of the importance of nature conservation, biodiversity, goods and services, and the reduction of environmental degradation. This process has been the focus of attention in all countries, in science, and in international cooperation. In this regard, interviewees have expressed uncertainty about progress in this area in light of the decision to merge ministries. However, there is confidence that the processes in place and current regulations will not be significantly affected.

- Financial sustainability may be affected if processes for innovative agreements to promote bio-businesses are not completed. These processes include the Registry, special funds, and regulations for financing new bio-businesses, with a distinction between native and non-native biodiversity.
- Institutional and regulatory sustainability must be strengthened through ongoing inter-institutional work, exchange of experiences, and partnerships (sectoral and territorial) to reinforce the concept of bio-business and entrepreneurship. This task may exceed the remaining time frame of the Project and the responsibility of the Heifer Foundation, CAF, and GEF, but the foundations for cementing and strengthening this process can be laid through promotional activities as an exit strategy for the Project. In this context, the MAE's proposal to CAF to implement a Global Biodiversity Framework Fund (GBFF) project for the bioeconomy is a promising sign for the sustainability of the Project's actions.
- The importance of balancing productivity and environmental concerns is emphasized, as technical progress requires attention to commercialization and financial benefits. Balancing these aspects provides better prospects for sustainability.

5.2 Recommendations

A. For priority and immediate adaptive action

- A.1** Conduct a comprehensive review of the implementation process, including in parallel: **(a)** clarifying and updating the Project's Theory of Change in light of the new political and institutional context and sequential implementation; **(b)** Proposing a participatory consultation to analyze and discuss the status of project implementation in order to optimize and redistribute resources among products and activities based on an updated ToC; **(c)** reviewing and updating the risk matrix based on the new framework; and **(d)** laying the groundwork for a project "exit strategy" to ensure the continuity of actions in a new post-project context.

Responsible: **(a)** PMU, Fundación Heifer (FH), CAF, consultants;
(b) CAF, FH, MAE, OPF- GEF, Technical Committee;
(c) and **(d)** PMU, FH, CAF, MAE

- A.2** En función y consecuencia con las acciones en A.1, preparar una estrategia y argumentación técnica y política para solicitar una extensión razonable del plazo de ejecución del Proyecto (se estima como mínimo un año) para completar logros pendientes, e implementar las propuestas de cambios y ajustes consensuados que aseguren los resultados e impacto del Proyecto.

Responsible: FH-PMU, CAF, MAE, OPF-GEF, Technical Committee.

B. For complementary adaptive and convergent actions for the remainder of the implementation period

- B.1** In relation to the recommended revision in A.1, conduct a qualitative analysis and refine the description of the target indicators to enhance the monitoring and evaluation of effective, measurable impacts over time. In particular, review Objective Indicators 1, 2, and 3, as well as Outcome Indicators 5, 6, 7, 10, 11, 12, 15, 20, and 21, which are discussed in **Section 4.2.1** and **Annex A**.

Responsible: FH-PMU, CAF, OFP-GEF, Consultant ad-hoc.

C. On capacity building, knowledge management and communication

- C.1** Strengthen and promote the relationship between CAF and Project team, with national and subnational government entities. Increasing the frequency and articulation of communications and face-to-face meetings to foster greater rapprochement.

Responsible: CAF, FH, PMU.

- C.2** Streamline the project's communication system and policy and standardize messages through a working group and a plan for timely and effective inter-institutional relations and communications.

Responsible: CAF, FH- PMU.

- C.3** Expand the scope of interaction in knowledge management with the Project's partners and stakeholders to exchange experiences and systematize lessons learned.

Responsible: CAF, FH-PMU, ad-hoc consultant.

D. To ensure the effectiveness and impact of achievements

- D.1** Compile and systematize positive and negative experiences from the implementation of the project for scaling up and replication at the national and international levels within the revised ToC framework. Analyze the effects and propose research on preserving ecosystem services in the context of using native biodiversity species to promote balanced ecosystem conservation.

Responsible: CAF, FH-PMU, ad-hoc consultant.

- D.2** Analyze effects and propose research on the preservation of ecosystem services in relation to the specific use of native biodiversity species, balancing ecosystem conservation and commercial use potential.

Responsible: Technical Committee, CAF, FH-PMU, ad-hoc consultant

E. To optimize gender and intercultural approaches and achievements.

- E.1** Update and adapt the plan for searching and evaluating the state of gender equity. Strengthen the relationship with, and attention to, organized women's groups and the training of men and women on the subject in each Project output and intervention.

Responsible: CAF, FH-PMU, ad-hoc consultant.

F. For the sustainability of Project Outcomes

- F.1** Follow up implementation and provide technical assistance for capacity building in key institutions to ensure the continuity of the actions initiated by the Project; in particular, include producer associations and guilds, women's action groups, academic and scientific research entities, local NGOs, and subnational governments.

Responsible: CAF, FH-PMU, ad-hoc consultant.

- F.2** Establish exchange relationships and promote collaboration with converging international, regional, and local cooperation programs and projects, with a view to forming strategic alliances for mutual support and synergistic actions for biodiversity conservation, diversification in resource management, microfinance assistance, and competitive funds, in order to increase the prospects for the positive impact of the Project.

Responsible: CAF, FH-PMU, MAE, OFP-GEF

- F.3** In parallel or in continuation with A.1, formulate a financial sustainability strategy for the continuity of the Project's actions, associated to the socio-political and institutional sustainability forecasts, and to the continuation of the co-financing contributions already agreed upon.

Responsible: CAF, FH-PMU, MAE, OFP-GEF

ANNEXES

- A. Evaluation of the Results Matrix - ENG**
- B. Terms of Reference of the MTR (without annexes) - SPA**
- C. MTR Evaluation Matrix - ENG**
- D. List of Documents reviewed - SPA**
- E. Questionnaire-guide for interviews - SPA**
- F. Mission Itinerary and List of Interviewees - SPA**
- G. Project Cofinancing Table**
- H. MTR Rating Scales - ENG**
- J. Signed UNEG Code of Conduct Form – SPA**
- K. MTR Report Clearance Form**

Special Annexes (attached in separate files):

- Core Indicators Table**
- Audit Trail .**

ANNEX A: Evaluation of the Results Matrix

OBJECTIVE: To create basic conditions in Ecuador that facilitate the development of businesses that use biodiversity in a sustainable manner.

Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
1. Number of bio-businesses registered in the national registry.	• 0	≥ 500	≥ 1,000	As of the date of the MTR, the Project reports 131 bio-businesses that have registered in the Phase 1 Registry. It should be noted that there is a larger number (343 bio-businesses) that have been identified and verified in the Project's database, but have not registered their data, as well as a global list of 600 identified businesses that have not yet been verified. The mid-term target would have met in 26% and in 13% of the final target.	MS	The Project has made good progress in promoting and accompanying the establishment of the National Registry of Biodiversity-Related Activities. It contributed to the standard to establish the respective procedure, the starting point for the development of the corresponding module in the Single Environmental Information System (SUIA). Decisions now rest with the MAE and have been subject to bureaucratic delays due to changes in government policy.
2. Area of bio-businesses under sustainable management in production systems (Has.)	• 14,040.56	≥ 15,000	≥ 16,000	The Project reports 13,203.09 ha, which constitutes 88% of the mid-term target, and 83% of the final target of the Project.	S	The figure reported by the sectoral authority has a relative value as an indicator, given the circumstances that have affected rural and agricultural development actions due to the pandemic, which does not guarantee the expected impact on the companies and entities supported by the Project. Nevertheless, progress is considered satisfactory .
3. Number of people borrowing from lines of credit promoted by the Project (disaggregated by sex).	• 0	≥ 300 (50% women)	≥ 700 (50% women)	The Project reports no progress to date on this indicator because the regulatory and guarantee enabling conditions expected by the financial institutions to adapt to the specific conditions of the bio-businesses have not yet been consolidated.	MU	The time needed to generate and implement the specific enabling conditions for financing, in terms of regulations, incentives, regularization in the National Registry, and others, was underestimated in the design of the Project. The framework expected by financial institutions is not yet in place.

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S.N. Landscape area under better management to benefit biodiversity. (Indicator added in the FY 2025 Report).	n.d	• 500 ha	• 2,500 ha	The Project reports on this indicator (added to ProDoc) indicating progress to date of 139 ha; that is, 28% of the MTR target, and 6% of the end-of-project target.	MU	The Project has included this indicator in response to the need to incorporate conservation criteria, which is relevant in the context of its conception and government policies. However, progress is still incipient and it is difficult to qualify with respect to the referred universe.
4. Direct beneficiaries of the Project broken down by gender (individual persons)	• 0	≥ 1,000 (50% women)	≥19,000 (50% women)	In this indicator incorporated in the FY 2025 Report, the Project reports 3,233 total beneficiaries, an advance of 323% over the mid-term target; but only 17% of the end-of-project goal. The incorporation of women stands at 1,945 (194% against the mid-term goal; and 21% against the end-of-project target.	MS	In the country, and especially in rural areas, the trend towards a higher proportion of women beneficiaries and active women in development projects is moderately satisfactory. However, the participation figures do not reflect the real qualitative conditions of potential discrimination and family dependency, which are still frequent..
COMPONENT 1: Conditions conducive to the development of sustainable enterprises based on native biodiversity.						
Outcome 1: Institutional arrangements that support the development of businesses based on the sustainable use of native biodiversity.						
Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
5. Number of regulations to encourage bio-businesses.	• 1: Ministerial Agreement 034 of 2019	• 2: Ministerial Agreement 054 approved.	• 3: (1) Authorization process updated... (2) Operational resolution clarifies procedures... (3) Updated rules to encourage bio-businesses...	The Project reports that it has contributed to conceptual framework for bio-business (key regulatory definitions and collaborative arrangements between entities), such as the Reform of Ministerial Agreement 034. The new regulatory instrument (AM 054), already issued, incorporates definitions of bio-businesses and bio-enterprises, and a comprehensive approach to sustainable use of biodiversity, including a gender approach; and the National Registry of Biodiversity-related Activities, with the regulation to establish the National Registry of Activities for the Use, Processing, Management and Sustainable Exploitation of Biodiversity.	S	The aforementioned activities and goals have taken more time and support from the Project than anticipated, due to delays in discussion and governmental approval. The progress achieved will serve to meet the end-of-Project targets: (i) Update of the permitting process for the collection, use and management of wild animals for commercial purposes; (ii) Operational resolution clarifying the environmental impact assessment procedures and the bio-business licensing process; and (iii) Update of the rules to incentivize bio-businesses based on lessons learned from the Project pilots and other enterprises, including the implementation of gender mainstreaming in bio-businesses..

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Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
6. Level of development and implementation of the bio-business working group of the MAE	Working group not established.	Working group meets regularly, follows an agreed multi-year work plan, and produces internal agreements and recommendations to encourage bio-businesses.	Working group meets regularly, follows an agreed multi-year work plan, and produces internal agreements and recommendations to encourage bio-businesses.	The project reports the establishment of the MAE (formerly MAATE) working group as a mid-term goal, meeting the conditions set out in the ProDoc for this indicator. Changes in the technical teams and authorities of the institutions involved, as well as the need to wait for decisions on the formation of inter-institutional spaces, have influenced the pace of progress of some activities.	S	The establishment of the working group at the MAE is a positive sign, especially given the difficulties arising from changes and turnover of staff at the Ministry. This achievement will still require additional consolidation efforts with technical assistance from the Project.
7. Level of development and implementation of the interagency working group.	Working group not established.	The working group meets regularly, follows an agreed multi-year work plan, and produces signed agreements to encourage bio-businesses.	The working group meets regularly, follows an agreed multi-year work plan, and produces signed agreements to encourage bio-businesses.	The project reports difficulties in establishing and operationalizing the interagency working group (25% progress), which are preventing the midterm goal from being achieved, especially with regard to the coordination of the internal bioeconomy group and the formation of the group.	MS	The merger of ministries to form the MAE introduces a factor of uncertainty in the future of working groups in general, and interagency groups in particular. To date, the former MAATE did not have the regulatory powers to establish a binding relationship with other ministries that would allow it to lead the group with greater influence on decisions; a positive change in this regard could be expected if current environmental policies are maintained.
8. Level of integration of gender equity in the work of the working group, the work of the MFA bio-business working group and the inter-agency group	The working groups do not integrate gender equality into their work plans.	The working groups integrate gender equality activities and objectives into their agreed multi-year work plans.	Working groups evaluate and report on their gender equality objectives.	The Project reports no progress on this indicator, which is related to difficulties in establishing the groups themselves beyond the baseline, scoring a nominal progress of 33% on the final target.	MS	The difficulties in advancing this indicator are related to policies and cultural factors—still decisive in the national context—that limit or prevent women's participation in economic and labor decisions. Despite the barriers posed by official policies, there are good prospects for the future and positive figures regarding the evolution of women's effective participation and the improvement of the conditions enabling it.

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9. Level of development of instruments to operationalize gender equity in bio-businesses	There are no instruments to make gender equality operational in bio businesses..	Instruments are formally adopted by the MAE.	Gender instruments and considerations are integrated into regulations to encourage bio businesses.	The project reports 75% compliance with the final goal, with an instrument officially adopted by the MAE (formerly MAATE). The Internal Bioeconomy Group contributed to integrating the gender approach into biotrade and bioeconomy work, with three capacity-building processes.	S	The goal will be achieved by the mid-term, and it is feasible to meet the end-of-project goal, considering the extension of the implementation period as approved.
COMPONENTE 1: Conditions conducive to the development of sustainable enterprises based on native biodiversity. Outcome 2: Improved capacities for the development of sustainable value chains based on native biodiversity						
Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
10. Level of development of the national registry of bio-businesses.	Record created but not operational.	Fully operational register	Fully operational register	The project reports 75% progress on this indicator, corresponding to a status of "Registration in trial operation" according to ProDoc. To implement the national registry of biodiversity-related activities, an agreement has been signed with CORPEI, and a work plan and communication strategy are in place to facilitate the phased development of the registry.	MU	The Registry is a fundamental goal in terms of the enabling conditions required for the Project's central objective of promoting and establishing bio-businesses. Decisions have been delayed by discussions about alternatives and scope in the definitions and orientation of bio-businesses, the lack of clarity among financial institutions regarding risks and responsibilities, and the current uncertainty about environmental governance and the resulting priorities.
11. Number of people trained in bio-business development (>50% women)	0	≥ 1,000 (50% women)	≥ 9,000 (50% women)	The Project reports a total to date of 1,228 people trained in bio-businesses (123% above the mid-term goal and 14% above the end-of-project goal). In terms of women's participation, it is reported that they have reached 60% of the total to date, with an estimated 50% by the end of the Project.	S	The indicator targets for the mid-term of the project have been satisfactorily achieved, although the end-of-project target is more ambitious and will require redoubled efforts during the remainder of the project. The indicator is quantitative, so it is not possible to assess the quality of learning among participants in training events, suggesting the need for some subsequent monitoring or evaluation mechanism.

COMPONENT 2: Increase the availability of financing Outcome 3: Financial mechanisms and instruments to support business initiatives based on the sustainable use of native biodiversity.						
Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
12. Amount of lines of credit sponsored by the Project issued in loans (USD)	0	≥ 4,000,000 USD	≥ 11,000.000 USD	The project reports progress in the design, structuring, and validation of financial mechanisms and instruments aimed at business initiatives that promote the sustainable use of native biodiversity in Ecuador. These advances fall within four strategic areas: • Design of financial products, with Banco Pichincha, based on access to CAF resources. • Bio-business evaluation form that includes technical eligibility and exclusion criteria. • Structuring of a technical document on the operation of the financial product (credit conditions, evaluation procedures, governance mechanisms). • Loan reporting model.	MU	Despite the efforts and progress made by the Project, and the expectations expressed by financial institutions to participate in financing schemes, no substantial progress has been made in granting loans, as difficulties remain in terms of regulatory design and guarantees, as well as the nature of the activities and subject matter of bio businesses. CAF funds have been assimilated into the fund that has been deposited in Banco Pichincha to meet the potential demand for various types of bio-businesses. (See Co-financing Table)
13. Number of people from financial institutions trained.	0	500	2,500	The project reports that 100 people have been trained (20% of the mid-term target and 4% of the end-of-project target). Capacity-building and knowledge management events have been held (training modules aimed at technical teams from financial institutions, addressing key topics such as bioeconomy, biodiversity, and ecosystem services; project evaluation and application of the bio-business form; applicable environmental regulations and institutional guidelines; and success stories and financial sustainability tools).	MS	It is not possible to accurately gauge the impact of the training, as the indicators are quantitative rather than qualitative and do not reflect the willingness to change on the part of middle managers in financial institutions. In any case, the delay in implementing this training, due to the still incipient situation of loan operations, may weaken the initial impact of the events held.

Revisión de Medio Término (MTR) del Proyecto BioNegocios Ecuador

COMPONENT 3: Demonstrative pilot interventions Outcome 4: Optimized demonstration of sustainable supply chains						
Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
14. Level of development of the plans for the use of mortiño for Cotacachi - Cayapas and Cayambe - Coca National Parks	- Cotacachi-Cayapas: Outdated - Cayambe-Coca: Not developed.	- Cotacachi-Cayapas: Plan developed, without approval from the MAE - Cayambe-Coca: Plan developed, without approval from the (MAE)	- Cotacachi-Cayapas: Plan approved by the MAE. - Cayambe-Coca: Plan approved by the MAE.	The Project does not report substantial progress on this indicator, limiting itself to noting 20% progress, presumably in updating plans for the use of mortiño in both protected natural areas. The main reason for the delay has been the impact of the pandemic on the areas and the fragility of governance and scale of work in the selected companies, which was not foreseen in the ProDoc design.	MU	The Project's actions have focused on strengthening and recovering the activity of companies engaged in bio-businesses, and on providing logistical and equipment support. It is considered that the selection of companies, without anticipating the delay in establishing enabling conditions, was premature in the ProDoc. However, the Project's efforts in the face of external conditions are appreciated.
15. Area of agricultural parcels certified as organic (ha).	Sumak Mikuy = 14.07 ha [year 2020] COPROBICH: 905.66 ha [year 2020] Ethnisnack y COOPGRANACH 0 ha. Other producers: 85 ha (100% producers)	Sumak Mikuy: ≥ 18ha. COPROBICH: ≥ 905.66 ha Ethnisnack y COOPGRANACH ≥10 ha in transition to organic. COOPGRANACH = 0 ha certified. Other producers: ≥ 15.65 ha certified.	Sumak Mikuy: ≥21 ha. COPROBICH: ≥907 ha Ethnisnack y COOPGRANACH ≥7 ha in transition to organic.. COOPGRANACH = ≥10 ha certified. Other producers: ≥ 20 ha certified.	No increase in the area of certified organic plots has been reported. As of June 2025, a total of 846.63 ha has been reported, equivalent to 83% of the end-of-project target. No increase in ha in transition to organic has been reported as of the MTR date. An area of 15.19 ha is reported under Other Producers, equivalent to 76% of the end-of-project target.	MS	Overall, this indicator reflects the difficulties mentioned in the previous indicator, with uneven progress in the certification of organic plots. This outcome indicator points to greater participation by the sectors responsible for certification at the national and subnational levels..

Revisión de Medio Término (MTR) del Proyecto BioNegocios Ecuador

Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
16. Area of agricultural plots with "Good Agricultural Practices" certification.	• Sumak Mikuy = 0 ha [year 2020] • COPROBICH 0 ha. • Ethnisnack y COOPGRANACH 0 ha • Other producers: 0 ha.	• Sumak Mikuy = ≥ 18 ha • COPROBICH ≥ 500 ha. • Ethnisnack y COOPGRANACH ≥ 85 ha. (100% producers) • Other producers: ≥ 8 ha (40% producers)	• Sumak Mikuy = ≥ 21 ha • COPROBICH ≥ 9545 ha. • Ethnisnack y COOPGRANACH ≥ 85 ha. (100% producers) • Other producers ≥ 20 ha (100% producers)	No figures are reported for hectares with Good Practices certification. 846.63 ha are reported, equivalent to 169% of the mid-term target and 93% of the end-of-project target. No figures are reported for hectares with Good Practices certification. An increase of 15.19 ha is reported, representing 189% of the mid-term target and 76% of the end-of-project target.	MU	Depending on the length of the Project implementation period and the official certification processes, it is possible that in two of the cases where no progress has been made, the overall end-of-project goal will not be achieved. The recommendation in the previous indicator would also be valid in this case.
17. Number of Oophaga frogs produced per year by Wikiri..	• 385	• ≥ 577	• 770	The project reports a figure of 713 frogs produced per year, representing an increase of 124% of the mid-term target and 93% of the end-of-project target.	S	Wikiri is the most stable and well-established of the selected companies, and has been able to overcome the impact of the pandemic on its growth rate. The Project has supported this recovery.
18. Number of visitors per year to Wikiri Sapoparque.	• 0	• $\geq 1,200$	• $\geq 3,600$	The Project reports 8,957 visitors per year, representing 746% of the midterm target and 249% of the final target.	AS	For the same reasons as in the previous assessment, it is determined that the target, in a context of greater interest in nature, was underestimated in the case of this company, in contrast to companies in rural areas.
19. Percentage of Jambatu's costs covered by Wikiri.	• 6%	• $\geq 8\%$	• $\geq 10\%$	El Proyecto estima que el porcentaje de cobertura de costos de Jambatu por Wikiri es del orden del 5.6%, lo que indica un 56% de cumplimiento de la meta de medio término.	S	Las circunstancias de recuperación y expansión de actividades de Wikiri con el apoyo del Proyecto, permiten prever que la meta de fin de proyecto será alcanzada.

Revisión de Medio Término (MTR) del Proyecto BioNegocios Ecuador

Indicators	Baseline	Mid Term Target	End-of-project Target	Progress as of June 2025 Annual Report	Grade	Justification of the qualification
20. Number of people who have participated in events to disseminate the Project's experiences.	• 0	• ≥ 500 (40% women)	• ≥ 1,000 (40% women)	A total of 1,300 people are reported to have participated in the project's outreach activities (260% of the mid-term target and 139% of the final target). However, the target for women has only been reached by 25%.	S	Apparently, the targets have underestimated interest in the Project. The number of women is estimated to be 40%, but the Project figures indicate only 25%.
21. Number of monthly visitors (annual average) registered on the network of platforms used to disseminate the Project's information and lessons.	• 0	• ≥ 2,000 views • ≥ 1,500 unique views	• ≥ 4,000 views • ≥ 3,000 unique views	Las cifras del IA 2025 señalan 77,832 visitantes; las cifras de presentación del Proyecto (24/8/2025) indican 47,500 vistas totales y 7,748 vistas únicas, entre enero 2023 y mayo 2025,	S	En todo caso, las cifras del ProDoc han subestimado la vigencia de las redes y el interés en los temas de Proyecto, superan ampliamente las metas. Estas apreciaciones ameritan una revisión y verificación de las mediciones, sin perjuicio de mejorar e incrementar las actividades de comunicación y difusión.

Achievement Rating: **HS** Highly satisfactory - **S** Satisfactory - **MS** Moderately Satisfactory - **MU** Moderately Unsatisfactory
U Unsatisfactory - **HU** Highly Unsatisfactory - **NE** Not Evaluable.

Indicator evaluation key:

Green = Achieved	Yellow = In process of being achieved	Red = Not expected to be achieved.	Not Evaluable
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ANNEX B. Terms of Reference of the MTR

BIONEGOCIOS ECUADOR
Sostenibilidad de la Biodiversidad Nativa
Términos de Referencia

INTRODUCCIÓN

Estos son los Términos de Referencia (ToR) para la evaluación de medio término (MTR por sus siglas en inglés) de CAF-GEF para el proyecto denominado **“Desarrollo de un entorno propicio para negocios sostenibles basados en la biodiversidad nativa del Ecuador”**, implementado a través de CAF. El proyecto se inició en el primer semestre del 2022 y actualmente se encuentra en su tercer año de ejecución. Este proceso de evaluación de medio término dará comienzo antes de la presentación del Informe de Ejecución del Proyecto (PIR). En los presentes ToR se fijan las expectativas para el actual MTR. El proceso del MTR debe seguir las directrices marcadas por el GEF.

Modalidad de contratación:	Consultoría
Denominación:	Evaluación de medio término del proyecto “Bionegocios Ecuador”.
Plazo:	60 días hábiles a partir de la firma del contrato
Lugar de trabajo:	Quito, con desplazamientos ocasionales a otras provincias del país.
Código del proyecto:	GEF ID: 10219/CAF: CAF-GEF-016/ HEIFER: EC1281HEIC00. Proyecto.

1. ANTECEDENTES

El Ministerio del Ambiente, Agua y Transición Ecológica (MAATE), como punto focal país del Global Environment Facility (GEF), en colaboración con CAF (Banco de Desarrollo de América Latina y el Caribe) en su calidad de Agencia Implementadora, elaboraron el proyecto “Desarrollo de un entorno propicio para negocios sostenibles basados en la biodiversidad nativa del Ecuador – Bionegocios Ecuador” (en adelante el “Proyecto”). El documento de proyecto (PRODOC) fue aprobado por el GEF el 14 de diciembre de 2021. El MAATE, en su calidad de punto focal operacional del GEF, y CAF seleccionaron a Heifer Ecuador como organización ejecutora del referido Proyecto.

En julio del 2022, CAF firmó con Fundación Heifer Ecuador el Convenio de Ejecución de Recursos de Cooperación Técnica No Reembolsable que establece los términos y condiciones de la cooperación entre las partes para el desarrollo del Proyecto.

La Fundación HEIFER Ecuador es una Organización No Gubernamental, vinculada a HEIFER International, reconocida legalmente en Ecuador, desde el 08 de julio de 1993, según Acuerdo Ministerial #0250 otorgado por el Ministerio de Agricultura, Ganadería, Acuacultura y Pesca - MAGAP. La Fundación HEIFER apoya iniciativas, programas y proyectos de comunidades, organizaciones campesinas, campesinas/indígenas y organismos no gubernamentales locales, encaminados hacia el desarrollo sustentable con un enfoque integral y participativo.

Uno de los componentes de Bionegocios Ecuador, se refiere al monitoreo y evaluación en donde se solicita la realización de una revisión de medio término, la cual busca evaluar el desempeño y los

resultados del proyecto con fines de gestión adaptativa en el punto medio de la duración prevista del mismo. Para esto se requiere contratar un consultor con conocimiento y experticia en el tema, por lo cual se convoca a los/as interesados/as a presentar sus ofertas.

Esta evaluación la realizará CAF como parte del proceso que se ha determinado en el proyecto tal como se menciona en el PRODOC aprobado. Se espera tener como resultado las recomendaciones, conclusiones y acciones a seguir para lograr los impactos que pretende el proyecto, además de definir las acciones que aún se deben desarrollar en el contexto del territorio, informar si se lograrán alcanzar los indicadores propuestos en el diseño del proyecto y proponer, de ser el caso, cuáles deberían ser las acciones correctivas para alcanzar las metas estableciendo un margen de cumplimiento, además de puntos sobresalientes y mejores prácticas, medidas de desempeño del proyecto, manejo de recursos, manejo de problemas, gestión de riegos, gestión de comunicación, manejo de activos, aprendizajes, así como también se espera recomendaciones sobre la sostenibilidad.

CAF se compromete a lograr la diversidad dentro de su fuerza de trabajo e invita y alienta a postulantes cualificados, independientemente de su sexo, nacionalidad, discapacidad, orientación sexual, cultura, religión y origen étnico. Todas las aplicaciones serán tratadas con la más estricta confidencialidad.

2. OBJETIVOS DEL MTR

El MTR evaluará los avances realizados en el logro de los objetivos y resultados del proyecto recogidos en el Documento del Proyecto, analizando las primeras señales de éxito o fracaso con el propósito de identificar cualquier cambio que sea necesario para retomar el rumbo de este y conseguir los resultados deseados. El MTR revisará también la estrategia del proyecto y sus riesgos a la sostenibilidad.

3. ENFOQUE Y METODOLOGÍA DEL MTR

Los datos aportados por el MTR deberán estar basados en información creíble, confiable y útil. El consultor del MTR examinará todas las fuentes de información relevantes, incluidos los documentos elaborados durante la fase de preparación (p. ej. PIF, Salvaguardas Ambientales y Sociales de CAF, Documento del Proyecto, informes de proyecto como el Examen Anual/PIR, revisiones del presupuesto del proyecto, informes de las lecciones aprendidas, documentos legales y de estrategia nacional, y cualquier otro material que el consultor considere útil para este examen basado en datos objetivos). El consultor del MTR analizará la Herramienta de Seguimiento del área de actuación del GEF al inicio del proyecto, enviada a este organismo con la aprobación del CEO, y la Herramienta de Seguimiento a mitad de ciclo, la cual debe ser completada antes de iniciarse la misión de campo del MTR.

Del consultor que lleve a cabo el MTR se espera que siga un enfoque colaborativo y participativo que garantice una relación estrecha con el Equipo de Proyecto (del organismo ejecutor), sus homólogos gubernamentales (la persona o entidad designada como responsable o Coordinador de Operaciones del GEF (*Operational Focal Point*), el responsable del proyecto y otros ejecutivos de la Oficina de Representación y de la Dirección de Asesoramiento Técnico en Biodiversidad y Clima (DATBC) de CAF y otras partes interesadas clave.

La implicación de las partes interesadas resulta vital para el éxito del MTR. Para ello, deben realizarse entrevistas con aquellos agentes que tengan responsabilidades en el proyecto, entre los que están: representantes del Ministerio de Ambiente, Agua y Transición Ecológica (MAATE), del Ministerio de

Agricultura y Ganadería (MAGAP), de CORPEI, de Fundación Heifer Ecuador, de Wikiri, de Ethnisnacks, de COPROBICH, de SUMAK MIKUY, entre otros actores clave del proyecto. Asimismo, está previsto que el consultor del MTR realice misiones de campo a las provincias donde se encuentran los pilotos del proyecto en el marco del componente 3, y demás actores.

El informe final del MTR debería contener una descripción completa del enfoque seguido y las razones de su adopción, señalando explícitamente las hipótesis utilizadas y los retos, puntos fuertes y débiles de los métodos y el enfoque seguido para la evaluación

4. ÁMBITO DETALLADO DEL MTR

El consultor del MTR evaluará las siguientes cuatro categorías de progreso del proyecto: a) Estrategia del proyecto, b) Progreso en el logro de resultados, c) Ejecución del proyecto y gestión adaptativa, d) Sostenibilidad. Asimismo, se incluirá en el MTR un apartado con las conclusiones y recomendaciones y otro con la valoración de los resultados del proyecto.

a. Estrategia del proyecto

Diseño del proyecto:

- Analizar el problema abordado por el proyecto y las hipótesis aplicadas. Examinar el efecto de cualquier hipótesis incorrecta o de cambios en el contexto sobre el logro de los resultados del proyecto recogidos en el Documento del Proyecto.
- Analizar la relevancia de la estrategia del proyecto y determinar si ésta ofrece el camino más eficaz para alcanzar los resultados deseados/buscados. ¿Se incorporaron adecuadamente al diseño del proyecto las lecciones aprendidas en otros proyectos relevantes?
- Analizar cómo quedan recogidas en el proyecto las prioridades del país. Comprobar la propiedad nacional del proyecto. ¿Estuvo el concepto del proyecto alineado con las prioridades de desarrollo del sector nacional y los planes para el país?
- Analizar los procesos de toma de decisiones. ¿Se tuvo en cuenta durante los procesos de diseño del proyecto la perspectiva de quienes se verían afectados por las decisiones relacionadas con el proyecto, de quienes podrían influir sobre sus resultados y de quienes podrían aportar información u otros recursos durante los procesos de diseño del proyecto?
- Analizar hasta qué punto se tocaron las cuestiones de género relevantes en el diseño del proyecto.
- Si existen áreas importantes que requieren atención, recomendar aspectos para su mejora.

Marco de resultados/marco lógico:

- Acometer un análisis crítico de los indicadores y metas del marco lógico del proyecto, evaluar hasta qué punto las metas de mitad y final de periodo del proyecto cumplen los criterios SMART (abreviatura en inglés de Específicos, Cuantificables, Conseguidos, Relevantes y Sujetos a plazos) y sugerir modificaciones/revisiones específicas de dichas metas e indicadores en la medida que sea necesario.
- ¿Son los objetivos y resultados del proyecto o sus componentes claros, prácticos y factibles de realizar durante el tiempo estipulado para su ejecución?
- Analizar si el progreso hasta el momento ha generado efectos de desarrollo beneficiosos o podría catalizarlos en el futuro (por ejemplo, en términos de generación de ingresos, igualdad de género y empoderamiento de la mujer, mejoras en la gobernabilidad, etc.) de manera que deberían incluirse en el marco de resultados del proyecto y monitorizarse de forma anual.
- Asegurar un seguimiento efectivo de los aspectos más amplios de desarrollo y de género del proyecto. Desarrollar y recomendar los indicadores de desarrollo SMART, que deberán incluir indicadores desagregados en función del género y otros que capturen los beneficios de desarrollo.

a) Progreso en el logro de resultados

Análisis del progreso en el logro de resultados:

- Revisar los indicadores del marco lógico y compararlos con el progreso realizado en el logro de las metas establecidas para fin de proyecto mediante la Matriz de progreso en el logro de resultados; reflejar los avances siguiendo el sistema de colores "tipo semáforo" basado en el nivel de progreso alcanzado; asignar una valoración del progreso obtenido a cada resultado; efectuar recomendaciones desde las áreas marcadas como "No lleva camino de lograrse" (rojo).

Tabla 1. Matriz de progreso en el logro de resultados (resultados obtenidos en comparación con las metas para el final del proyecto)

Estrategia del Proyecto	Indicador	Nivel inicial de referencia	Nivel en el 1er PIR (auto-reportado)	Meta a Mitad de Período	Meta a Final de Proyecto	Nivel y evaluación a Mitad de Período	Valoración de los logros conseguidos	Justificación de la valoración
Objetivo:	Indicador (si es aplicable):							
Resultado 1:	Indicador 1:							
	Indicador 2:							
Resultado 2:	Indicador 3:							
	Indicador 4:							
	Etc.							
Etc.								

Código para la Evaluación de los Indicadores

Verde = Logrado	Amarillo = Camino de lograrse	Rojo = No lleva camino de lograrse
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Además del análisis de progreso en la consecución de resultados:

- Comparar y analizar la Herramienta de Seguimiento del GEF al nivel inicial de referencia con la completada inmediatamente antes del Evaluación de Medio Término.
- Identificar las restantes barreras al logro de los objetivos del proyecto en lo que resta hasta su finalización.
- Una vez examinados los aspectos del proyecto que han tenido éxito, identificar fórmulas para que el proyecto pueda ampliar los beneficios conseguidos.

a) Ejecución del proyecto y gestión adaptativa

Mecanismos de gestión:

- Analizar la eficacia general en la gestión del proyecto tal y como se recoge en el Documento del Proyecto. ¿Se han realizado cambios? ¿Son efectivos? ¿Están claras las responsabilidades y la cadena de mando? ¿Se toman las decisiones de forma transparente y en el momento adecuado? Recomendar áreas de mejora.
- Analizar la calidad de la ejecución por parte del Organismo ejecutor/Socio(s) en la Ejecución y áreas de mejora recomendadas.
- Analizar la calidad del apoyo proporcionado por el Organismo Implementador GEF (CAF) y recomendar áreas de mejora.

Planificación del trabajo:

- Analizar cualquier demora en la puesta en marcha e implementación del proyecto, identificar sus

causas y examinar si ya se han resuelto.

- ¿Están los procesos de planificación del trabajo basados en los resultados? Si no es así, ¿se pueden sugerir maneras de reorientar la planificación del trabajo para enfocarse en los resultados?
- Examinar el uso del marco de resultados/marco lógico del proyecto como herramienta de gestión y revisar cualquier cambio producido desde el inicio del proyecto.

Financiación y cofinanciación:

- Evaluar la gestión financiera del proyecto, con especial referencia a la rentabilidad de las intervenciones.
- Analizar los cambios producidos en las asignaciones de fondos como resultado de revisiones presupuestarias y determinar si dichas revisiones han sido apropiadas y relevantes.
- ¿Cuenta el proyecto con controles financieros adecuados, incluyendo una apropiada información y planificación, que permitan a la Dirección tomar decisiones informadas relativas al presupuesto y que faciliten un flujo de fondos en tiempo y plazos adecuados?
- A partir de la información contenida en la tabla de seguimiento de la cofinanciación que hay que rellenar, ofrecer comentarios sobre la cofinanciación. ¿Se utiliza la cofinanciación estratégicamente para ayudar a los objetivos del proyecto? ¿Se reúne el Equipo del Proyecto regularmente con todos los socios en la cofinanciación a fin de alinear las prioridades financieras y los planes de trabajo anuales?

Sistemas de seguimiento y evaluación a nivel de proyecto:

- Analizar las herramientas de seguimiento usadas actualmente. ¿Ofrecen la información necesaria? ¿Involucran a socios clave? ¿Están alineadas con los sistemas nacionales o incorporadas a ellos? ¿Usan la información existente? ¿Son eficientes? ¿Son rentables? ¿Se requieren herramientas adicionales? ¿Cómo pueden hacerse más participativas e inclusivas?
- Analizar la gestión financiera del presupuesto para el seguimiento y evaluación del proyecto. ¿Se asignan recursos suficientes para el seguimiento y evaluación? ¿Se usan estos recursos con eficacia?

Implicación de las partes interesadas:

- Gestión del proyecto: ¿Ha desarrollado y forjado el proyecto las alianzas adecuadas, tanto con las partes interesadas directas como con otros agentes tangenciales?
- Participación y procesos impulsados desde el país: ¿Apoyan los gobiernos locales y nacionales los objetivos del proyecto? ¿Siguen teniendo un papel activo en la toma de decisiones del proyecto que contribuya a una ejecución eficiente y efectiva del mismo?
- Participación y sensibilización pública: ¿Hasta qué punto ha contribuido la implicación y la sensibilización pública en el progreso realizado hacia el logro de los objetivos del proyecto?

Información:

- Analizar los mecanismos empleados por la Dirección del Proyecto para informar de los cambios en la gestión adaptativa y comunicarlos al Comité Directivo del Proyecto.
- Evaluar hasta qué punto el Equipo de Proyecto y sus socios llevan a cabo y cumplen con todos los requisitos de información del GEF (p. ej.: ¿qué medidas se han tomado para abordar los PIR con valoraciones bajas, cuando sea aplicable?).
- Evaluar cómo se han documentado y compartido las lecciones aprendidas derivadas del proceso de gestión adaptativa con los socios clave y cómo han sido internalizadas por éstos.

Comunicación:

- Examinar la comunicación interna del proyecto con las partes interesadas: ¿Existe una comunicación regular y efectiva? ¿Hay partes interesadas importantes que se quedan fuera de los canales de comunicación? ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación? ¿Contribuye la comunicación con las partes interesadas a que estas últimas tengan una mayor concienciación respecto a los resultados y actividades del proyecto, y a un mayor compromiso en la sostenibilidad a largo plazo de los resultados del mismo?
- Examinar la comunicación externa del proyecto: ¿Se han establecido canales de comunicación adecuados –o se están estableciendo– para expresar el progreso del proyecto y el impacto público deseado (por ejemplo, ¿hay presencia en la web? ¿Llevó a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?).
- A efectos informativos, redactar un párrafo de media página que resuma el progreso del proyecto hacia los resultados en términos de su contribución a la generación de beneficios relacionados con el desarrollo sostenible y el medio ambiente global.

b) Sostenibilidad

- Validar si los riesgos identificados en el Documento del Proyecto, el Examen Anual del Proyecto/PIR son los más importantes y si las valoraciones de riesgo aplicadas son adecuadas y están actualizadas. En caso contrario, explicar por qué.
- Asimismo, evaluar los siguientes riesgos a la sostenibilidad:

Riesgos financieros para la sostenibilidad:

- ¿Cuál es la probabilidad de que se reduzca o cese la disponibilidad de recursos económicos una vez concluya la ayuda del GEF (teniendo en cuenta que los recursos potenciales pueden provenir de múltiples fuentes, como los sectores público y privado, actividades generadoras de ingresos y otros recursos que serán adecuados para sostener los resultados del proyecto)?

Riesgos sociales para la sostenibilidad:

- ¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto? ¿Cuál es el riesgo de que el nivel de propiedad e implicación de las partes interesadas (incluyendo el de los gobiernos y otras partes interesadas) sea insuficiente para sostener los resultados/beneficios del proyecto? ¿Son conscientes las diversas partes interesadas clave de que les interesa que los beneficios del proyecto sigan fluyendo? ¿Tienen el público y/o las partes interesadas un nivel de concienciación suficiente para apoyar los objetivos a largo plazo del proyecto? ¿Documenta el Equipo del Proyecto las lecciones aprendidas de manera continuada? ¿Se comparten/transfieren a los agentes adecuados que estén en posición de aplicarlas y, potencialmente, reproducirlas y/o expandirlas en el futuro?

Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad:

- ¿Presentan los marcos legales, las políticas, las estructuras y los procesos de gobernabilidad riesgos que puedan poner en peligro la continuidad de los beneficios del proyecto? Al evaluar este parámetro, es preciso tener en cuenta también si están instalados los sistemas/mecanismos requeridos para la rendición de cuentas, la transparencia y los conocimientos técnicos.

- Riesgos medioambientales para la sostenibilidad:

c) ¿Hay algún riesgo medioambiental que pueda poner en peligro la continuidad de los resultados del proyecto?

d) *Conclusiones y Recomendaciones.*

El consultor del MTR incluirá una sección en el informe donde se recojan las conclusiones obtenidas a partir de todos los datos recabados y pruebas realizadas.

Las recomendaciones deberían ser sugerencias sucintas para intervenciones críticas que deberán ser específicas, cuantificables, conseguibles y relevantes. Se debería incluir una tabla de recomendaciones dentro del informe ejecutivo del informe.

Las recomendaciones del consultor del MTR deberían limitarse a 15 como máximo.

e) *Valoración*

El consultor del MTR incluirá sus valoraciones de los resultados del proyecto y breves descripciones de los logros asociados en una *Tabla resumen de valoraciones y logros* en el Resumen Ejecutivo del informe del MTR. Véase el **Anexo E** para comprobar las escalas de valoración. No es necesario hacer una valoración de la Estrategia del Proyecto ni una valoración general del mismo.

Tabla 2. Resumen de valoraciones y logros del MTR (Nombre del proyecto)

Parámetro	Valoración MTR	Descripción del logro
Estrategia del Proyecto	N/A	
Progreso en el logro de resultados	Valoración del grado de logro del objetivo: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 1: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 2: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 3: (Calificar según escala de 6 pt.)	
	Etc.	
Ejecución del proyecto y gestión adaptativa	(Calificar según escala de 6 pt.)	
Sostenibilidad	(Calificar según escala de 4 pt.)	

5. CRONOGRAMA DE EJECUCIÓN

La duración total del MTR será de 60 **días hábiles**, a partir del momento de la contratación del consultor. El cronograma provisional del MTR es el siguiente:

PERIODO DE EJECUCIÓN	ACTIVIDAD
-----	Cierre de solicitudes.
7 días posteriores al cierre de solicitudes	Selección del consultor del MTR.
7 días	Preparación del consultor del MTR (entrega de los Documentos del Proyecto).
3 días	Revisión de los Documentos y elaboración del Informe de Iniciación* del MTR.
10 días	Finalización y validación del Informe de Iniciación del MTR: fecha más tardía para el inicio de la misión del MTR.
1 días	Misión del MTR: reuniones con las partes interesadas, entrevistas, visitas de campo.
Último día de la misión en el país.	Reunión para el cierre de la misión y presentación de las primeras conclusiones: fecha más temprana para la finalización de la misión del MTR.
21 días	Elaboración del borrador del informe.
1 día	Incorporación del rastro de auditoría a partir de los datos ofrecidos en el borrador del informe/Finalización del informe del MTR.
1 día	Preparación y comunicación de la respuesta de CAF.
7 días	Fecha prevista para la finalización definitiva del MTR

*El Informe de Iniciación deberá presentar opciones para llevar a cabo visitas de campo.

6. PRODUCTOS DE LA EVALUACIÓN DE MEDIO TÉRMINO

#	Producto	Descripción	Plazo	Responsabilidades
1	Informe de Iniciación del MTR	El consultor del MTR clarifica los objetivos y métodos del Evaluación de Medio Término	Como mínimo 2 semanas antes de iniciarse la misión del MTR.	El consultor del MTR lo presenta a CAF y a la Dirección del proyecto.
2	Presentación	Conclusiones iniciales	Final de la misión del MTR.	El consultor del MTR las presenta ante la Dirección del proyecto y CAF.
3	Borrador informe final	Informe completo (usar las directrices sobre su contenido recogidas en el Anexo B) con anexos	Antes de transcurridas 3 semanas desde la misión del MTR.	Enviado al Ejecutivo DATBC-CAF responsable del proyecto, examinado por el MAATE - OFP del GEF
4	Informe final*	Informe revisado con prueba de auditoría donde se detalla cómo se han abordado (o no) en el informe final del MTR todos los comentarios recibidos	Antes de transcurrida 1 semana desde la recepción de los comentarios de CAF sobre el borrador.	Enviado a CAF y MAATE.

*El informe final del MTR debe estar en inglés. Siempre que sea aplicable se podrá decidir traducir el informe a un idioma de mayor uso entre los agentes nacionales.

7. MECANISMOS DEL MTR

La responsabilidad principal en la gestión de este MTR corresponde a CAF. La Agencia implementadora para el MTR de este proyecto es CAF.

CAF contratará al consultor y se asegurará del pago de honorarios que permitirán al consultor cubrir gastos de sus viajes dentro del país. El organismo ejecutor del proyecto tendrá la responsabilidad de comunicarse con el consultor del MTR para proporcionarle todos los documentos pertinentes, fijar entrevistas con las partes interesadas y organizar visitas de campo.

8. PROCESO DE POSTULACIÓN

Presentación de la propuesta:

- a. **Carta de Confirmación de Interés y Disponibilidad;**
- b. **CV**
- c. **Breve descripción del enfoque del trabajo/propuesta técnica** de por qué el postulante cree que es la persona más adecuada para el proyecto, y una metodología propuesta sobre cómo piensa enfocar y completar el trabajo (máximo 1 página);
- d. **Propuesta financiera** que indique el precio total e inclusivo del contrato y todos los costos relacionados (boleto de avión, viáticos o dietas, etc.), apoyada en un desglose detallado de los gastos.

Todos los materiales de la solicitud deberían remitirse por email a Mauricio Velásquez (mvelasquez@caf.com) hasta el **13 de mayo, a las 23h59 de Ecuador**. Las solicitudes incompletas quedarán excluidas del proceso.

ANNEX C. MTR Evaluation Matrix

The evaluation matrix has been developed in accordance with the ToR and GEF guidelines, adapting the topics and questions to the specific needs of the Project and the relevant sources of information, i.e., the review of Project documentation and reports, and the reactions, opinions, and comments obtained from individual interviews, in a confidential and discreet manner.

PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
Estrategia del Proyecto: ¿En qué medida la estrategia del Proyecto es relevante para las prioridades globales, del país, y para la apropiación de los actores? ¿Considera que es la mejor ruta hacia los resultados esperados?			
¿En qué medida la estrategia del Proyecto es relevante para el problema que se busca abordar? ¿Proporciona la estrategia la ruta más efectiva hacia los resultados esperados/previstos?	- Grado de alineación con políticas nacionales y otras afines. - Grado de alineación con los programas GEF y prioridades de la CAF. - # y calidad de insumos generados en el Proyecto que pueden contribuir a políticas nacionales. - Nivel de conciliación interinstitucional de las propuestas del Proyecto	- PIF, ProDoc, PIR, planes y normativas nacionales, - Documentos técnicos de consultorías - Opinión de personal clave: del Proyecto	- Análisis comparativo y de consistencia de reportes, documentos. - Entrevistas semiestructuradas a miembros de la CDP; oficiales de programa CAF-GEF; Heifer, gerente/coordinador del Proyecto; autoridades gubernamentales (MAE) y entidades locales.
¿En qué medida se incorporaron al diseño del Proyecto las lecciones de otros proyectos pertinentes o antecedentes?	- # de instituciones y referencias a otras experiencias - Revisión de plataforma y proyectos GEF referentes a biodiversidad. - Compromisos Aichi del país. - Relatos de entrevistados	- PIF, ProDoc, PIR - Referencias citadas sobre otras experiencias. - Entrevistas a responsables y actores interesados.	
¿Se han considerado en el diseño del Proyecto las perspectivas de quienes se verían afectados por las decisiones del Proyecto, los que podrían afectar los resultados y los que podrían contribuir con información u otros recursos para el proceso?	- # y calidad de opiniones de entrevistados al respecto.	- PIF, ProDoc, PIR - Entrevistas a responsables e interesados	

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿Se plantearon en el ProDoc cuestiones y lineamientos pertinentes de género sobre los efectos del Proyecto en la equidad de género?	- # y calidad de menciones sobre el tema en el ProDoc y descripción de componentes y productos.	- PIF, ProDoc, PIR - Entrevistas a los diseñadores e implementadores del Proyecto	Análisis comparativo y de consistencia de reportes, documentos y entrevistas. - Entrevistas a CAF-GEF, y MAE Gerente/Coordinador de Proyecto; y CDP.
¿Se abordaron cuestiones de género durante la evaluación ambiental y social para el ProDoc? ¿Se incorporaron medidas de mitigación en tales casos? ¿Qué otras medidas se adoptaron para abordar estas cuestiones?	- Referencias en los documentos del Proyecto. - Opiniones de entrevistados.	- PIF, ProDoc, PIR - Respuestas a preguntas específicas al respecto en entrevistas.	- Análisis comparativo y de consistencia de reportes, documentos y entrevistas. Entrevistas a CAF-GEF, y MAE Gerente/Coordinador de Proyecto; y CDP.
¿Incluye el presupuesto del Proyecto la financiación de resultados, productos y actividades pertinentes para el género?	- Precisión e inclusiones en el presupuesto total y planes operativos anuales. - # estudios o planes relativos a género elaborados.	- PIF, ProDoc, PIR - Documentos elaborados sobre género. - Respuesta a preguntas específicas al respecto en entrevistas	
¿Se consultó a especialistas en cuestiones de género y a representantes de mujeres de diferentes niveles a lo largo del proceso de diseño y preparación del Proyecto?	- # de referencias a estudios y especialistas en el ProDoc y documentos de ejecución.	- PIF, ProDoc, PIR, - Respuesta a preguntas específicas al respecto en entrevistas	- Análisis comparativo y de consistencia de reportes, documentos y entrevistas. - Entrevistas a CAF-GEF, MAE, Heifer, Gerente/Coordinador de Proyecto; y CDP. - Entrevistas a beneficiarios /interesados
¿Cuál es el impacto del Proyecto en los derechos individuales y colectivos como reclamaciones hacia los responsables legales y morales planteadas en el Documento del Proyecto?	- # menciones a impactos en derechos humanos y reclamos en los documentos del Proyecto.	- PIF, ProDoc, PIR, - Respuesta a preguntas específicas al respecto en entrevistas	- Análisis de pertinencia y alcances del tema en documentos. - Entrevistas a actores privados, de la sociedad civil y beneficiarios.
¿En qué medida el Proyecto ha garantizado que en el proceso de preparación se tengan en cuenta las diversas necesidades de salud y educación de poblaciones marginadas o excluidas?	- # menciones a impactos en derechos y necesidades de poblaciones excluidas, en los documentos del Proyecto.	- PIF, ProDoc, PIR, - Respuesta a preguntas específicas al respecto en entrevistas	- Análisis de pertinencia y alcances del tema en documentos y en entrevistas - Entrevistas a actores de la sociedad civil y beneficiarios.

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
Progreso hacia los resultados: ¿En qué medida se han logrado los Resultados esperados y los objetivos del Proyecto?			
¿Son los objetivos y resultados o componentes del proyecto claros, prácticos y factibles dentro de su marco de tiempo?	- % estimado de avance en relación a metas e indicadores y estimado de cumplimiento factible	- ProDoc, PIR. - Informes trimestrales y actas de CDP. - Respuesta a preguntas específicas al respecto en entrevistas	- Análisis de pertinencia y alcances de documentos - Análisis cuantitativo/cualitativo de la información. - Entrevistas a actores de la sociedad civil y beneficiarios
¿Los indicadores del proyecto, responden a los indicadores de calidad S.M.A.R.T?	- Grado de consistencia	- Guías de elaboración - Opinión de ejecutores, miembros de la CDP y expertos	- Análisis de consistencia - Entrevistas a miembros de la CDP, miembros de la UGP, CAF, Heifer y GEF.
¿Están los indicadores del marco de resultados del proyecto desglosados por sexo y, siempre que sea posible, por edad y por grupo socioeconómico (o cualquier otra categoría socialmente significativa de la sociedad, incluidas las personas con discapacidad)? ¿Se están supervisando eficazmente los aspectos más amplios del Proyecto relacionados con el desarrollo y el género?	- Grado de consistencia	- Guías de elaboración de indicadores. - Reportes e informes de ejecución - Opinión de ejecutores	- Análisis de consistencia - Entrevistas a ejecutores - Entrevistas a miembros de la CDP, miembros de la UGP, CAF, Heifer y GEF.
¿Ha conducido o podría el progreso realizado hasta ahora catalizar en el futuro efectos beneficiosos para el desarrollo (es decir, la generación de ingresos, la igualdad de género y el empoderamiento de la mujer, la mejora de los marcos sociales, jurídicos y normativos que determinan la relación entre los titulares de derechos y los titulares de obligaciones, la mejora de la gobernanza, etc.)? ¿Están los efectos beneficiosos catalíticos incluidos en el marco de resultados del Proyecto? ¿Son monitoreados anualmente?	- Metas y relación de actividades para el logro de productos. - Referencias y menciones al tema en los documentos del Proyecto e informes. - Menciones no solicitadas durante las entrevistas.	- ProDoc - Marco de Resultados - PIR y otros reportes - Actas de la CDP - Opinión de entrevistados	- Análisis de consistencia en teoría del cambio, ProDoc y reportes de actividades. - Entrevistas a miembros de la CDP, MAE, CAF / GEF, Heifer, miembros de la UGP.

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿Cuál es el nivel de progreso del Proyecto hacia su objetivo y cada resultado alcanzado hasta ahora? ¿Cómo puede el proyecto ampliar aún más los beneficios en los aspectos en los que el proyecto ya ha tenido éxito? ¿Existe algún riesgo o barrera para lograr el objetivo del proyecto al final del proyecto?	- % de avance de ejecución física y financiera. - Problemas y barreras reportadas en documentos y entrevistas.	- ProDoc, PIR. - Informes trimestrales y actas de CDP. - Apreciación de expertos y ejecutores entrevistados	- Análisis comparativo y de consistencia de reportes y documentos. - Entrevistas a la UGP (Gerente y administrativos e implementadores del Proyecto, y MAE)
Ejecución del Proyecto y gestión adaptativa: ¿Se ha implementado el Proyecto de manera eficiente, rentable y ha sido capaz de adaptarse a las condiciones cambiantes hasta el momento? ¿En qué medida los sistemas de monitoreo y evaluación a nivel de proyecto, los informes y las comunicaciones respaldan la implementación? ¿En qué medida se ha avanzado en la implementación de medidas de gestión social y ambiental? ¿Ha habido cambios en la calificación de riesgo general del Proyecto o tipos de riesgo identificados en la etapa de aprobación?			
¿Se ha realizado cambios en el ProDoc? ¿Son pertinentes y eficaces? ¿Qué se puede hacer para reorientar el trabajo de planeamiento y centrarse en los resultados?	- ProDoc, PIR, y actas de CDP	- ProDoc, PIR, y actas de CDP - Indagaciones dirigidas y análisis de situación -	- Análisis comparativo de documentos de planificación y reportes de avance - Entrevistas a miembros de la CDP, CAF, Heifer, Gerente / Coordinador del Proyecto.
¿Están claras las responsabilidades y las líneas jerárquicas?	- ProDoc, PIR, y actas de CDP	- ProDoc, PIR, y actas de CDP - Respuestas en entrevistas a responsables.	
¿Cuál es el equilibrio de género de la Junta del Proyecto? ¿Qué medidas se han adoptado para garantizar el equilibrio entre los géneros en la Junta del Proyecto?	- % y # de mujeres previstas en la CDP - Respuestas y menciones al respecto no solicitadas.	- ProDoc, Informe de inceptión, reportes y actas de la CDP. - Respuestas a preguntas específicas en entrevistas	- Indagaciones dirigidas y análisis de situación; - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, Heifer, MAE)
¿Cuál es el equilibrio de género del personal del Proyecto? ¿Qué medidas se han adoptado para garantizar el equilibrio de género en el personal del Proyecto?	- % y # de mujeres previstas en la CDP - Respuestas y menciones al respecto no solicitadas.	- ProDoc, Informe de inceptión, reportes e indagación directa.	- Indagaciones dirigidas y análisis de situación; - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF)

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿La toma de decisiones es transparente y se lleva a cabo de manera oportuna?	- % de cumplimiento de actividades programadas y ejecutadas según lo previsto. - Reportes y comunicaciones periódicas.	- Reportes e indagación directa.	- Indagaciones dirigidas y análisis de situación - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, MAE, UGP)
¿Cómo se ha desempeñado el CAF como la agencia ejecutora?	- % de respuestas positivas frente a la pregunta al respecto.	- Entrevistas y expresiones espontáneas al respecto en entrevistas	- Indagaciones dirigidas y análisis de situación; preguntas en todas las entrevistas a actores e interesados
¿Cómo se han desempeñado el MAE, el CDP, y la Fundación Heifer, como implementadores del Proyecto?	- % de respuestas positivas frente a la pregunta al respecto	- Entrevistas y expresiones espontáneas al respecto en entrevistas.	
¿Cómo estima la calidad del apoyo del MAE y entidades locales como socios en el Proyecto?	- % de respuestas positivas frente a la pregunta al respecto	- Entrevistas y expresiones espontáneas al respecto en entrevistas -	
¿Tienen el organismo de ejecución/asociado en la ejecución y/o el CAF y otros asociados la capacidad de prestar beneficios a las mujeres y otras poblaciones vulnerables, incluidas las personas con discapacidad, o de hacer participar a ellas? En caso afirmativo, ¿cómo?	- % de respuestas positivas frente a la pregunta al respecto.	- Entrevistas y expresiones espontáneas al respecto.	
¿Ha habido algún retraso en la puesta en marcha y ejecución del Proyecto? ¿Cuáles son las causas? ¿Se han resuelto?	- # de fechas de inicio y de actividades ejecutadas en relación con lo previsto.	- ProDoc, PIR - Respuestas y expresiones espontáneas al respecto en entrevistas.	- Análisis comparativo de documentos de planificación y reportes de avance. - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, MAE, UGP); a usuarios y beneficiarios
¿Los procesos de planificación del trabajo se basan en los resultados? ¿Se utiliza el marco de resultados del Proyecto como una herramienta de gestión?	- % de opiniones positivas o de abstenciones en respuestas a la pregunta al respecto.	- Informes de reuniones y actas de CDP -	
¿Hay algún cambio en la asignación de fondos como resultado de revisiones presupuestales? ¿Son apropiados y relevantes? ¿Hay diferencia entre gastos previstos y ejecutados?	- % de diferencias en partidas y montos ejecutados, según ProDoc e informes de ejecución financiera.	- Informes financieros y de presupuesto. - Auditorías - Entrevista a personal responsable.	- Indagaciones dirigidas y análisis de situación; preguntas en entrevistas - Análisis comparativo de documentos de planificación y reportes de avance.

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿Cuenta el Proyecto con control financiero apropiados, incluidos los informes y la planificación, que permitan tomar decisiones informadas con respecto al presupuesto y permitir el flujo oportuno de fondos? ¿Demuestra el Proyecto debida diligencia en la gestión de los fondos, incluidas auditorías anuales o controles puntuales?	- % de respuestas positivas en entrevistas - Informes de auditoría	- Informes financieros y de presupuesto. - Auditorías - Opinión y respuestas del personal responsable	- Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, MAE, UGP); a usuarios y beneficiarios
¿Cuán costo-efectivas son las intervenciones del Proyecto?	- # de documentos o informes sobre el tema	- ProDoc y PIR - Informes o Estudios específicos al respecto - Opinión de entrevistados -	- Análisis comparativo de documentos de planificación y reportes de avance. - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF-Heifer, UGP); a usuarios y beneficiarios
¿Cómo se está documentando las lecciones que se derivan del proceso de gestión adaptativa? ¿Se han internalizado?	- # de documentos de registro de lecciones derivadas del proceso adaptativo de gestión del Proyecto.	- Informes o Estudios específicos al respecto - Opinión de entrevistados -	- Análisis comparativo de documentos de planificación y reportes de avance. - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF-Heifer, UGP); a usuarios y beneficiarios
¿Cuál es el nivel de cofinanciamiento reportado hasta la fecha? ¿Cuál es la cantidad de "inversión movilizada"? ¿Cuál es el monto de los "gastos recurrentes"?	- % de avance en la ejecución del cofinanciamiento. - Informes de presupuesto y auditorías.	- Informes financieros y de presupuesto. - Auditorías - Respuestas de personal responsable de la UGP y CAF	- Análisis comparativo de documentos de planificación y reportes de avance. - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF-Heifer, UGP); a usuarios y beneficiarios
¿Hay suficiente claridad comunicada para justificar la cofinanciación en especie y en efectivo de todas las fuentes comprometidas?	- # de evidencias de comunicaciones y % de respuestas positivas al respecto.	- Informes financieros y de presupuesto. - Respuestas de personal responsable de la UGP y CAF, y de contrapartes en el Gobierno.	

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿Se está utilizando estratégicamente la cofinanciación para apoyar a los objetivos del Proyecto? ¿Se reúne regularmente el equipo del Proyecto con los socios co-financiadores para alinear prioridades de financiación y planes anuales de trabajo?	- # de evidencias de comunicaciones y % de respuestas positivas al respecto.	- Informes financieros y de presupuesto - Actas de la CDP.	
¿Están las herramientas de monitoreo alineadas o incorporadas con los sistemas nacionales? ¿Utilizan la información existente.	- % Respuestas positivas a la indagación al respecto.		
¿Se está asignando recursos suficientes a la supervisión y evaluación? ¿Son eficientes? ¿Son rentables? ¿Se requiere herramientas adicionales?	- % de recursos asignados del Proyecto - # de respuestas positivas en las indagaciones. -		
¿Involucran las herramientas de monitoreo a socios clave, incluidas mujeres y hombres, y a cualquier otro grupo relevante? ¿Cómo podrían hacerse más participativas e inclusivas?	- Plan de Monitoreo que incluye los temas.	- Respuestas de personal responsable de la UGP y CAF, y de contrapartes en el Gobierno.	- Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF-Heifer, UGP); a usuarios y beneficiarios
¿Está articulada la garantía de adhesión a los objetivos de derechos humanos y de género con el marco de supervisión del desempeño y los planes de aplicación?	- Plan de Monitoreo, incluye el tema en supervisión	- Planes y esquemas de monitoreo en operación. - Respuestas de miembros directivos y de la CDP del Proyecto.	- Análisis comparativo de documentos de planificación y reportes de avance - Indagaciones dirigidas y análisis de situación; preguntas en entrevistas a miembros de la CDP, CAF-GEF, e interesados y beneficiarios.
¿Se ha desarrollado y aprovechado las asociaciones necesarias y apropiadas con las partes interesadas directas y tangenciales?	- # de acuerdos/convenios con partes interesadas	- Planes de Trabajo - Reportes de actividades - Actas de la CDP y opiniones del personal directivo.	- Análisis comparativo de documentos de planificación y reportes de avance.
¿Las partes interesadas del gobierno local y nacional apoyan los objetivos del Proyecto? ¿Siguen teniendo un papel activo en la toma de decisiones de proyectos en apoyo a la implementación eficiente y efectiva del Proyecto?	- # de acuerdos/convenios con partes interesadas que mencionan el apoyo	- Acuerdos y convenios firmados, - Apreciación de los directivos y miembros de la CDP	- Análisis comparativo de documentos de planificación y reportes de avance - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, UGP); a usuarios y beneficiarios

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿En qué medida ha contribuido la participación de las partes interesadas y la sensibilización del público al progreso hacia el logro de los objetivos del Proyecto? ¿Existen limitaciones para las partes interesadas para su conocimiento de los resultados o para su participación en las actividades del Proyecto? ¿Hay interés de las partes interesadas en el éxito y la sostenibilidad a largo plazo del Proyecto?	- # y % de menciones y respuestas positivas en el tema en las entrevistas y documentos de informe.	- Documentos del Proyecto. - Opiniones y apreciaciones en el tema en las entrevistas pertinentes.	- Análisis comparativo de documentos de planificación y reportes de avance. - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, UGP); a usuarios y beneficiarios
¿Cómo involucra el Proyecto a las mujeres y las niñas? ¿Es probable que el Proyecto tenga los mismos efectos positivos y/o negativos en mujeres y hombres, niñas y niños? ¿Existen limitaciones legales, culturales o religiosas en la participación de las mujeres en el Proyecto? ¿Qué puede hacer el proyecto para mejorar sus beneficios de género?	- # y % de menciones y respuestas positivas en el tema en las entrevistas y documentos de informe.	- ProDoc, PIR - Plan de Acción en Género - Actitudes y opiniones de actores e interesados	- Análisis comparativo de documentos de planificación y reportes de avance - Preguntas en entrevistas a responsables de la formulación y ejecución (CDP, CAF-GEF, UGP); a usuarios y beneficiarios
¿Se ha identificado los riesgos estratégicos en el SESP actualizado del Proyecto? ¿Es adecuada la calificación de riesgos? ¿Son adecuadas las medidas de gestión? ¿En qué medida las medidas de gestión incluyen el plan de Gestión Ambiental y Social? ¿Se necesita alguna revisión?	- # menciones en el SESP. - # de menciones del tema.	- ProDoc - Documentos de análisis de riesgos.	- Análisis comparativo de documentos de planificación y reportes de avance - Entrevistas a responsables del Proyecto (CDP, CAF-GEF, Heifer, y UGP).
¿Se ha realizado revisiones a los riesgos identificados (tipo, categorización, calificaciones y medidas) en el SESP desde el Respaldo / Aprobación del CEO? ¿Están actualizados?	- # de revisiones y medidas tomadas.	- Revisión de PIR - Documento de análisis de riesgos y guías al respecto.	- Análisis comparativo de documentos de planificación y reportes de avance - Entrevistas a responsables del Proyecto (CDP, CAF-GEF, Heifer, y UGP)
¿En qué medida la dirección del Proyecto ha informado de los cambios por gestión adaptativa y los ha compartido con la Junta del Proyecto?	- Constancia de cambios en Actas de la CDP	- Actas de sesiones de CDP - Informes periódicos - PIR	- Análisis de documentos - Entrevistas a miembros de la CDP y Gerente del Proyecto
¿Qué tan bien emprenden y cumplen los requisitos de presentación de informes del GEF el equipo del Proyecto y sus asociados? ¿Han abordado los PIR mal calificados, si corresponde?	- # y calidad de informes al GEF	- PIR y otros informes - Respuestas a cuestiones específicas por los entrevistados	- Revisión de Guías y de consistencia y pertinencia d los documentos presentados - Entrevistas a CAF-GEF, Heifer, miembros de la CDP y UGP.
¿Tiene el Proyecto alguna forma de plan de comunicación? ¿Se está estableciendo o formulando medios de	- # de reportes de actividades de comunicación.	- PIR y otros informes - Respuestas de entrevistados	- Revisión de documentos - Indagación durante entrevistas

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
comunicación adecuados para expresar el progreso del Proyecto y el impacto público previsto? ¿Cuáles son las principales actividades y productos desarrollados?	- Respuestas no solicitadas al respecto en entrevistas.		
¿Es la comunicación regular y efectiva? ¿Hay partes interesadas clave que se quedan fuera de la comunicación? ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación? ¿Contribuye esta comunicación con las partes interesadas a su conocimiento de los resultados y actividades del Proyecto y a la inversión en la sostenibilidad de sus resultados?	- # de reportes de actividades de comunicación. - Respuestas al respecto no solicitadas en entrevistas	- PIR y otros informes - Respuestas de entrevistados a cuestiones específicas en el tema.	- Revisión de documentos - Indagación durante entrevistas a personal clave.
¿Cómo puede el Proyecto mejorar los aspectos educacionales o de conciencia en sus actividades?	- # de documentos preparados sobre el tema - # de opiniones o sugerencias al respecto	- PIR y otros informes - Respuestas de entrevistados a cuestiones específicas en el tema	- Revisión de documentos - Indagación durante entrevistas a personal clave
Sostenibilidad: ¿En qué medida existen riesgos financieros, institucionales, socioeconómicos y/o ambientales para los resultados sostenibles a largo plazo del Proyecto?			
¿Cuál es la probabilidad de que no se disponga de recursos financieros y económicos para mantener los resultados del Proyecto una vez que finalice la asistencia del GEF? ¿Existen instrumentos y mecanismos financieros y económicos para promover los objetivos del proyecto y asegurar el flujo continuo de beneficios una vez que finalice la asistencia del GEF?	- % de probabilidad estimado por entrevistas a actores e interesados. - # de instrumentos o mecanismos planeados en planes anuales de trabajo y ProDoc.	- PIR y otros informes - Respuestas de entrevistados con responsabilidad de ejecución	- Revisión de documentos - Indagación durante entrevistas - Entrevistas a CAF-GEF, Heifer, miembros de la CDP y Gerente del Proyecto
¿Qué oportunidades para la sostenibilidad financiera existen? ¿Qué factores adicionales se requiere para crear un entorno propicio para la financiación continua?	- # de menciones al tema en las entrevistas y documentos de planeación.	- PIR y otros informes - Respuestas de entrevistados	- Revisión de documentos - Indagación en entrevistas a todos los interesados y socios en la ejecución.
¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del Proyecto?	- # de menciones al tema en las entrevistas y documentos de planeación.	- PIR y otros informes - Respuestas de entrevistados	- Análisis de documentos. - Indagación en entrevistas a todos los interesados y socios en la ejecución.
¿Cuál es el riesgo de que el nivel de apropiación de las partes interesadas (incluida la apropiación por parte de los gobiernos, empresas privadas, y otras partes interesadas clave) sea insuficiente para permitir que los resultados / beneficios del Proyecto se mantengan? ¿Ven las diversas	- # de menciones y respuestas no solicitadas sobre los riesgos al respecto	- Sondeo de opiniones y respuestas a preguntas en el tema de los actores e interesados	- Indagación durante entrevistas todos los actores y socios en implementación del Proyecto.

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
partes interesadas clave que es de su interés que continúen fluyendo los beneficios del Proyecto? ¿Existe suficiente conciencia pública interesada en apoyo de los objetivos a largo plazo del Proyecto?			
¿El equipo del Proyecto documenta continuamente las lecciones aprendidas y las comparte/transfiere a las partes apropiadas que podrían aprender del Proyecto y potencialmente replicarlo o escalarlo en el futuro? ¿Se están transfiriendo los aspectos exitosos del proyecto a las partes pertinentes, posibles beneficiarios futuros, y otros que podrían aprender del Proyecto y potencialmente replicarlo o escalarlo en el futuro?	- % de reportes y documentos que mencionan el registro de lecciones aprendidas.	- Reportes (PIR y otros) - Opinión y respuesta de entrevistados.	- Revisión de Guías y de consistencia y pertinencia d los documentos presentados. - Entrevistas a directivos, socios implementadores, beneficiarios e interesados en el Proyecto.
¿Los marcos jurídicos, las políticas, las estructuras de gobernanza y los procesos, plantean riesgos que pueden poner en peligro el sustento de los beneficios del Proyecto?	- # de menciones al tema en las entrevistas, o reportes especiales.	- Opinión y respuesta de entrevistados.	- Indagación durante entrevistas a directivos, socios implementadores, beneficiarios e interesados en el Proyecto.
¿Cómo se ha desarrollado la capacidad institucional adecuada en el Proyecto (sistemas, estructuras, personal, experiencia, etc.) para que sea autosuficiente después de la fecha de cierre del Proyecto? ¿Es el Proyecto propicio para un cambio institucional que aborde sistemáticamente las preocupaciones en materia de derechos humanos y género?	- # de menciones al tema en las entrevistas, o reportes especiales.	- Reportes (PIR y otros) - Entrevistas	- Revisión de reportes y documentos pertinentes.
¿Ha establecido el Proyecto marcos, políticas, estructuras de gobernanza y procesos para crear mecanismos de rendición de cuentas, transparencia, y transferencia de conocimientos técnicos después del cierre del Proyecto?	- # de menciones al tema en las entrevistas, o reportes especiales.	- Reportes (PIR y otros) - Opiniones y reacciones de entrevistados	Análisis e indagación en entrevistas a directivos, socios implementadores, beneficiarios e interesados en el Proyecto.
¿Ha logrado el Proyecto el consenso de las partes interesadas respecto a los cursos de acción sobre las actividades del Proyecto después de su fecha de cierre? ¿Tiene el liderazgo del Proyecto la capacidad de responder a futuros cambios institucionales y de gobernanza? ¿Pueden incorporarse o integrarse las estrategias del Proyecto de manera efectiva en la planificación futura?	- # de menciones al tema en las entrevistas, o reportes especiales.	- Reportes (PIR y otros) - Entrevistas	Análisis e indagación en entrevistas a directivos, socios implementadores, beneficiarios e interesados en el Proyecto.

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PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES	- METODOLOGÍA
¿Existen riesgos ambientales que puedan poner en peligro el sustento de los resultados del Proyecto?	- # de menciones que identifican riesgos en las entrevistas, o reportes especiales.	- Documentos y matrices de análisis de riesgos - Reportes e informes - Opiniones de expertos involucrados en el Proyecto.	- Revisión de reportes y documentos pertinentes. - Análisis e indagación en entrevistas
¿En qué medida se afectó el Proyecto en su implementación técnica y operativa debido a factores de fuerza mayor (catástrofes, pandemia, impactos climáticos)? ¿Qué medidas de gestión adaptativa se han adoptado y cuál ha sido su efectividad?			
¿Qué medidas adaptativas se han adoptado para gestionar el riesgo asociado a situaciones imprevistas de fuerza mayor? ¿Han sido efectivas?	- # y naturaleza de riesgos percibidos de incumplimientos de los objetivos y la ejecución financiera del proyecto antes de junio 2025 . - # de medidas adaptativas no previstas frente a la pandemia.	- Actas de sesiones de Junta del Proyecto, Informes de progreso semestrales, PIR, entrevistas	- Análisis comparativo y de consistencia de reportes, documentos y entrevistas

ANNEX D. List of documents reviewed

The main documents received for the purposes of the MTR assessment are as follows:

- *Documento de Proyecto (Agency Project Document-GEF 10219 PRODOC ver.3 SEP2021; y Anexos.*
- *Manual Gobernanza BioNegocios - Sesión Directorio 01*
- *Plan de Implementación Proyecto Año 1*
- *Ficha de Indicadores GEF - abr2022*
- *Actas de Comité BioNegocios01 Sep. 2022 vf.*
- *Principales Indicadores.*
- *Presentación Resumen Proyecto GEF-CAF (Ppt)*
- *Presentación Plan de Comunicaciones (Ppt)*
- *Acceso a la página web del Proyecto <https://bionegociosecuador.org/>*
- *Informe Anual AF-24 (PIR 2024) y anexos financieros y de cofinanciación.*
- *Informe Anual AF-25 (PIR 2025) y anexos de avance indicadores y financiamiento y cofinanciación.*
- *Informe de Avance Normativo - Reforma del Acuerdo Ministerial 034 (Anexos 1, 2, 3, 4, 5, 6, 7, 8, 9 y 10)*
- *Plan Operativo AF26 (Junio 2025), y Anexos 1, Matriz de indicadores; 2. Cronograma de actividades, y 3. Propuesta de extensión del Proyecto.*
- *Presentación del estado del Proyecto (PPT Bionegocios)*
- *Presentación de la Estrategia de Comunicación (PPT)*
- *Tabla de Cofinanciación a junio 2025.*
- *Tabla de avance presupuestal programado vs. ejecutado*
- *Tabla de ejecución presupuestal por Año, Componente y Resultado.*

In addition, the GEF's methodological guidance documents for conducting evaluations have been reviewed for adaptation and reference purposes.⁶ Other complementary detailed documents have been made available and reviewed during the course of the evaluation process.

⁶ Guidelines for Conducting Program Evaluation (GEF Independent Evaluation Office, 2023), and GEF Guidance Mid Term Review – 2014

ANNEX E. Questionnaire-guide for interviews

The interviews were formulated based on the scope and parameters of the evaluation, seeking to obtain findings and responses that correspond to the purposes of the survey and the OECD's recommendations in this regard. The questions below were adapted in format to the relevance of the interviewee and their role in the Project, including specific additions according to the criteria of the evaluation team, according to the following classification:

- A. Questionnaire for GEF/CAF officials involved in the Project.
- B. Questionnaire for key government officials and members of the Steering Committee (CDP).
- C. Questionnaire for Project managers and implementation team (UGP) and sectoral and private sector officials involved in the implementation of the Project.
- D. Questionnaire on administrative issues, financial execution, and operational monitoring.
- E. Questionnaire on administrative issues, financial execution, and operational monitoring.
- F. Questionnaire for other stakeholders and direct and indirect beneficiaries..

Entrevista N° Nombre: _____ Cargo _____

Fecha: ----/----/---- Entidad _____ Lugar _____

Hora: _____ ☐ Virtual ☐ Presencial

c	B	C	D	E	PREGUNTAS GUÍA
					Introducción y generales
					1. [Presentación de los entrevistadores, agradecimiento por su disposición; propósito de la entrevista y de la evaluación; nombre, contacto y cargo del entrevistado] [Confidencialidad y tratamiento de la información suministrada; autorización para grabar la sesión o tomar notas] [Duración de la entrevista y secuencia de preguntas]
					2. ¿Cuál es su relación actual, o su rol y funciones, respecto a la ejecución del Proyecto?
					3. ¿Qué tan familiarizado está con el Proyecto y sus objetivos? ¿Cuánto conoce de su diseño, formulación e implementación?
					Diseño del Proyecto
					4. ¿Participó en el diseño del Proyecto y la formulación de la estrategia de ejecución?
					5. ¿Cuáles cree que son las principales virtudes y ventajas del diseño del Proyecto? ¿En qué medida la estrategia del Proyecto es relevante para el problema que se busca abordar? ¿Proporciona la estrategia la ruta más efectiva hacia los resultados esperados/previstos?
					6. ¿Cuán alineado cree que está el Proyecto a las políticas nacionales y gubernamentales? ¿En qué medida se incorporaron al diseño del proyecto las lecciones de otros proyectos pertinentes?
					7. ¿Cuán alineado cree que está el diseño del Proyecto a los Programas GEF/CAF? ¿Se han considerado en el diseño del Proyecto las perspectivas de quienes se verían afectados por las decisiones del Proyecto, los que podrían afectar los resultados y los que podrían contribuir con información u otros recursos para el proceso?
					8. ¿Cree usted en general que la estrategia del Proyecto es eficiente para lograr sus objetivos frente al contexto nacional y los escenarios sociales y económicos?

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					9. ¿Diría usted que el Proyecto se ha diseñado sobre una base participativa de los actores y beneficiarios involucrados? ¿Se ha considerado apropiadamente el tema de género en el diseño del Proyecto? ¿Se incorporaron medidas de mitigación en tales casos? ¿Qué otras medidas se adoptaron para abordar estas cuestiones? ¿Se consultó a especialistas en cuestiones de género y a representantes de mujeres de diferentes niveles a lo largo del proceso de diseño y preparación del Proyecto?
					10. Con base en su experiencia y desde su punto de vista, si se pudiera diseñar nuevamente el Proyecto ¿qué cambios haría o qué previsiones incluiría para su mejor resultado?
Ejecución del Proyecto, barreras y medidas adaptativas					
					11. ¿Cómo percibe la ejecución del Proyecto a la fecha, en términos de cumplimiento de plazos y actividades (julio 2025)?
					12. ¿Cuáles cree que son las principales barreras o cuellos de botella para cumplir con la ejecución del gasto y las actividades del Proyecto?
					13. ¿Cuán eficaz está siendo el Proyecto en términos de hacer frente a la problemática de conservación y promoción de aprovechamiento de la biodiversidad en el país? ¿Qué cree que se requiere para mejorar su impacto y beneficios?
					14. ¿En qué medida el Proyecto está evaluando el potencial de réplica y de escalamiento de las actividades de innovación, promoción y financiamiento del uso de la biodiversidad en función de las necesidades de la población y las economías locales?
Gestión y gobernanza del Proyecto					
					15. ¿Cómo percibe el rol y eficiencia de los miembros de la Junta y del equipo técnico del Proyecto a la fecha?
					16. ¿Cómo percibe el rol de la Fundación Heifer en su calidad de ente ejecutor del Proyecto?
					17. ¿Siente que ha sido eficiente y oportuno el apoyo del CAF en el proceso de ejecución del Proyecto?
					18. ¿Cómo percibe el rol del MAE en el apoyo a las actividades del Proyecto?
					19. ¿Cuáles han sido los principales problemas administrativos y de ejecución presupuestal? ¿Cómo han sido abordados?
					20. ¿Ha sido necesario realizar cambios o enmiendas al ProDoc, planes operativos y presupuestos para adaptarse a situaciones imprevistas? ¿Qué tan fluido ha sido este proceso adaptativo y que tan frecuente ha sido? ¿Qué se puede hacer para reorientar el trabajo de planeamiento y centrarse en los resultados?
					21. ¿Cómo cree que se están asignando los recursos humanos y financieros en la ejecución del Proyecto? ¿Considera que es eficiente el proceso?
Monitoreo, evaluación y gestión de la participación y del conocimiento					
					22. ¿Los procesos de planificación del trabajo se basan en los resultados? ¿Se utiliza el marco de resultados del Proyecto como una herramienta de gestión?
					23. ¿Qué sistemas de seguimiento y evaluación emplean para monitorear las actividades del Proyecto? ¿Qué actores están involucrados en este proceso?
					24. ¿Cree que el Proyecto está convocando y trabajando con todos los actores pertinentes? ¿Siente que se trata de un Proyecto que es entendido y que despierta el interés de los actores?

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					25. ¿Percibe que el Proyecto está apoyando el fortalecimiento de las instituciones participantes y de los actores involucrados? ¿En qué medida? ¿Qué cree que falta hacer al respecto?
					26. ¿Se tienen mecanismos establecidos para la gestión de información y conocimiento derivados del Proyecto?
					27. ¿Se han establecido canales de comunicación adecuados para interactuar con los actores del Proyecto y el público externo?
					Previsiones de sostenibilidad de las acciones del Proyecto
					28. ¿Cómo percibe la sostenibilidad del Proyecto a futuro? ¿Cuáles son los principales riesgos para su continuidad?
					29. ¿En qué medida cree que se puede asegurar la sostenibilidad financiera de las acciones del Proyecto y sus prospectos futuros?
					30. ¿Se está involucrando a agentes (individuales, en el gobierno o en la sociedad civil) que sean capaces de promover la sostenibilidad del Proyecto?
					31. ¿Qué cambios o modificaciones estima serían favorables a la sostenibilidad del Proyecto, incluyendo provisiones normativas, legales, institucionales, económicas, ambientales o sociales a corto, mediano y largo plazo?
					32. ¿Qué lecciones aprendidas cree que se derivan de la ejecución del Proyecto a la fecha?

ANNEX F. Mission Itinerary and List of Interviewees

The field mission took place between August 24 (trip to Quito) and September 3 (return to Lima). During this period, 24 interview sessions were held (16 in person and 8 virtual) with the participation of 38 project participants (42% women) and representatives from 20 institutions (5 public and 10 non-public). Visits were made to the facilities of UNORCAC, Sumak Mikuy, and Jambatu/Wikiri.

On Wednesday, September 3, a meeting was held to present preliminary conclusions and coordinate subsequent actions at the headquarters of the Heifer Ecuador Foundation, with virtual attendance by CAF and MAE officials. The following table describes the dates, locations, names, and positions of the people interviewed.

# Pers.	# Session	Day	Date	Time	Entity	Description	Interviewee	Position	Site	P / V
4	1	Lunes	25/08/25	9.00	Heifer	Equipo de Proyecto (UGP)	Pablo Torres Karina Ron Ana Poma Daniel Quiroz Virginia Vivar Xavier Flores Marcela Holguín Johanna Meza Stalin Montenegro	Coordinador y especialistas	Quito	P
					Heifer	Oficina nacional de Heifer	Lilián Basantes	Gerente de Capital Social	Quito	P
					Heifer	Oficina nacional de Heifer	Eduardo Echeverría	Gerente M&E	Quito	P
1	2	Lunes	25/08/25	14.30	Heifer	Oficina nacional de Heifer	Ana García	Dir. Finanzas y Operaciones	Quito	P
1		Lunes	25/08/25	14.30	Heifer	Equipo de proyecto	Stalin Montenegro	Oficial Administrativo	Quito	P
1	3	Martes	26/08/25	9.00	Heifer	Equipo de proyecto	Pablo Torres	Coordinador	Quito	P
1	4	Martes	26/08/25	9.45	Heifer	Oficina nacional de Heifer	Eduardo Echeverría	Gerente M&E	Quito	P
1		Martes	26/08/25	9.45	Heifer	Equipo de proyecto	Johanna Meza	Especialista de M&E	Quito	P

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# Pers.	# Session	Day	Date	Time	Entity	Description	Interviewee	Position	Site	P / V
1	5	Martes	26/08/25	11.00	CAF	Agencia Implementadora	Mauricio Velásquez	Dir. Asesoramiento Técnico en Biodiversidad y Clima	Quito	P
1		Martes	26/08/25	11.00	CAF	Agencia Implementadora	Martín Brasa	Consultor	Quito	P
1	6	Martes	26/08/25	14.00	Heifer	Oficina nacional de Heifer	Carlos Fonseca	Director de Programa FOF	Quito	P
1	7	Martes	26/08/25	14.45	Heifer	Equipo de proyecto	Karina Ron	Especialista Biodiversidad	Quito	P
1	8	Martes	26/08/25	15.30	Heifer	Equipo de proyecto	Virginia Viva	Especialista Comunicación	Quito	P
1	9	Martes	26/08/25	16.00	Heifer	Oficina nacional de Heifer	Carlos Fonseca	Director de Programa FOF	Quito	P
			26/08/25			Equipo de proyecto	Pablo Torres	Coordinador de Proyecto	Quito	P
			26/08/25			Oficina nacional de Heifer	Rosa Rodríguez	Directora País	Quito	P
1	10	Miércoles	27/08/25	10.00	INABIO	Instituto Nacional de Biodiversidad.	Diego Quiñones	Técnico	Quito	P
1	11	Miércoles	27/08/25	14.30	CORPEI	Corporación de Promoción de Exportaciones e Inversiones.	Galo Pesantes	Delegado de CORPEI	Quito	P
1	12	Jueves	28/08/25	9.00	GAD Centinela del Cóndor	Gobierno Autónomo Descentralizado Municipal del cantón Centinela del Cóndor	Jorge Jumbo	Funcionario	Quito	V
1	13	Jueves	28/08/25	11.00	Ganador de capital semilla	IntiWasi Productos Naturales .	Andrés Salazar	Técnico de Producción	Quito	V

Revisión de Medio Término (MTR) del Proyecto BioNegocios Ecuador

# Pers.	# Session	Day	Date	Time	Entity	Description	Interviewee	Position	Site	P / V
1	14	Jueves	28/08/25	11.00	Ganador de capital semilla	Trafino S.A.	Antonella Grubel	Directora	Quito	V
2	15	Jueves	28/08/25	13.00	MAE	Ministerio de Ambiente y Energía (MAE).	Joel Álava	Director de biodiversidad	Quito	P
			28/08/25	13.00	MAE		Alexis Vela	Técnico dirección de biodiversidad	Quito	P
1	16	Viernes	29/08/25	7:00	MAE		Víctor Chocho	Técnico Dirección BD (PF Proyecto)	Quito	P
6	17	Viernes	29/08/25	11.00	UNORCAC-Sumak Mikuy	Piloto demostrativo	Martha Tuquers Luis Guitarra Jessica Torres Jennifer Cavascango Apac Perugachi Alberto Bonilla	Presidenta Vice Presidente Vicepresidente Vicepresidente Comisión de RR.NN	Cotacachi	P
1	18	Lunes	01/09/25	9.00	COPRO-BICH	Piloto demostrativo	Manuel Cuilema	Presidente	Quito	V
2	19	Lunes	01/09/25	11.30	MAG	Ministerio de Agricultura y Ganadería.	Esther Vásquez	Dir. Riesgos y Aseguramiento Agropecuario	Quito	P
		Lunes	01/09/25	11.30	MAG		Verónica Guzmán	Especialista de Acceso a Mercados y Gestión Comercial Agropecuaria	Quito	P
1	20	Lunes	01/09/25	12.00	Ethniessence	Piloto demostrativo del proyecto.	Soledad Casares	Gerente	Quito	V
1	21	Lunes	01/09/25	14.00	Fundación Jambatu /Wikiri	Piloto demostrativo	Lola Guarderas	Gerente	Quito	P
2	22	Martes	02/09/25	9.00	UNORCAC Cajas de ahorro	Comité de Mujeres	Mary Piñán	Presidenta	Quito	V

Revisión de Medio Término (MTR) del Proyecto BioNegocios Ecuador

# Pers.	# Session	Day	Date	Time	Entity	Description	Interviewee	Position	Site	P / V
					Caja de Ahorro San Pedro de Vilcabamba	Participante de los talleres de cajas de ahorro.	Johanna Mosquera	Presidenta	Quito	V
1	23	Martes	02/09/25	11.00	Banco Pichincha	Institución Financiera	Daniel Bravo		Quito	P
38	24	Miércoles.	03/09/25	9.00	CAF	Agencia Implementadora	Mauricio Velásquez	Directores y Funcionarios.	Quito	P
					MAE	Beneficiario del Proyecto	Autoridades	(Presentación y comentarios al Informe del Consultor sobre Hallazgos Preliminares)		
					HEIFER	Ejecutor del Proyecto	Autoridades			

ANNEX G. Project Cofinancing Table

TABLE 3. Composition and status of project co-financing (USD)

Cofinancing Source	Cofinancing Source	Type of Cofinancing	Mobilized Investment	Committed to ProDoc	Performed as of June 2025	% Realized	Remarks
National government	Min. de Ambiente y Energía (MAE)	In kind	Recurring Expense	5,387,218.00	\$ 576,971.21	11%	FY23 and FY24. FY25 co-financing report from MAE is pending.
National government	Min. de Ambiente y Energía (MAE)	Grant	Investment mobilized	2,770,000.00	\$ -	0%	FY25 cofinancing report from MAE is pending.
National government	AGROCALIDAD	In kind	Recurring Expense	21,975.00	\$ -	0%	Currently, an action has been coordinated with Agrocalidad for the development of a standard related to organic certifications. Co-financing will be reported this fiscal year.
National government	MIPRO	In kind	Recurring Expense	78,604.00	\$ -		Pending to define the joint actions with MIPRO and the co-financing to be provided.
National government	INABIO	In kind	Recurring Expense	0.00	\$ 23,449.76	100%	Additional co-financing (FY25)
GEF Agency	CAF	Grant	Investment mobilized	11,000,000.00	15,000,000 (monto por confirmar)	Por definir	CAF has transferred USD 15 million to Banco de Pichincha under a green credit line that includes financing for bio-businesses. During this fiscal year, the actual amount of CAF's line of financing for bio-businesses will be quantified.
Civil society Org.	Fundación Jambatu	In kind	Recurring Expense	77,000.00	\$ 81,503.86	7%	FY23, FY24 and FY25
Private sector	Wikiri	In kind	Recurring Expense	1,058,000.00			
Private sector	Wikiri	Grant	Investment mobilized	102,000.00	\$ 828,131.38	812%	FY23, FY24 and FY25
Private sector	Ethniessence	Grant	Inversión movilizada	91,400.00	\$ 49,670.00	44%	FY23 and FY24.
		In kind	Recurring Expense	21,500.00			
Private sector	COPROBICH	Grant	Investment mobilized	85,197.00	\$ 33,681.35	40%	FY23, FY24 and FY25
Private sector	COPROBICH	In kind	Recurring Expense	414,803.00	\$ 96,757.50	23%	FY23, FY24 and FY25
Private sector	Sumak Mikuy	In kind	Recurring Expense	93,600.00	\$ 6,824.92	7%	This row was added. AF23
TOTAL				\$ 21,201,297.00	\$ 1,696,989.98	8%	

Source: Project Management Unit - Information as of June 2025.

ANNEX H. MTR Rating Scales

Progress Towards Results Rating Scale

Highly satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”
Satisfactory (S)	It is expected that most of the objectives/results set for the end of the project will be achieved with only minimal shortcomings.
Moderately satisfactory (MS)	It is expected that most of the objectives/results set for the end of the project will be achieved with only minimal shortcomings.
Moderately unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
Highly unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Project Implementation & Adaptive Management Rating Scale

Highly satisfactory (HS)	The implementation of the seven components—management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at the project level, stakeholder involvement, information, and communication—is leading to effective and efficient adaptive implementation and management. The project can be presented as a “good practice.”
Satisfactory (S)	The implementation of most of the seven components is leading to effective and efficient adaptive execution and management, except for a few that require corrective action.
Moderately satisfactory (MS)	The implementation of some of the seven components is leading to effective and efficient adaptive execution and management, although several of the components require corrective action.
Moderately unsatisfactory (MU)	The implementation of some of the seven components is not leading to effective and efficient project execution and adaptive management; most components require corrective action.
Unsatisfactory (U)	The implementation of most of the seven components is not leading to effective and efficient adaptive project execution and management.
Highly unsatisfactory (HU)	None of the seven components are implemented in a way that leads to effective and efficient adaptive project execution and management.

Sustainability Rating Scale

Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on.
Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ANEXO J. Signed UNEG Code of Conduct Form**Evaluadores/consultores:**

1. Deben presentar información completa y justa en su evaluación de las fortalezas y debilidades para que las decisiones o acciones tomadas estén bien fundadas.
2. Deben revelar el conjunto completo de resultados de la evaluación junto con información sobre sus limitaciones mantenerla accesible a todos los afectados por la evaluación, expresión de los derechos jurídicos para recibir resultados.
3. Deben proteger el anonimato y la confidencialidad de los informantes individuales. Deben proporcionar la máxima notificación, minimizar las demandas a tiempo y respetar el derecho de las personas a no participar. Los evaluadores deben respetar el derecho de las personas a proporcionar información con confianza, y deben garantizar que la información sensible no pueda rastrearse hasta su fuente. No se espera que los evaluadores evalúen a las personas, y deben equilibrar una evaluación de las funciones de gestión con este principio general.
4. En ocasiones se descubren pruebas de mala conducta mientras se realizan evaluaciones. Estos casos deben ser comunicados discretamente al órgano de investigación apropiado. Los evaluadores deben consultar con otras entidades de supervisión pertinentes cuando surja alguna duda sobre si y cómo deben informarse los problemas.
5. Deben ser sensibles a las creencias, los hábitos y las costumbres, y actuar con integridad y honestidad en sus relaciones con todas las partes interesadas. De conformidad con la Declaración Universal de Derechos Humanos de las Naciones Unidas, los evaluadores deben ser sensibles y abordar las cuestiones de discriminación e igualdad de género. Deben evitar ofender la dignidad y el amor propio de las personas con las que entren en contacto en el curso de la evaluación. Teniendo en cuenta que la evaluación podría afectar los intereses de algunas partes interesadas, los evaluadores deben llevar a cabo la evaluación y comunicar su propósito y resultados de manera que claramente respete la dignidad y la autoestima de las partes interesadas.
6. Son responsables de su desempeño y de sus productos. Son responsables de la presentación clara, precisa y justa, oral y/o escrito, de las imitaciones, conclusiones y recomendaciones del estudio.
7. Deben reflejar procedimientos contables adecuados y ser prudentes al utilizar los recursos de la evaluación.
8. Deben asegurarse de que se mantenga la independencia de juicio, y de que los resultados de la evaluación y las recomendaciones se presenten de manera independiente.
9. Deben confirmar que no han participado en el diseño, ejecución o asesoramiento del proyecto que se está evaluando, y que no han realizado la revisión intermedia del proyecto.

Formulario de acuerdo del consultor internacional de la evaluación

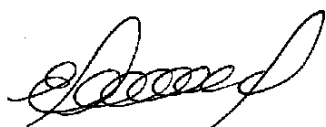
Acuerdo de cumplir el Código de Conducta para la Evaluación del sistema de las Naciones Unidas:

Nombre del evaluador internacional: **EDUARDO Jaime José DURAND López-Hurtado**

Nombre de la organización de consultoría (si corresponde): No Aplica

Confirmando que he recibido y comprendido y que cumpliré el Código de Conducta UNEG para la Evaluación.

Firmado en Quito, Ecuador, el 24 de agosto de 2025.



Firma: _____

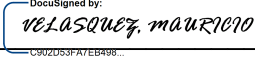
ANEXO K. MTR Report Clearance Form

(to be completed by the CAF-GEF RTA and included in the final document)

Midterm Review Report Reviewed and Cleared By:

CAF-GEF Responsible Officer

Name: Mauricio Velásquez

Signature:  Date: 7/1/2026