

Mid-Term Evaluation of the Project: “Mainstreaming Conservation of Biodiversity and Ecosystem Services in Productive Landscapes in Threatened Forested Mountainous Areas”

Jorge Leiva Valenzuela, International Consultant

Santo Domingo, May 30 2022

Project Summary Sheet

Project Name					
GEF Project ID number	9424	Financial Summary	as per approval (USD) [1]	status at mid-term review (USD)[2]	status at mid-term review (%)
		Total in cash	32.934.392	8.081.780	25%
UNDP project Id number:	107101	GEF	8.176.165	1.824.463	22%
Country	Dominican Republic	Total in kind	29.249.150	281	0,0%
		Co-financing (in cash)	24.758.227	6.257.317	25%
		MIMARENA	5.100.000	6.153.135	121%
		MA	16.000.000	69.311	0,4%
		Indocafe	750.000	4.871	0,6%
		Santo Domingo Water Fund	321.000	s/i	s/i
Region	Latin America	Dominican Federation of Municipalities (FEDOMU)	87.227	s/i	s/i
		PNUD	2.500.000	30.000	1,2%
		Co-financing (in-kind)			
		MMA	5.400.000	s/i	s/i
Interest area:	Biodiversity	MA	23.310.000	s/i	s/i
Focal Area's objectives (OP/SP)	BD-4: "Incorporate biodiversity conservation and sustainable use in productive/marine landscapes and other sectors. Program 9: "Management of the human-biodiversity interface". LD 3: Reducing pressures on natural resources by managing competitive land uses in wider landscapes/Programme 4: Scaling up sustainable land management through the landscape approach. SFM3: Restored Forest ecosystems: Reversing the loss of ecosystem services within degraded forest landscapes.	Indocafe	415.000	s/i	s/i
		Dominican Federation of Municipalities (FEDOMU)	24.150	85	0,4%
		FAO	100.000	s/i	s/i
		other	N/A	196	N/A
		Total project	62.183.542	8.082.061	13,0%
Executing partners	Ministry of Environment and Natural Resources; FAO				
Other partners involved	N/A	Prodoc signature date	12-12-18	Project starting date as per prodoc	18-10-18
MTR date as per prodoc	12-12-21	Project closure date (operational)		Project actual starting date	12-12-18
		Proposed	12-12-24		
MTR's Actual date	15-12-21	Actual	N/A	tentative project closure date	N/A

N/A: Not applicable

[1] According to Prodoc (Project document). [2] Expenses until December 31, 2021.

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I could not fail to mention the excellent willingness of the various authorities - both national and local - and private sector entities and producer organizations for their good cooperation in the face of the consultations carried out.

Undoubtedly, the present work and its conclusions and recommendations would not have been possible without the collaboration provided by the different actors involved in the project.

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Abbreviations and acronyms

AP	Protected area
BD	Biodiversity
BID	Inter-American Development Bank
CC	Climate change
CDB	Convention on Biological Diversity
CLD	United Nations Convention to Combat Desertification
CMD	Municipal Development Councils
CMNUCC	United Nations Framework Convention on Climate Change
CONACADO	National Confederation of Cocoa Farmers
DPC	Direct project costs
ENBPA	National Biodiversity Strategy and Action Plan
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
FEDOMU	Dominican Federation of Municipalities
GEF	Global Environment Facility
GTI	Inter-institutional Technical Group of the Ministry of Soils and Water Vice
GTZ / GIZ	German International Development Cooperation
IRFF	Integrated Results and Resources Framework
LD	Land degradation
LDN	Neutrality of Land Degradation
MAGNIFYING	Land Use Plan
GLASS	
MIMARENA	Ministry of Environment and Natural Resources
BUT	Ministry of Agriculture
MANUD	United Nations Development Assistance Framework
MEPYD	Ministry of Planning, Economy and Development
FULL	Management Effectiveness Tracking Tools
M&E	Monitoring and Evaluation
ODS	Sustainable Development Goals
BEE	Non-Governmental Organization
PDM	Municipal Development Plan
HEAD	Provincial Environmental Agendas
WEIGHT	Payment for Environmental Services
PIR	Annual Project Implementation Review
PMC	Project Management Costs
UNEP	United Nations Environment Programme
PPG	Preparation of the Donation Project
RD	Dominican Republic
AFRAID	Reducing Emissions From Deforestation and Forest Degradation
RMT	Mid-term or mid-term review
RSC	Regional Service Center
SESA	Strategic Social Environmental Assessment
SFM	Sustainable Forest Management
ITSELF	Geographic Information System
SNAP	National System of Protected Areas
UICN	International Union for Conservation of Nature
VIOTDR	Vice-Ministry of Territorial Planning of the Ministry of Economy, Planning and Development.

Executive Summary

Objective and purpose of the evaluation

This consultancy corresponds to the Mid-Term Review (MTR) of the full-size GEF project called "Effective conservation of ecosystem goods and services in threatened mountain landscapes" (hereinafter BPP Project) which was requested by the country office of the United Nations Development Program (UNDP), which acts as the implementing agency of the "Global Environmental Facility" (GEF), the "Ministry of Environment and Natural Resources" (MIMARENA) is the national implementing entity and leader of the project, while the "Food and Agriculture Organization of the United Nations" (FAO) is the party responsible for specific interventions of the forest fire control component of the project.

The purpose of the evaluation is to identify potential problems in the design of the project, evaluate progress in achieving the objectives set out in the Project Document (Prodoc) and identify the factors of success or failure in the current conditions of project implementation. In addition, the management of adaptation to contextual changes and use of resources – including co-financing – was also analyzed, as well as identifying and documenting lessons learned and providing recommendations on specific actions to be taken to improve implementation for the second stage of the project.

The evaluation covers from December 12, 2018 to December 31, 2021 (36 months), having a national geographical coverage, including Santo Domingo and the main areas of intervention of the project (southern slopes of western Sierra de Neiba, the corridors that connect the protected natural areas of "Valle Nuevo" and "La Humeadora" and the "Barbacoa Reserve" and Middle Basin of the Ozama River (Low Hills).

It is important to mention that the Project began its operation in June 2019 with the hiring of the coordinator and that the mid-term evaluation process was carried out between December 17, 2021, and May 4, 2022.

Project Description

The project - whose duration is six years (December 2018- December 2024) -, seeks to incorporate the conservation of biodiversity and ecosystem services into public policies and agro-forestry practices to effectively cushion current and future threats in productive mountain landscapes.

The project is expected to show the benefits derived from integrated landscape management that integrates biodiversity protection, reduction of land degradation and sustainable forest management in 3 pilot areas selected according to a series of criteria defined during the project formulation stage (Sierra de Neiba, Ozama and Nizao), where there are 10 municipalities that would be partners of the project.

With the implementation of the project, it is expected -among other results- to obtain 58,000 Ha with sustainable productive management, improve the capacity of the government and local and provincial actors in the sustainable management of productive mountain landscapes, the development of provincial environmental agendas (4), municipal territorial planning plans (10), municipal development plans (10), the establishment of an inter-institutional coordination platform and access to instruments financial for small farmers.

To achieve these objectives, the project considers the following seven outcomes, which are grouped into four components:

1. Effective intersectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes,

2. Strengthening landscape management in all institutions supports conservation results,
3. Financial Sustainability / Landscape Management Finance Framework
4. Effective local participation in planning,
5. Improved flows of global environmental benefits in key production areas,
6. BD-friendly production systems and livelihoods incorporated in the agriculture, forestry and tourism sector and,
7. Effectively managed knowledge

The project has a GEF grant of USD 8.18 million and co-financing commitments reaching USD 54 million. According to what was reported by the project, as of June 2021, approximately USD 1.82 million of GEF funds have been disbursed in the different activities of the project (22%).

Findings

Design

According to the intervention logic of the project, the degradation of BD and its environmental services would be caused mainly by the advance of agriculture towards the high areas, so it focuses its efforts on small farmers (average of approximately 2-3 Ha) of cocoa and coffee. However, this underlying assumption that this type of farmer would be damaging mountain biodiversity would be in contradiction with the gender diagnosis made by the same project, which states that it is not small farmers who would be damaging the forest, but those of the latifundista type (about 90 Ha first class soil according to Law 314/1972), so according to this the project approach would not be addressing the main cause of the problem.

The results matrix contains 16 indicators, which generate 28 sub-indicators, some of which are broken down again into 23 other targets, ultimately resulting in 67 checkpoints that unnecessarily complicate the measurement of project progress. In addition, some indicators and sub-indicators are confused with products and goals and do not meet the SMART criterion (specific, measurable, achievable, relevant, temporary). The first comment to make is that the high number of indicators. In addition, it is observed that there are a series of UNDP corporate-level indicators at the global level called IRFFF, specifically the mandatory target indicators 1 and 2, which correspond to products/services created and available to the actors (output 1.3 of the IRFF) and not to a result of the project interventions.

On the other hand, some indicators contain an exaggerated number of sub-indicators which point to other indicators corresponding to the UNDP or GEF capacity matrix for biodiversity, sustainable forest management and soil degradation, making it difficult to understand the project and its objectives. This situation also complicates the establishment of priorities, since there is no definition regarding the relative weights of these indicators, that is, which indicators are the most important or priority and which depend on others that would be a precondition before their achievement.

Implementation

It is worth mentioning that the COVID-19 pandemic unleashed since March 2020 significantly affected the activity in nurseries, reforestation, training workshops and in general, all field work due to restrictions on mobility and the weakening of local organizations. According to an evaluation carried out by the United Nations System of the country and MPyD, the losses and additional costs for the country were estimated to be close to 18 billion USD, where the tourism and trade sectors account for almost two thirds of this impact, while agriculture and environment only had a share of 1.4% and 0.1% respectively. The needs to recover agriculture would be prioritized in small farmers and their families, which is the target group of the project interventions.

In addition, another factor that negatively impacted the progress of the project, the change of government that occurred in August 2020, causing this latest rotation of officials is affecting the project to this day.

With regard to components 1 and 2 on early warning and the formation of forest fire brigades, whose responsibility lies with FAO, it should be mentioned that the processing of the UNDP-FAO Inter-Agency Agreement took three years to process and sign, negatively impacting the implementation of these components, while frustrating the expectations of the actors involved and damaging the credibility of the project's actions. The main explanation for this delay would be the different consultation, processing and approval processes of UNDP and FAO.

The institutionality of the project has not been formed nor is it functional, the Steering Committee of the Project has never been able to meet and so far, there are no estimates of when this milestone could occur that has been delayed for 3 years. In its replacement has met an advisory committee that in any case, has only met twice between 2019 and 2021 instead of the nine meetings specified in the Prodoc. The appropriation of the project by high levels of management of the Ministry of the Environment and the Ministry of Agriculture has been low, being more successful at the middle levels of these institutions, which have supported the planning and implementation of the activities in the pilot sites of the project

This has meant that most project activities lag far behind what was planned in the project document. Despite the above, a series of trainings and studies have been carried out, municipal development plans, alliances with other projects and ministries and design of a monitoring system for biodiversity in the 3 pilot sites.

Financial aspects

To date, approximately USD 1.82 million has been disbursed corresponding to 34% of the planned expenses for the first 3 years of execution, representing only 22% of the total resources of the project. It is worth mentioning that the project's implementation problems have also affected its financial performance.

The annual budgets of the project are made with the UNDP format, thus the concepts used are for general categories (consultants, equipment, training, etc.) and not for project activity (SSA expenses, BD monitoring, etc.) so it becomes difficult to appreciate the main costs by project products.

The main expenses come from the purchase/rental of vehicles and transport (14%), the collection of environmental information (10%) and the payroll of the project coordinating unit -UCP- (21%). The remaining 37% are a series of small amounts referred mainly to per diems, administrative / operating expenses (computers, fuel and vehicle maintenance).

With respect to the project personnel payroll, this would reach about 21%, plus the expenses of per diem and equipment the project management item could reach 30% of the expenses incurred. In any case, this high percentage could be reduced if budget implementation is improved for the remainder of the project.

Conclusions

Design

1. The analysis of the Prodoc and the interviews carried out show that the design of the project has several shortcomings that will need to be reviewed during the second half of its execution. Indeed, several of the indicators are not SMART, as some are difficult to measure and corroborate, while others refer to products or deliverables, but do not measure a change from the baseline. Unfortunately, changing indicators through the GEF procedures are long and cumbersome, so their solution would lead to further delays to the project. The project has an excessive number of control points (approximately 67), which makes it difficult to measure and monitor and forces the executing entity to comply with all of them, without there being a

criterion of priority and sequence between these, all have the same relative weight in the project, affecting the visibility of the key results of other secondary ones.

2. It should also be mentioned that both the indicators and the statements of some results have very high ambitions, as would be the number of reforested areas and additional cocoa and coffee plantations and the implementation of the SAT to 30% of the territory, while UNDP corporate indicators used at the project level are not correctly used, because corporate indicators defined for products/services are used as outcome indicators for the project.
3. The assumption that smallholder farmers would be the main cause of ecosystem deterioration is a flaw in the project design and is in contradiction to the gender baseline indicating that it is the latifundium that is generating this effect, so the project would be attacking a secondary cause of this problem.
4. The project document indicates that a series of experiences and lessons learned from different previous or ongoing initiatives have been used at the time of the elaboration of the project, however, these statements do not specify which are the lessons that have been considered and in which results of the project have been included, so the relevance of these lessons learned is lost.

Implementation

5. The review of the documentation and interviews conducted indicate that there are several reasons for the slowness of disbursements. The first – and most used – is the pandemic and the change of government authorities and in most of the municipalities of the pilot areas, with the consequent sequel of changes of managerial personnel in these institutions. However, there also are other structural causes related to the slowness of the procurement processes of UNDP and MIMARENA, the low availability of local professionals who meet the eligibility requirements, the slow processing of the inter-agency agreement between UNDP and FAO (almost 3 years and affected 9% of the total project budget), the lack of offices and computer equipment for the project coordinating unit the initial months of installation; and a lack of knowledge of Prodoc by this unit, detected in December 2020 as a result of the project's staff turnover.
6. Although the actors value positively the management of the project coordinating unit, there are also areas for improvement with respect to better mastering the topics of the project and knowledge of the Prodoc, as well as how to communicate with their counterparts with a clearer discourse regarding the roles and responsibilities of each actor and moderate their expectations.
7. It has not been possible to achieve formal institutional articulations between MIMARENA and its main partners (MA, MPyD and VIOTDR mainly), together with the delay of 3 years in signing the inter-agency agreement delayed the activities related to components 1 and 2 and those related to the SAT.
8. The interviews carried out and the documentation analyzed indicate that MIMARENA has not appropriated the project and its activities, resulting in low coordination and commitment with other main actors, which has left the feeling in the Project Executing Unit (UCP) that UNDP – as an implementing agency of the GEF – has not been involved enough to support them in their task.
9. Until now, it is observed that the relationship between the project and the key actors – national and local – is essentially one-to-one, without major interactions or coordination between them,

which has not allowed to exercise a coordinated action in the intervened territories, which is one of the characteristics of a landscape management.

10. It was also detected that the working group on scenarios and benefits of sustainable practices led by the project is working well and sets a good precedent for inter-institutional coordination, organized discussion, and decision-making for the management of environmental policies based on technical and objective information, but unfortunately so far it has not been formalized and the hiring of the consultancy to carry out this study has not materialized.

Planning and M&E

11. To address the situation of the low project's implementation for the second half of project implementation, adjustments have been made to the project goals: (a) to reduce land use categories from 10 to 7; ii) the SAT will not be applied to 30% of the national territory, it will only be done in the pilot sites; iii) certification in good practices in coffee crops instead of organic certification and iv) reduction from 70% to 40% of producers with access to credit mechanisms. However, the planning has been based mainly on meeting the goals of the project, but there is no strategic approach, especially in relation to the concept of "management of productive landscapes", so there is a high probability that the productive improvement in agro-forestry activities focused on limited spaces will finally be obtained as a result. but without landscape vision.
12. The PMDs developed do not seem suitable as a territorial planning tool due to their concentration on urban aspects and the poor costs estimate associated with their implementation.
13. The revised progress reports are a description on the situations encountered and the development of specific activities of the project, but there is a lack of further analysis of what has been done to link it with other project results, especially for the financial mechanisms. For example, for reforestation activities and cocoa and coffee plantations, only the areas sown and the number of plants used are reported, but no reference is made to the type of tree species planted or their unit costs. For cocoa and coffee something similar happens, there are no cost estimates for the adoption of the technological packages or the expected benefits in terms of yields, sales and income for farmers.
14. The Project Coordinating Unit reports regularly to UNDP through quarterly, annual and RIP reports. In addition, there is a professional specifically in charge to carry out the M&E activities of the project. The project has also implemented the GEF tracking tools (TT) and the UNDP capacity development evaluation card at the start and mid-term of the project. With respect to the latter, the analysis of the 18 surveys carried out in the 3 pilot sites, it was detected that - although the questions were the same for all-, the answers were not equivalent or consistent between them, so it was noted that the understanding of the use of this UNDP tool was disparate among these actors.
15. Finally, the review of the progress reports and interviews indicated that attribution of achievements made by the project coordinating unit is not correct and these advances should be reviewed based on a more adjusted interpretation of the indicators, mainly at the level of objectives (it is not the same, for example, a "mechanism with financing" than a short-term alliance nor with the co-financing of the project).

Financial

16. Institutional problems, slow procurement processes for goods and services and restrictions imposed by the pandemic have affected the implementation of the project, which is observed in much lower disbursements than initially estimated and in the delay of some key results and the need to reformulate some of them, thus it is possible that they will not be achieved at the end of the project (Dec 2024). It can be concluded that, considering that 78% of the GEF funds still need to be disbursed and if the current pace of expenditure and the slowness of the administrative processes for acquisitions and current TOR review processes are maintained, it is likely that at the end of the sixth year of the project there will be a significant remnant of GEF resources, since the pandemic will continue perhaps late in 2022 and there will be presidential and municipal elections in May 2024, a situation that is known to generate additional delays prior to the closure of the project.
17. From the analysis of documentation and interviews, there is a great absence of cost and benefit analysis for the different technological alternatives that the project is promoting, as well as for plantations and afforestation. The PMDs – with the exception of Yamasá –, none contain an assessment of their costs, but still stipulate percentages of their own and others' contributions. This situation also indicates a dissociation between the economic and financial issues from the technical ones, which harms the integrality of the project activities, being the first of critical importance for the definition of financial mechanisms to promote a sustainable management of productive landscapes.
18. With regard to the project co-financing, it was observed that the reports do not present a good separation between investments and contributions in kind, as well as unit costs or the source of financing used to define these values. In addition, it would be necessary to have this analysis by project result, pilot site and by year. All of the above would provide greater clarity regarding the commitment of the actors to the project.

Gender

19. The project has developed a gender strategy, which should be translated into a specific action plan for the pilot areas and participating institutions, in addition to identifying gender priorities and indicators for monitoring. So far, the project's gender focus has emphasis on women's participation in the activities of the pilot sites but has not developed other specific dimensions and indicators such as women's role in decision-making or improvements in their income.

Sustainability

20. The sustainability of the project is “Moderately Likely”, because the health situation will remain for a few more years, but with favorable economic expectations for the country. However, the main risk to the sustainability of the project lies in the low appropriation of its results by MIMARENA, MA and the municipalities involved, who have shown limited support for the project's activities and its institutionality, as well as the low level of compliance with the counterparts.
21. The project does not include an “exit strategy”, which is very important to ensure the viability of the project results and to address outstanding issues that could be left behind.

Recommendations

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(1)	Design	There are indicators that are not adequate to measure the progress of the project, but these cannot be changed due to the long review process by the GEF. Nevertheless, it is suggested to accept the decrease in the targets proposed by the project coordinating unit, but adequate indicators should also be adopted for internal management and monitoring.	UNDP, MIMARENA, FAO	Immediate
(2)		Regarding the main causes of the deterioration of mountain ecosystems attributed to small farmers and not to latifundia, it is suggested to make the situation transparent -if it were finally the case- in the project reports, justifying the intervention focused on these farmers, but without ignoring the situation caused by the latifundista farmers.	UCP	Immediate
(3)	Implementation	The administrative and procurement processes have affected the speed of implementation of the project, so it is suggested that UNDP and FAO may review their respective procedures to verify whether procedures other than those currently followed can be adopted. On the other hand, the limited availability of qualified local professionals who meet the requirements of the agencies, suggests that approaches to obtaining goods and services could be rethought, such as the development of ToR and hiring requirements that are not fundamental to the tasks to be performed and that do not affect the quality of the work.	MIMARENA, UNDP, FAO.	Immediate
(4)		The institutionality of the project (JEP, CA and technical supervision committee), have not been installed, as well as the little appropriation of MIMARENA, and have negatively impacted the progress of the project. It is suggested that UNDP and FAO coordinate to carry out high-level actions that lead to the formal installation and effective functioning of the JEP, CA and the working groups, and eliminate those that are redundant (for example the technical oversight committee), along with promoting key inter-institutional agreements between MIMARENA, MA and MPyD. A face-to-face visit of the project's RTA is also suggested to verify the situation on the ground with key stakeholders.	UNDP, FAO	Immediate
(5)		There is a feeling within the UCP that UNDP has not been sufficiently involved and that they are alone in the implementation of the project. It is suggested to improve communications between the UCP and UNDP through a systematic periodic exchange of information in order to have a shared vision on the efforts that each institution makes.	UNDP- UCP	Immediate
(6)		So far it is observed that the relationship between the project and the key actors – national and local – is essentially one-on-one, without major interactions between them. It is suggested that, like the working group on financial mechanisms, formal ad-hoc groups be formed with clear and specific institutional mandates, objectives and responsibilities, in order to improve the transversality of the issue of BD protection among the different institutions.	MIMARENA, FAO, UNDP	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(7)		It is suggested to formalize the working group on scenarios and benefits of sustainable practices led by the project, in order to present a precedent for the use of this type of tools for decision-making. This would require efforts by UNDP to institutionalize this process and ensure that key actors such as the MA and Ministry of Finance are officially incorporated into this initiative. It is also suggested to begin work with the Santo Domingo Water Fund to boost credit financing mechanisms (result 3.1)	UNDP, MIMARENA, MA, MPyD	Immediate
(8)	Planning and M&E	Regarding planning, it is suggested to focus on obtaining results on landscape management. It would be important to concentrate only on municipalities that have greater capacity and interest and to draw up complete land use plans, use of “talking maps” of land use at the property level and choose communities, local offices of MIMARENA, MA, MPyD and VIOTDR to form or strengthen a territorial governance mechanism that coordinates the different producer organizations at the territorial level with the government agencies and municipalities belonging to the respective rural territory to determine the uses of the territory. The CMDs and provincial authorities do not seem to meet the needs of the rural world.	PNUD, MIMARENA	Immediate
(9)		It is suggested to review the PMDs, at least in those municipalities where full PMOTs will be carried out. These PMDs should be consistent with the PMOTs, have the estimated investment costs necessary for the rural sector related to the issues and interests of the project (reforestation, BD protection, agribusiness incentives, fire prevention and early warning), as well as the deadlines and responsible for each action.	UCP, MIMARENA, MPyD.	Immediate
(10)		It is suggested to implement an M&E system based first on the results of the Prodoc in its English version (which has more separation of results than those of the Spanish translation) and the establishment of gender and socio-economic indicators to verify progress in the livelihoods of the beneficiaries.	UCP	Immediate
(11)		It is suggested to revise the annual progress reports submitted to UNDP, in order to include specific analyses of the activities being implemented in the project, especially in the aspects of unit cost estimation - by pilot site - for reforestation and type of species used, cocoa and coffee plantations, necessary labor, inputs and benefits in terms of crop yields. It is also suggested that a report template be developed with the information required of the institutions that are carrying out these activities, such as the MA.	UCP	Immediate
(12)		In order to ensure a consistency with the Prodoc, it is suggested that the PIRs and annual reports submitted to UNDP be prepared based on the results statements of the Prodoc from the english version, where there are more different results than the spanish version. The same practice should be used with the expenditure tracking system.	UCP, UNDP	Immediate
(13)		It is suggested to maintain in the POA the practice of accompanying these documents by a narrative that justifies the options chosen, that explains the reasons why the activities are carried out, their dependencies with others and which are simultaneous or if others may come early, rather than a report of the problems encountered.	UCP	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(14)		In order to obtain consistent results among the different responses obtained from the UNDP scorecards, it is suggested to previously train the interviewees in the meaning and use of this instrument, or to train the local coordinators of the project so that they apply the instrument in person if possible.	UCP	Immediate
(15)		The format of financial reports and annual budgets in the UNDP format does not provide detailed information on the use of resources for specific products and services, nor for operating and personnel costs. It is suggested that the coordinating unit of the project keep an internal accounting according to the expenses of each product / service performed, separating the personnel and operating expenses instead of assigning them in the different results of the project. This practice will promote greater transparency and will also better show the priorities of the project.	UCP	Immediate
(16)	Financial	It is suggested to internalize the financial aspects and potential benefits from the beginning of the activities related to the promotion of gender strategy, new technologies, territorial planning, provincial environmental agendas and financing mechanisms. Therefore, the inclusion of these aspects in the ToR of the consultancies carried out and in the terms for the formation of alliances, environmental agendas, PMD, PMOT, management of areas with special land uses would give preliminary indications about their feasibility of adoption. In addition, incorporating the Ministry of Finance early would allow this institution to be more informed and with a better understanding of these policies, which would facilitate the introduction of recurrent resources via the national budget and networks with the national financial system.	UCP, MIMARENA, PNUD.	Immediate
(17)		To improve co-financing reports, it is suggested to develop a report template that is distributed to the contributing institutions, where the contributions in kind, cash and investment are clearly separated. In addition, this template should contain these contributions by project result and by pilot area, in addition to the initial commitments and their annual progress percentage.	UCP	Immediate
(18)	Gender	The project has a document on gender with a list of needs and related themes. It is suggested to use this input to develop gender-specific strategies for the pilot sites, clearly identifying priorities, stakeholder commitments, costs and sources of funding, timelines and indicators of achievement, as well as monitoring activities. It is worth mentioning that this gender strategy should be elaborated and agreed between MIMARENA, MA and MPyD, in consultation with local actors and its alignment with the Gender and Climate Change Action Plan of the Dominican Republic (PAGCC-RD) should be verified and the entities with responsibility for its implementation should be articulated, beyond training the technicians of the MA and MIMARENA.	UCP	Immediate
(19)	Sustainability	Due to the low appropriation of the project by the key actors, it is suggested to establish the governance of the project at the local level through the formation of coordination tables that include municipalities, local organizations and government agencies at that level, where the actors coordinate in the fieldwork, in the work	UCP, MIMARENA, MPyD, MA.	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
		plans and joint actions, in order to have a strategic approach to landscape management.		
(20)		It is recommended that during the last year of project implementation, the exit strategy be developed to ensure the results of the project. This strategy should be carried out jointly with the key partners of the project and include an action plan identifying the actors, commitments, roles and deadlines. The contents of this plan should be based on the results obtained and how they will be replicated and maintained in the short and medium term, along with the identification of outstanding challenges. The agreements reached between the key actors should be formalized at a high level and should also contain financing commitments, so the involvement of the Ministry of Finance in the planning would be relevant. In this regard, UNDP and FAO could participate in this dialogue.	UCP, MIMARENA, MA, UNDP, FAO	From July 2023

Lessons learned

1. In the design of new projects, an excessive number of indicators and sub-indicators should be avoided, in order to improve the understanding and visibility of the main results of the project, in addition to identifying the indicators of higher importance and the sequence with which they should be achieved to prioritize among them. This same analysis exercise should be performed at the beginning of the execution of any project to detect inconsistencies, duplications, and other problems.
2. In line with the above, the development of indicators should consider that their level of ambition is achievable and measurable, but that it means an achievement and not a target that is so easily achieved. In addition, a result statement should establish a change in a base situation, and its indicator should be a metric that reflects this change and not express it in terms of a product or an activity.
3. Nor does it seem reasonable to mix UNDP corporate indicators into projects of smaller scope, because there is confusion or results are not measured according to the particular initiative, but cases when their use is possible, it should be consistent in associating "output indicators" with outputs and "result indicators" with results.
4. There are cases where the Prodoc does not analyze all the main causes of the problem that is intended to be addressed and that then appear during the execution of the project (such as the latifundia), which should be addressed using adaptive management when possible and otherwise this situation should be made transparent and justify in the reports the causes why these variables have not been considered in the execution of the project.
5. COVID-19 has been a factor that has negatively impacted all aspects of personal and collective life, but when explaining situations, other causes that could also have important effects on the performance of a project should also be analyzed. It should be considered that COVID-19 will continue to be present for a long time and therefore this element should be incorporated into the planning of activities.
6. The format of PIRs is difficult to process and understand, so the people who elaborate them should avoid including issues that do not correspond to what is being reported, in addition to avoiding repetitions and redundancies, in order to have a clearer document.

Ratings for project achievements

Parameter	MTR Rating	Description of the achievement
Project Strategy		Does not apply at this stage
Progress in achieving results	<u>Degree of achievement of the global environmental objective:</u> Incorporate biodiversity conservation and ecosystem services into public policies and practices to effectively buffer current and future threats to productive mountain landscapes.	MU It is reported that the total area of the beneficiary municipalities of the project that have been established by the CMD and the corresponding PMD (10) would be under improved management schemes of BD (239K Ha), which is not possible to corroborate, since these plans are not in execution and correspond mostly to the urban environment. Neither the provincial environmental agendas nor the territorial planning plans have been elaborated nor have land use categories been established, but the incorporation of Mother of waters in UNESCO is promoted. There is not yet an operating system for monitoring BD in productive landscapes.
	<u>Degree of achievement objective of development:</u> Number of new partnership mechanisms with financing for sustainable management of natural resources, ecosystem services, chemical and waste management at the national and/or subnational levels	MS The project has formulated a series of short-term agreements with local actors and related projects, but has not been able to consolidate lasting agreements with medium-term commitments that involve resources, so it cannot be said that at the moment there are mechanisms with financing for the sustainable management of the BD. It has not been possible to identify the number of people benefiting from improved livelihoods thanks to sustainable techniques in agro-forestry activities, because at the moment no new technique has been applied or adopted. With regard to training, this goal is achieved by 48%, with 724 producers being trained and institutions improving their score on the UNDP capacity board. The GIS system is not yet institutionally integrated and there is no SDG monitoring system working (what exists is a socio-economic baseline for 4 municipalities whose purpose is for M&E of the project activities and does not have- for now - a direct link with the SDGs. The Green Line works. Financial mechanisms are not yet designed and there are no new operational credit lines for small producers.
	<u>Degree of achievement of Outcome 1.1:</u> Effective intersectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.	MU With respect to the SESA, the report does not agree with the scope and purpose established in the Prodoc. The BPP defined this product as a study of the potential impacts of the project actions in the pilot areas, and then defined the corresponding mitigation measures. The original intention was to conduct a "strategic environmental and social assessment" covering "the impacts of productive and infrastructure programs on vulnerable watersheds." The gender strategy was generated, and its implementation is still lacking and the provincial environmental agendas are at a very early stage of elaboration, but the target of elaborating 10 MPDs has been exceeded. Land use plans are postponed, the definition of land use categories has not begun, but the integrated institutional GIS is in process, but not connected. Similarly, studies were carried out for the Madre de las Aguas Biosphere Reserve, pending its designation..
	<u>Degree of achievement of Outcome 1.2:</u> Strengthened landscape management across institutions sustains conservation outcomes	MU Little progress in the key products that affect the result (financial mechanism, SAT, DB monitoring system for productive landscapes and financial mechanisms). The monitoring system for BD is designed, lacking its implementation, which will require agreements between MIMARENA and MPyD. The GIS updated the maps and databases, lacking the inter-institutional connection. The project decided to carry out – in addition to what is required by Prodoc – a strategic study called "Targeted Scenario Analysis (TSA)" in order to use it as a decision-making tool based on objective data, which will compare the situation of forestry, agricultural practices, etc. of baseline versus the scenario under which sustainable activities are developed. This tool will be a very valuable example of joint planning for different areas within government.
	<u>Degree of achievement Outcome 1.3:</u> Effective local participation in planning	MS The setting-up of 9 CDMs was complied with, but the basin councils have not been created. The project would facilitate the establishment and strengthening of two basin councils in the Rancho Arriba and Yamasá areas. The project will support the Vice Ministry of Soils and Water of MIMARENA to strengthen and create the basin councils of Nizao and Ozama respectively. The participatory mechanism is considered not yet to have been achieved but is in the process of being carried out.
	<u>Degree of achievement Outcome 2.1:</u> Improved flows of global environmental benefits in key production zones.	MU 416 Ha of forests were reforested, 64 Ha of coffee and 26 Ha of cocoa were planted in the three pilot areas, but it is reported that 1,286 Ha of forests have been directly and indirectly restored, 101 Ha of cocoa and coffee in agroforestry systems, 3.3 Ha with soil conservation practices, so that clarification would have to be made. The

			additional 900 Ha for cocoa production and the 800 Ha of coffee are considered unfulfilled. Actions on implementation of the SAT have not begun due to the delay of the UNDP-FAO agreement, but 5 fire brigades were created at the pilot sites.
	Outcome 3.1: BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector.	MU	It can be stated that there has been significant progress in the identification and design of the technological packages – exceeding the mid-term targets – that will allow producers to access crop certification schemes and credit lines to sustain these good practices. However, because certification schemes and the design of financial mechanisms are far behind and are essential components for the success and sustainability of technology packages, it is considered a very modest advance for the result as a whole. On the other hand, work with the Santo Domingo Water Fund has not begun, as there are no reports about it.
	Outcome 4.1: Knowledge effectively managed	MS	The project reports that it has a communication strategy and another for knowledge management. With regard to communications, the project has a website (https://bpprd.org/) where project activities and documents are reported. In addition, there is also a presence on social networks such as Facebook (Bpp RD) and Instagram (@bpp_rd). However, from the analysis of this strategy it can be concluded that it is more of a media strategy focused on the general public, but there is no approach in terms of stakeholder analysis, their relative importance and communication priorities and type of messages. With regard to knowledge management, the project is accumulating a large amount of documentation that is not shared publicly through any of the existing platforms, the same happens with the lessons learned, so that the project's stakeholders and / or the general public do not have access to this information. There is currently a M&E system working, that could be improved.
Project implementation and adaptive management		MS	The coordination unit of the project (UCP) has managed to navigate in difficult political and institutional circumstances, to which was added the pandemic that has forced to change the type of interaction with partners and beneficiaries. The UCP has had to maneuver in the absence of support and interest from MIMARENA and MA, both key partners of the project and that at the time of the MTR have not had the ability to properly establish the basic project institutionality, such as the JEP, CA and the technical supervision committees. Nor have they been able to ratify the MIMARENA – MA interinstitutional agreements to give formal support to the activities of the project. We should add the slowness of the processing of the UNDP-FAO inter-agency agreement, where there are no justified reasons for a delay of 3 years to achieve the signing of this agreement. The project justifiably adjusted some of its targets downwards, but in substance it does not attack the causes of the problem of access to credit for small farmers and maintains the focus on obtaining products that could be achieved at the end of the project, but if the current approach is maintained there is a high probability that the results will be closer to the development of agro-forest management at very limited scales than to an actual management to landscape scale.
Sustainability		MP	The results of the project will depend on the financial mechanisms that can be implemented by private institutions that will be determined by the market considerations. Besides, only 12% of the co-financing commitments of the project have been materialized so far, thus budgets to support the actions promoted by the project will not be guaranteed in the short and medium term. This probability increases if one considers the low involvement of the main partners of the project such as MIMARENA and MA. With regard to the issue of social and political stability and environmental sustainability, there are no major shortcomings of this type that could affect the results obtained by the project, but the weakness of government and local institutions is a situation that will remain for much longer. In addition, the continuity of policies and government officials is a factor that will be maintained in the short and medium term only, so the continuity of the results of the project in the institutions is not assured.

HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory; MP: moderately Likely.

1. Introduction

Purpose of and objectives of the mid-term evaluation

This consultancy corresponds to the Mid-Term Review (MTR) of the full-size GEF project called "Mainstreaming Conservation of Biodiversity and Ecosystem Services in Productive Landscapes in Threatened Forested Mountainous Areas " (hereinafter the BPP Project) which was requested by the country office of the United Nations Development Program (UNDP), which acts as the implementing agency of the "Global Environmental Facility" (GEF), the "Ministry of Environment and Natural Resources" (MIMARENA) is the national implementing entity and leader of the project, while the "Food and Agriculture Organization of the United Nations" (FAO) is the party responsible for specific interventions of the forest fire control component of the project.

The evaluation aims to identify potential problems in the design of the project, assess progress in achieving the objectives set out in the project document (Prodoc), the adaptive management to contextual changes and use of project resources – including co-financing – as well as identify and document lessons learned and provide recommendations on specific actions to be taken to improve project implementation.

In addition, the mid-term evaluation allows to identify the success or failure factors in the current conditions of implementation of the project, in order to recommend the corresponding corrective actions or deepen those practices that may lead to the achievement of their expected results.

The evaluation covers from December 12, 2018 to December 31, 2021 (36 months), having a national geographical coverage, including Santo Domingo and the main areas of intervention of the project (Southern Slope of the Sierra de Neiba, corridors that connect the Valle Nuevo Protected Natural Area, the La Humeadora Protected Natural Area and the Barbacoa Reserve, and Middle Basin of the Ozama River (Low Hills).

It is worth mentioning that the mid-term evaluation process was carried out between December 17, 2021, and June 3, 2022.

Scope and methodology

As mentioned above, the methodology developed by UNDP was used to conduct mid-term evaluations of GEF projects. This methodology is based on the results and the cause-effect relationship of the activities carried out, where it is attempted of obtaining a direct relationship between the inputs and the results obtained; in addition to identifying the contribution of the intervention in the improvement of the intervened systems, either in financial terms, regulation and control, and strengthening, among others.

Project stakeholders included government entities at the national, district and municipal levels, coffee and cocoa producing associations, UNDP and civil organizations, to name a few. To obtain the testimonies of these actors, semi-structured interviews were used for each relevant actor, covering the criteria of relevance, effectiveness, quality of implementation and use of resources, as well as the use of work plans and monitoring and evaluation tools (including Tracking Tools). The evaluation was carried out in a participatory manner so that all those involved in the process were able to deliver their perspectives on the design and execution of the project, as well as identify areas for improvement. To ensure the reliability of the actors' testimonies, these interviews were conducted in private, in order to protect the sources of information.

To achieve the objective of this evaluation, the evaluation questions matrix was developed (see annex 5). Notwithstanding the foregoing, the different stages of the project were analyzed, as well as the financial and adaptive management, in accordance with Table No. 1.

Table N°1: Analysis plan implemented

Stage	Criterion	Item to review
Design	Relevance	It is about verifying whether the project is included within the priorities and programs of the GEF, UNDP, national and local government agencies, as well as the priorities of the actors that will benefit from the project.
		Verify if the expected outputs and results of the project are in accordance with the magnitude of the problem, the level of financing, execution time, institutional capacities and the economic, social and political reality of the country and location of the project.
	Project indicators	Check if the indicators established in the Prodoc meet the SMART criterion
	Implementation arrangements	Review of the agreements and consultations made with the relevant actors, before the project was approved by the GEF. Also verify whether the responsibilities of each actor are specified a priori in the project document.
	Assumptions and Risks	Analysis of the main sources of information and their accuracy, to verify that the main assumptions and risks of the project had a real basis. In this aspect, baselines, stakeholder analysis and development context are essential.
	Institutional capacities	Verify whether the analysis of the project design adequately weighs the execution capabilities of each relevant actor. The contribution of the project in strengthening the capacities of the actors involved (government, municipalities, communities involved, etc.) will also be verified.
	Gender Approach	Verify if the project contemplates this focus on women's participation, equal opportunities and if the benefits of the project are equal for men and women. If this approach does not exist, make recommendations to integrate this issue into this type of project.
	Integration	Verify whether the project took advantage of the experience of similar projects previously executed.
Ejecución	Use of M&E Tools	Verify whether the logical framework of the project was used as a management tool, whether there was a systematic M&E mechanism to make the necessary adjustments to the project, and whether there were adequate and controllable annual operational plans.
	Financing	Verify if the amounts of the project and co-financing are adequate to the current reality and if the financing commitments are being fulfilled. In addition, verify the preparation of annual budgets and procurement rules that meet UNDP standards and whether there was monitoring of expenditures, conducting audits and determining if additional funding could be leveraged.
		Verify if the M&E system had the necessary resources to fulfill its functions. Analyze the efficiency and effectiveness of the expenditure made. Indicate weaknesses and strengths and recommendations to improve the weaknesses found.
	Quality of UNDP Support	Verify if there is a focus on results, type of support granted and its opportunity (technical and management, facilitation), quality of risk management and annual reports and adaptation.
	Executing agency of the project	Verify if there are contingency plans, M&E, adequate risk management, quality of annual reports, national ownership
	Interaction with actors	Verify if what is planned is related to the real thing during the implementation of the project.
		Verify the functioning of the steering committee, types of decisions taken and activity of the actors.
	Adaptive management	Verify if the project management fits the real context of implementation. Possible causes can be inadequate indicators, change in the economic, political and social context, very ambitious objectives, new actors, etc.

Stage	Criterion	Item to review
		Verify if there is a review of the project and if the proposed changes are being applied and if they are affecting the results of the project.
	Achievement of results	Verify if the objectives (global and development) of the project were obtained, or if it is on track to be achieved.
		Verify if activities and products are being carried out as planned, Verify if the impacts will be achieved once the project is finished and in the long term.
	National Ownership	Verify if the results of the project, or its activities or objectives are in plans, programs, policies, regulations of government entities and key actors.
		Degree of involvement of actors in the execution of the project.
	Mainstreaming	Verify whether the results are in line with the priorities of UNDP, GEF, national government, authorities and local actors. Income generation as a result of the project, reduction of poverty, better governance in the intervened areas.
	Integration	Verify how the project was coordinated with other projects similar and/or complementary to the project, whether or not they are FROM UNDP and that may be being implemented in the areas of intervention of the project. It will also be checked for a gender and minority focus (e.g. equal access to opportunities, benefits and information). In the same way, it will be verified if there is an approach to Human Rights (for example, promotion of organizations, transparency, effective participation in decision-making and freedom of opinion).
	Sustainability	Verify if there are regulatory, financing, political conditions so that the results of the project can be maintained in the future.
		Verify whether there are social, political, environmental, governance and financial risks that may threaten the sustainability of project outcomes.
	Replication	Likelihood of replicating the experience in other sectors or localities, dissemination of lessons learned
	Impacts	Verify if progress is being made on the development objectives and if it is on track to reduce the environmental tensions that are the object of the project
		Analyze causality – effect on the impacts of the project and its probable permanence.

For the analysis of the achievement of results, the matrix was developed with the indicators and targets for the mid-term and end of the project and were assessed according to what is indicated in the UNDP mid-term evaluation guide. Table No. 2 was used for this purpose.

Table N°2: Evaluation matrix for achievement of project results at the project mid-term.

Goal/Objective /Outcome	Indicator	Baseline Level	Level in the 1st PIR (self-reported)	Midterm target	Mid-project level and evaluation	Assessment of achievements	Justification of the valuation
Objective :							
Result 1							
Result 2							
Result 3							
Result 4							

Finally, a qualification of the project was determined, according to the stage (design, implementation, results and sustainability), according to the scheme shown in Table 3. The assessments used and their meaning for each stage and aspect of the project that were included in Table No. 3, are presented in Tables 4, 5 and 6.

Table N°3: Valuation scale used, according to the GEF methodology.¹

Parameter	MTR Valuation		Description of the achievement
Project Strategy	N/A		
Progress in achieving results	Degree of achievement of the objective		
	degree of achievement of result 1		
	degree of achievement of result 2		
	degree of achievement of result 3		
Project implementation and adaptive management			
Sustainability			

Table N°4: Rating scale used for progress in achieving objectives and results

Rating	Abbreviation	Concept
Highly satisfactory	HS	It is expected to achieve or exceed the objectives/results established by the end of the project without major shortcomings. Progress towards achieving goals/results can be presented as "good practice"
Satisfactory	S	It is expected to achieve most of the objectives/results established by the end of the project only with minimal shortcomings.
Moderately satisfactory	MS	It is expected to achieve most of the objectives/results established by the end of the project, but with significant shortcomings.
Moderately unsatisfactory	MU	It is expected to achieve most of the objectives/results established by the end of the project, but with serious shortcomings.
Unsatisfactory	U	It is not expected to achieve most of the objectives/results set by the end of the project.
Highly Unsatisfactory	HU	The objectives/results for the middle of the period have not been achieved and none of those established by the end of the project are expected to be achieved.

¹IDEM 2, p. 19

Table N°5: Rating Scale used for implementation and adaptive management of the project.

Rating	Abbreviation	Concept
Highly satisfactory	HS	The implementation of the seven components – management mechanisms, work planning, financing and co-financing, project-level monitoring and evaluation systems, 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 leading to effective and efficient project execution and adaptive management; most components require corrective actions.
Unsatisfactory	U	The implementation of most of the seven components is not leading to effective and efficient adaptive project execution and management.
Highly Unsatisfactory	HS	None of the seven components are implemented in a way that leads to effective and efficient adaptive project execution and management.

Table N°6: Rating Scale used for project Sustainability

Rating	Abbreviation	Concept
Probable	P	Minimal risk to sustainability; the most important results are on track to be achieved at the conclusion of the project and are expected to continue in the near future
Moderately likely	MP	Moderate risks, but it is expected that at least some results will be able to be sustained due to the progress seen in achieving the targets during the midterm review.
Moderately unlikely	MU	Significant risk that the most important results will not continue after the conclusion of the project, although some outputs and activities should continue.
Improbable	U	Serious risk that project results and key outputs will not be able to be sustained.

Methods and procedures for collecting information

The type of information analyzed during the development of the midterm evaluation was as follows:

- ✓ The one generated by the UCP (progress reports, studies carried out, minutes of meetings of the committees generated, among others).
- ✓ Contextual information (government policies and plans, institutional programs, technical studies and scientific articles on productive landscapes, among others).

- ✓ Information integrated with other activities and policies (e.g. similar complementary projects under implementation).
- ✓ Baseline and status information regarding the project.

The methods used to collect the information are described below:

Document review: analysis of the project document (Prodoc), the project progress reports and other publications derived from the project activities (consultancies, meeting minutes, baseline studies, technical and scientific publications, financial statements, etc.).

Interviews with key informants: 46 persons were interviewed including the project team, UNDP officials, government officials (MA, MIMARENA, etc.) at the national and provincial levels involved, participating civil society organizations, coffee and cocoa producer associations (6 people per association), among others (for more details see Annex 4). To this end, a series of open-ended and semi-structured questions were proposed to the people to be interviewed.

Direct field observation: Due to the health crisis caused by the COVID-19 pandemic, the assessment mission and field visits were replaced by online interviews with key stakeholders.

The information collected was analyzed using the triangulation method to verify key situations in the context of project execution, with that information collected through interviews and progress reports and other publications, thus that the conclusions obtained are balanced and as objective as possible to avoid bias of the informants.

It is highlighted that the interviews provided information and alternative points of view to those provided by the UCP and UNDP. The interviews were conducted with as many actors as possible (affected or benefited by the project), which may partly compensate for the subjectivities and bias of the informant. It is worth mentioning that the interviews were confidential and were not attended by project staff or UNDP to protect the confidentiality of the source.

Particularly, to visualize the adaptive management of the project, the Prodoc was contrasted with its assumptions, risks, indicators, results, etc., with the actual progress of the project, to identify what adjustments were made and verify that these have facilitated progress towards the objectives and results of the project. This same exercise was carried out to determine the relevance and participation of the actors.

The financial analysis was based on the revision of the expenditure and co-financing figures provided by the UCP and on the information published in the UNDP ATLAS system. This exercise sought to visualize general aspects of budget execution, such as the weight of project staff expenditure within the total budget, the evolution of expenditure by year and by category or product, expenditure on consultants, etc. Similarly, UNDP procurement rules were verified through interviews with UNDP and project procurement staff, noting that no high-cost procurement was identified.

The assessment question matrix (Annex 6) presents the type of information that was required and its sources.

Activities performed

In accordance with the work plan presented in the evaluation inception report, the activities carried out are described below.

Activity 1. Online kick-off meeting with UNDP Dominican Republic and the UCP, where the progress of the project was broadly addressed as a basis for discussing the locations to carry out the activities of the "virtual mission". It was agreed that this would be held between 1st and 15th of 2022 and would include interviews at the national (Santo Domingo), provincial and municipal levels (10 municipalities involved). The main topics addressed were legislation, generation of technical and regulatory proposals to encourage sustainable

productive landscapes, processes of regularization of land tenure, investments and the participation of actors at all levels.

Activity 2. Request and review of information about the project. The UCP and UNDP were asked for the information generated about the project, which constitutes part of the most relevant information for the evaluation. The information requested is presented in Annex 3.

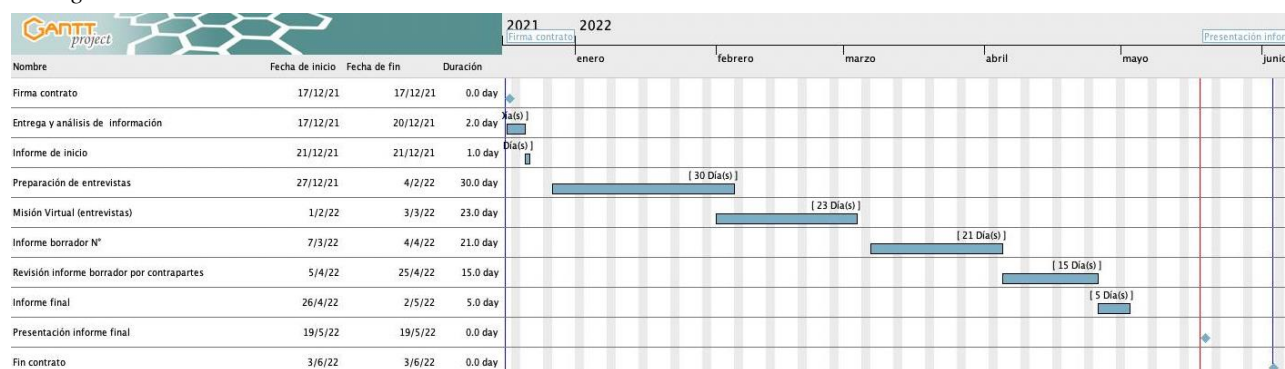
Activity 3. Completion of the inception report. This activity corresponds to the development of the Evaluation Inception Report, which explained the objective and scope of the evaluation, as well as the methodology to be used to ensure that the evidence generated is credible, reliable and useful and, therefore, supports the recommendations derived from this evaluation. It also included the Evaluation Matrix in which the main evaluation criteria and the indicators and milestones against which these criteria were evaluated are specified, the workplan with the breakdown of the activities to be carried out and the products to be generated, and a description of the planning of the mission and the tentative agenda of the same.

Activity 4. Realization of the "virtual mission". Based on the provisions of the inception report, the work of collecting empirical information was carried out, which constituted the other part of the information fundamental to the evaluation. During this period, a discussion work was carried out on the progress of the project with its executing team, where what was done for each component and objective of the project was discussed, in such a way that the necessary knowledge was available on how its implementation was faced, as well as the strengths and weaknesses of the project development process, its implementation and the future sustainability of its activities and results. The work agenda was discussed with UNDP officials and the UCP.

The criteria for the selection of interviews at the provincial and local levels were based on the degree of progress of the activities and their relevance. Finally, an online presentation was made where the findings of the evaluation and recommendations were discussed.

The evaluation schedule is shown in Fig. No. 1.

Fig. 1: Mid-term evaluation schedule



Mission planning.

Once the interview agenda was discussed, the Project Coordinating Unit (UCP) was responsible for coordination with the key actors, which is presented in Annex 3, while in Annex 4 the list of actors interviewed is presented. A total of 46 people were interviewed (interviews with the three groups of farmers were conducted in groups of 5), covering a wide range of local and national actors related to the protection of biodiversity and sustainable productive ventures.

The topics discussed – in general terms – were the following: i) level of strengthening of the participating institutions, both public and community; (ii) level of ownership of project results by key actors; (iii) level of coordination and participation of actors in the development and implementation of the project; (iv)

projections of implementation of project activities; v) level of coordination between the participating institutions (mainly MIMARENA, MA, MEPYD and municipalities involved among others).

Limitations and strengths of the methodology

The strength of the methodology lies in its participatory aspect and in the wide coverage of actors (46 people), which as a whole allowed to have a vision of the project from different perspectives, including that of the beneficiaries, implementers, working groups, regulated actors, participants of the projects in the field and UNDP officials of the Dominican Republic country office and the RTA. Thanks to the large number of actors involved, it is possible in this way to reduce the bias of the informant.

One of the main limitations for this evaluation, due to the pandemic, is the impossibility of carrying out field visits to directly observe the achievements of the project and interview face to face with all those involved. On the other hand, because communities generally have limited internet access (which may also be true with cell phone signals), not all the desired interviews could be conducted.

On the other hand, the change of government in 2020 and the high turnover of authorities and public officials made it more difficult to obtain a clearer vision of the appropriation of the issues addressed by the project and its projection in the short and medium term.

Structure of the evaluation report

This report has **8** clearly identified sections. Its **cover** shows a general information of the project (amounts, identification codes, implementing and executing agencies, deadlines, etc.), followed by **a list of abbreviations** and **an executive summary** where the reader can find a synthesis of the project, the main findings, recommendations and conclusions, in addition to the general qualification of the project.

In **Section N°1: Introduction**, you can find the scope and objectives of the evaluation work, as well as a detail of the methodology used and the main milestones of this work.

Later, **Section 2** focuses on the analysis of the country's development context regarding the problem to be addressed and how to address it, detailing the deadlines for the execution of the project, its immediate objectives, expected results and key indicators, as well as the coordination and associativity arrangements with key actors involved.

Section **3** shows the findings of the evaluation, which cover the design, implementation (financial and activities) and the results obtained and their sustainability.

In **section 4** the assessment of the project according to the concepts and methodology for UNDP MTRs is found, **section 5** shows all the conclusions, while sections 6 and 7 show respectively, the recommendations and lessons learned. Finally, **section 8** corresponds to the annexes, where it appears -among others- information of the agenda of the mission and the people interviewed, ToR of the evaluation, Matrix of Logical Framework, Matrix of Progress of the Project, and list of revised documents.

2. Description of the project and its development context

General context

The Dominican Republic is a signatory to the United Nations Conventions on Biological Diversity on Combating Desertification and Drought (UNCCD) and the Framework Convention on Climate Change, thus it must meet certain deadlines for reducing greenhouse gas emissions and protect the existing ecosystems in the country.

Although the country has a system of protected areas that cover about 25% of its territory, there are serious threats to biodiversity, the most important being the expansion of the agricultural and livestock frontier, in addition to the development of tourism and mining. Forest fires, deforestation, soil and water pollution and the

effects of climate change also constitute major threats resulting in the degradation of important habitats in the country.

Within this context, rural communities in mountainous areas, mainly engaged in small-scale survival agriculture, are increasingly facing serious problems of soil and water degradation, which constantly undermine their productivity and livelihoods.

The country has developed a series of strategies and plans to protect its biological diversity, including reforestation and land use plans, the agroforestry program and the fire management plan, among other initiatives. The main actors involved in these efforts are the ministries of Agriculture (MA), Environment (MIMARENA), and Planning (MEPYD).

The main economic activities related to the project's problems are tourism, agriculture and the production of wood, cocoa and coffee.

In response to the problems arising from the loss of soils, biodiversity and ecosystem services, the Government of the Dominican Republic (GoRD) -through Decree 260-14- declared as a high national priority the rehabilitation, sanitation, conservation and sustainable use of the upper, middle and lower basin of the Ozama-Isabela rivers, creating, in addition, the Presidential Commission to elaborate action plans agreed with the relevant actors of these territories.

Project description

The project - whose duration is six years (December 2018- December 2024) -, seeks to incorporate the conservation of biodiversity and ecosystem services into public policies and agro-forestry practices to effectively cushion current and future threats in productive mountain landscapes.

The project is expected to show the benefits derived from an integrated landscape management that integrates the protection of biodiversity, reduction of land degradation and sustainable management of forests in 3 pilot areas (Sierra de Neiba, Ozama and Nizao), where there are 10 municipalities that would be partners of the project.

With the implementation of the project, it is expected -among other results- to obtain 58,000 Ha with sustainable productive management, improve the capacity of the government and local and provincial actors in the sustainable management of productive mountain landscapes, the development of provincial environmental agendas (4), municipal territorial planning plans (10), municipal development plans (10), the establishment of an inter-institutional coordination platform and access to instruments financial for small farmers.

All of the above requires a strategy that integrates youth and women in participation and decision-making in the territories intervened by the project, which is expected to benefit 1,500 producers and a total of 6,000 people.

To achieve these objectives, the project considers the following six outcomes, which are grouped into three components:

1. Effective intersectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes,
2. Strengthening landscape management in all institutions supports conservation results.
3. Effective local participation in planning,
4. Improved flows of global environmental benefits in key production areas,
5. BD-friendly production systems and livelihoods incorporated in the agriculture, forestry and tourism sector and,
6. Knowledge effectively managed.

The project has a GEF grant of USD 8.18 million and co-financing commitments reaching USD 54 million. According to what was reported by the project, as of June 2021, approximately USD 1.82 million of GEF funds have been disbursed in the different activities of the project (22%).

Activities, outputs and expected results

Table No. 7 shows the main objectives and results that the project should achieve in its intermediate and final execution stages. **With regard to mid-term implementation commitments** (August 2021), these can be summarized as follows:

1. 4 mechanisms established to promote the project model;
2. An additional 6,000 people benefiting from strengthened livelihoods;
3. 1,500 trained producers;
4. 350 people trained in the institutions (MA, MAgrí, local governments, extension agents);
5. 58,000 hectares of mountain landscapes covered by improved planning and governance frameworks;
6. SESA used to guide policy and planning decisions (especially the following PEA, LUP and PDM);
7. 50% of the Gender Strategy for the sustainable management of the productive landscape formulated;
8. 4 environmental agendas of Provinces formulated;
9. 5 LUP municipal land use plans formulated;
10. 50% of maps and database updated and integrated into an inter-institutional GIS;
11. Productive landscape monitoring system operating and providing annual data;
12. 100%: "Green Line" operating in 3 pilot sites and improved registration in 4 provincial offices of the MA;
13. A functioning fire early warning system;
14. 3 credit agreements for sustainable productive activities;
15. 1 financial mechanism designed and agreed management and implementation arrangements;
16. 4 municipal development councils established;
17. 1 basin mechanism operating;
18. 2,000 Ha with coverage that guarantees ecosystem services, as well as restoration and connectivity;
19. An additional 1,700 hectares of cocoa with organic production methods (7,500 LDB+1,700 proy.);
20. 200 Ha with soil management and conservation practices, which would have an impact on reducing erosion by 800 Ha.
21. 5 fire brigades (1 in Yamasá, 1 in Rancho Arriba, 2 in Neyba) + 1 existing in San José de Ocoa;
22. 1 (organic certification);
23. 3 DB-friendly technology packages that add value to coffee and cocoa production are designed and agreed upon at pilot sites;
24. Design of 3 lines of credit (1 for each pilot site);
25. 3 viable business plans designed and approved (producer level);
26. 3 credit facilities established with local institutions (1 per pilot);
27. 70% of the producers at the pilot sites are aware of the financing options for sustainable productive activities;
28. 6 microenterprise initiatives under development in pilot areas;
29. 1 awareness-raising strategy designed and implemented with a gender focus;

Table 7: Summary of the main components and objectives of the project according to the Project Document

<i>No. Prodoc</i>	<i>Statement of Objective/Outcome</i>
O.1	Mainstream the conservation of biodiversity and ecosystem services in public policies and practices to effectively buffer current and future threats across productive mountain landscapes
R1.1	Effective cross sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.
R1.2	Strengthened landscape management across institutions sustains conservation outcomes
R1.3	Effective local participation in planning
R2.1	Improved flows of global environmental benefits in key production zones
R3.1	BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector
R4.1	Knowledge effectively managed

Main Indicators

El Prodoc contiene un total 16 indicadores, los cuales generan 28 subindicadores, algunos de los cuales se vuelven a desglosar en otras 23 metas, lo que finalmente resulta en 67 puntos de control que complican innecesariamente la medición de los progresos del proyecto, los que se presentan en el Anexo N°3. Como se verá más adelante, varios de estos indicadores no cumplen con el criterio SMART debido a que son demasiado numerosos, algunos no muy claros y otros corresponden a los indicadores de PNUD a nivel corporativos y no aparece adecuada su aplicación a nivel de proyecto. Además, estos IRFF aplicados a resultados y objetivos del proyecto, son en realidad indicadores de productos en la matriz de los IRFF y no para resultados.

Key stakeholders

The Project Document (ProDoc) presents an analysis of the main actors involved in the project, the majority being state agencies, beneficiary communities and private sector actors related to coffee and cocoa production.

The key national partners are MIMARENA (the national executing agency) and MA who have their respective responsibilities in the implementation of the project. Other important national partners are FEDOMU, the municipalities within the pilot areas, the Technical Unit Executing Agroforestry Development Projects under MIMARENA, the Vice Ministry of Territorial Planning of the Ministry of Economy, Planning and Development (VIOTDR) and INDOCAFE. Table 8 below shows a summary of the participation of the actors involved in the project.

Table 8: Main actors and their roles in the project, according to Prodoc

Actor	Role
UNDP	✓ GEF implementing agency (supervision, facilitation, technical input, administrative services)
FAO	✓ Responsible partner, support in the implementation of the fire management package
MIMARENA	✓ Project Implementing Partner (Leader) ✓ It involves several agencies that support the implementation of the project: Vice Ministry of Protected Areas and Biodiversity, Vice Ministry of Forest Resources, Vice Ministry of Soils and Water, Planning Directorate and the Vice Ministry of International Cooperation, through the GEF Focal Point.
MA (Vice-Ministry of Planning)	✓ advice at higher and technical/political level. ✓ Through its extension system, it contributes with technical support and capacity building to farmers, ✓ participates in the implementation of interconnected GIS platforms ✓ provides cash and in-kind co-financing for the provision of seeds, plants, post-harvest infrastructure and improvement of access roads between farms, among others.
INDOCAFE	✓ Public-private organization, responsible for guiding coffee policies and supporting the development of the sector and producers. ✓ Participates in the promotion of sustainable coffee production at two of the pilot sites (Nice and Sierra de Neyba) ✓ Provides technical and regulatory advice in this area ✓ Contributes cash and in-kind financing to complement project actions to strengthen diversified BD-friendly coffee production.
National Cocoa Commission	✓ Public-private organization, responsible for designing the national cocoa policy, supporting the increase and rehabilitation of cocoa farms and improving the quality of cocoa. Provide technical and regulatory advice to improve cocoa crops, in particular at the Yamasa pilot site.
VIOTDR	✓ Provides policy guidance and participates in processes related to the formulation and implementation of Municipal Development Plans and Land Use Plans in the 10 pilot municipalities, as well as in the establishment of governance platforms at the municipal and provincial levels in the pilot areas.
FEDOMU	✓ Responsible for overseeing land use management at the local level, within their areas of jurisdiction. ✓ Participates in the formulation and implementation of Municipal Development Plans and Land Use Plans, development of SDG monitoring platforms and establishment of Municipal Development Councils. ✓ Support with co-financing in cash and in kind.
Municipalities	✓ Direct beneficiaries of the project receive training and develop the LDCs. SUMP and make up the CDMs.
Local communities	✓ Direct beneficiaries of the project. ✓ Participation in training to improve capacities for governance systems, planning issues and participatory tools.
NGOs	✓ They contribute to the management of protected areas and buffer zones, in particular productive mountain landscapes.

Actor	Role
	<ul style="list-style-type: none"> ✓ Technical assistance for the implementation of the project. ✓ NGOs such as Pronatura, Fundación REDDDOM, ADESJO, CIEPO and FLORESTA, contribute to the development of sustainable livelihoods

Implementation arrangements

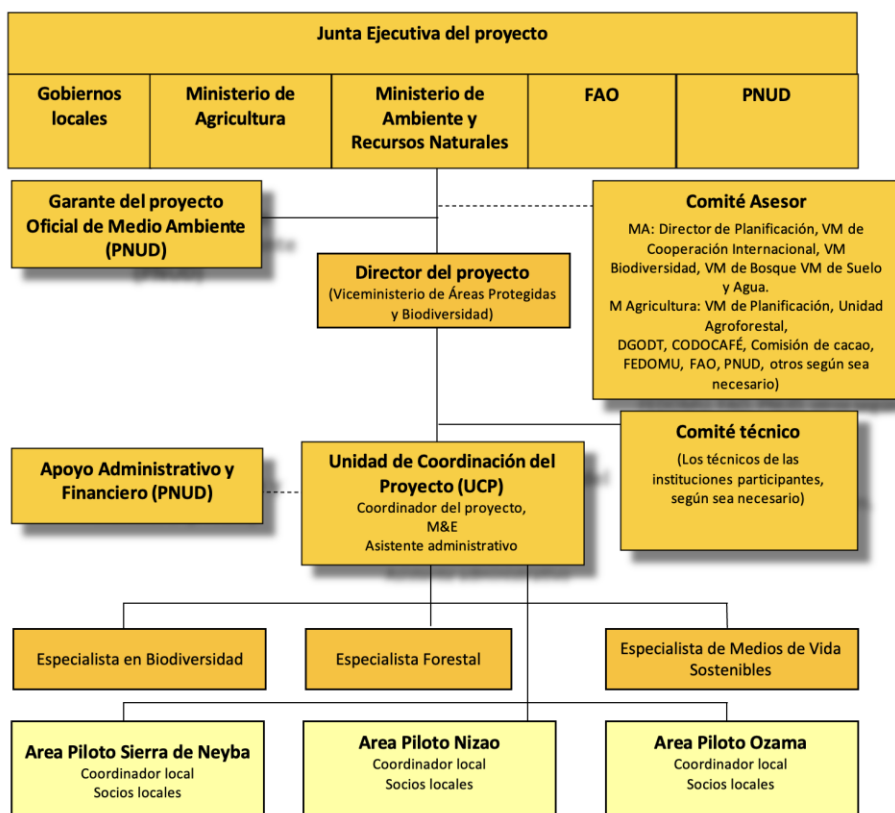
UNDP is the implementing agency of the GEF, while FAO is a responsible partner (it has some activities from outcomes 1 and 2). The national executing institution of the project is MIMARENA, while the MA is a key partner in the execution of the components related to results 1, 2 and 3, referring to the sustainable production of cocoa and coffee.

It is also considered a Project Executive Board (JEP), which is the highest instance for decision-making (under consensus and in case of not occurring, UNDP is the entity that directs) and formulation of strategies, and is constituted by the previous ministries plus the municipalities involved and the country offices of UNDP and FAO. This body would meet on a quarterly basis.

An Advisory Committee (CA) composed of technical-political representatives of the institutions involved in the project, supports the National Project Director (DNP) in the issues addressed by the project, maintains a comprehensive approach and ensures institutional coordination and appropriate synergies. This advisory committee should also meet at least once a year.

There is also a Technical Monitoring Committee (CST) composed of the participating institutions that support the main technical decisions and activities of the Project Coordination Unit (PCU), which would consist of 3 national specialists and a local coordinator for each pilot site). This CST would be a critical link between the UCP, the staff of the Ministry of the Environment and other partners, in case of any need. Fig. No. 2 shows the governance of the project.

Fig. 2: Organizational scheme of the project according to prodoc.



3. Findings

3.1. Project Strategy

Design

The main problem that the project seeks to address is the loss of biodiversity and its connectivity in productive mountain landscapes, where cocoa, coffee and mining crops are mainly developed. In addition, the main barriers that would prevent more sustainable management in agricultural activities are identified, which are summarized below:

Barrier 1: Limited incorporation of environmental sustainability criteria.

- National Law on Territorial Planning has not yet been approved by Congress.
- deficiencies in the mechanisms for informed and equitable decision-making in relation to the cocoa and coffee sectors with implications for the state of biodiversity.
- weak position of the environmental sector and the perception they have of this sector, of being a barrier for the productive sectors instead of being an ally.
- This situation is accompanied by a lack of financial mechanisms.
- absence of taxes and fees that reflect the environmental costs of production and consumption decisions
- local producers do not have access to financial options to support their adaptation to sustainable and BD/LD/SFM-friendly production and practices.

Barrier 2: The limited capacity of sectors and producers to develop and implement plans and measures to prevent production practices that degrade mountain ecosystems

- Municipal authorities have limited capacity: 1) To collect, process, monitor and evaluate the state of biodiversity and ecosystem services generated in cocoa and/or coffee plantations; 2) In developing and implementing activities that improve biodiversity, such as conservation corridors between cocoa/coffee farms and surrounding forests and 3) In identifying cocoa and/or coffee farms that are likely to become unsustainable land use.
- lack of coordination in decision-making and interventions on the ground.
- risks associated with agricultural production uncertainty limit private banks' investment to support small producers

Barrier 3: Livelihoods depend on short-term unsustainable practices

The main challenges for the development of agro-ecotourism in the pilot areas, especially on the southern slope of the Sierra de Neyba, is the lack of trained personnel at all levels required in tourism and the lack of access roads.

Therefore, the Prodoc states that the long-term solution to the degradation of fragile mountain landscapes is the protection determined through the conservation and permitted mixed uses of the areas, with respect to the established thresholds and the carrying capacity of mountain ecosystems.

Thus, the following objectives of the project are defined:

- Lay the foundations for a long-term public policy regarding the use and conservation of fragile mountain landscapes, encouraging activities that restore degraded areas and ensure the stability of these ecosystems.
- Seek to increase capacity to implement new and existing policies, as compliance with and monitoring of these instruments will allow for an enabling regulatory environment for public officials and local producers to work together to improve the management and use of threatened mountain landscapes.

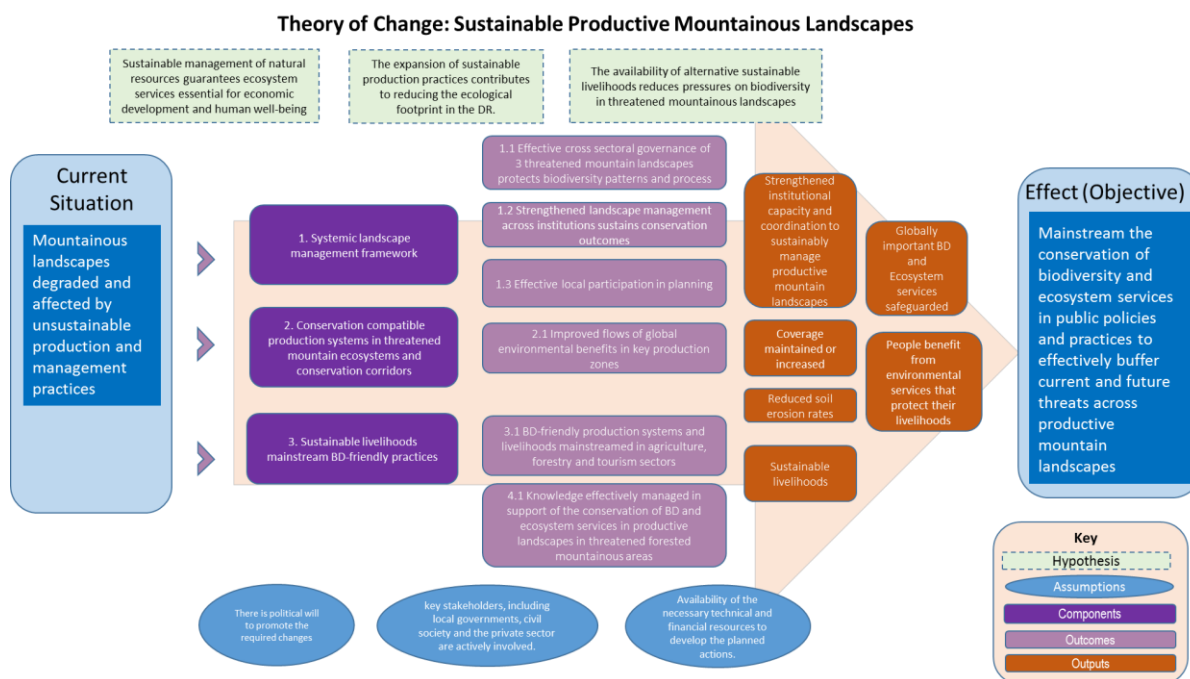
The strategy chosen was to promote a landscape approach for the conservation of threatened ecosystems that benefits the entire mountain range of the country, for which 3 agricultural pilot areas are defined (mainly cocoa and coffee), where the problems of poverty, loss of biodiversity, exposure to forest fires, lack of coordination capacities between municipalities are found, civil society and government agencies:

1. the southern of the Sierra de Neyba (mountain landscapes La Descubierta);
2. the corridors connecting Valle Nuevo (AP), La Humeadora (AP) and the Barbacoa Reserve (Rancho Arriba mountain landscapes) and;
3. the Ozama River Basin (Yamasá mountain landscapes)

Intervention in these areas would demonstrate the benefits to biodiversity and people's quality of life by adopting improved governance and sustainable practices in productive landscapes.

The analysis of barriers, assumptions and external factors led to the preparation of the Theory of Change of the project (ToC), which can be seen in Fig. N°3 below:

Fig. N°3: ToC of the project according to Prodoc.



Therefore, the logic of the project points to a series of steps necessary to obtain the result corresponding to the development objective of the project, which would be to improve the capacity of the different actors involved (producers, municipalities, government officials, private companies and community organizations among others) to effectively plan and manage the territories to organize the different economic activities existing in them, so that they are sustainable and provide a better quality of life to their inhabitants.

To achieve its objectives, the Prodoc stipulates a series of assumptions, which mainly refer to the willingness, involvement and technical and financial capacities of public, private and community actors to cooperate to achieve the required changes, as well as financial institutions to get a credit product for small farmers. Regarding this last aspect, the project would establish alliances with the Agricultural Bank and ADOPEM for the financing of productive activities, while with local organizations in the pilot sites a guarantee fund would be established for the promotion of

microcredits for productive enterprises such as ecotourism, agrotourism and complementary small businesses, so that by the middle of the project period there would be at least 3 financial mechanisms negotiated with them. entities, which would be in execution at the end of the project.

Another key outcome of the project would be the development and implementation of a financing mechanism associated with ecosystem services (payment or compensation for drinking water and electricity services at the pilot sites), whose main counterpart would be the Santo Domingo Water Fund. Finally, a carbon credits scheme for agroforestry systems would be implemented under the Plan Vivo or Rainforest Alliance.²

According to the intervention logic of the project, the degradation of BD and its environmental services would be caused mainly by the advance of agriculture towards the high areas, so it focuses its efforts on small farmers (average of approximately 2-3 Ha) of cocoa and coffee. However, this underlying assumption that this type of farmer would be damaging mountain biodiversity would be in contradiction with the gender diagnosis made by the same project, which states that it is not small farmers who would be damaging the forest, but those of the latifundista type (about 90 Ha first class soil according to Law 314/1972), so according to this the project approach would not be addressing the main cause of the problem³.

Logical Framework

As indicated, the results matrix contains 16 indicators, which generate 28 sub-indicators, some of which are broken down again into 23 other targets, which ultimately results in 67 control points. The first comment to make is that the high number of indicators unnecessarily complicates the measurement of project progress and confuses with the products and goals, so they do not meet the SMART criterion (specific, measurable, achievable, relevant, temporary). In addition, it is observed that there are a series of UNDP corporate level indicators at the global level called IRFF, specifically the mandatory indicators 1 and 2, which correspond to products/services (output 1.3 of the IRFF) created and available to the actors and not to a result of the interventions.⁴

On the other hand, indicator 5 contains as sub-indicators 6 indicators corresponding to the UNDP capacity matrix. This type of situation is also repeated for project indicators containing several GEF indicators for BD, SFM and LD, which brings the number of indicators to 67. In addition, the footnotes for indicator No. 6 are misleading, since it is not known whether this indicator intends to introduce more sub-indicators or only informs which indicator for FMS, BD or LD it intends to contribute to.⁵

With respect to indicator No. 7, this seems to be a product indicator, since the "establishment of" is a product/service that the project makes available to the actors. A better indicator would have been, for example: "key actors apply improved governance through the implementation of an inter-institutional coordination platform".

This same situation is observed for indicators 8, 9, 10, 11, 12 and 14, where some produce confusion, since being declarations of output indicators, their sub-indicators respond to results (cases for indicators 7, 9, 10, 14).

With regard to the result statements, it is observed that there is a difference between the results matrices in the English and Spanish versions, where the former establishes 6 results, while the latter

² Prodoc page 179, Annex K: Analysis of Current Financial Options & Guide to Access Financing at the Local Level

³ "Diagnosis of capacities, training gaps, situations and related experiences within the framework of the project strategies and gender analysis, including related experiences, national and international, and analysis of potentialities and alternatives for the project"

⁴ Integrated Results and Resources Framework Methodology

⁵ UNDP Capacity Development Scorecard

only has 4. In addition, the English version has specific result statements and the name of the respective component, but the Spanish version only has as results the names of the components, making the number of indicators remarkably bulky.

It is observed that most of the result statements are partially correct, since they indicate a desired change of the base situation, but that they do not show who are the actors that carry out this change and how. As an example of the above, the result "1.1: Effective intersectoral governance of 3 threatened mountain landscapes" means that the use of products/services are being used in "effective governance", but it would be necessary to specify who the implementers are, so a complete result statement could be, for example, "effective governance implemented by key actors at the provincial and municipal level in selected threatened sites". Table No. 9 shows the analysis for the project's results statements.

With regard to the project's objective statement, it is noted that its narrative clearly shows that the intention of the project is to improve deteriorated biodiversity in three pilot areas. However, the stated goal in the ToC and in the results matrix is to "mainstream of the conservation of BD in... public policies", being that the objective of the project should clearly stipulate that it is the recovery and maintenance of the BD in the pilot areas, using for this the incorporation of this variable in the planning and elaboration of public policies. Therefore, it would be possible to say that the incorporation of the BD in public policies could be considered an intermediate state, through which the final result would be a BD and environmental services recovered, improved and maintained thanks to the intervention of the project, so the logic of the project is not consistent with its narrative.

Table 9: Analysis of the project's results statements according to the English version of Prodoc.

Nº Prodoc	Statement of result	Comment
1.1	Effective cross sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.	It indicates that the use of products/services provided by the project are being used in "effective governance", but it would be necessary to specify who the implementers are. For example, "effective governance implemented by key actors at the provincial and municipal levels at selected threatened sites".
1.2	Strengthened landscape management across institutions sustains conservation outcomes.	This is an output statement and not an outcome, because the "strengthening" of the capacities of institutions to plan "maintains" the results. However, strengthening is not the same as "execute or implement", so a better statement of results would be, for example, "improved conservation results at sites selected by institutions strengthened by the project."
1.3	Effective local participation in planning	Like the previous outcome, "participation" does not mean implementing (nor do plans), so an outcome statement could be, for example, "local actors strengthened by the project plan and implement conservation corridors in selected areas."
2.1	Improved flows of global environmental benefits in key production zones	The main result is the improvement and maintenance of ecosystem services through soil restoration, connectivity for BD and afforestation. At the same time, agroforestry systems would be implemented to improve the livelihoods of smallholder farmers, while protecting and improving BD at pilot sites. However, this outcome statement appears incomplete, as the part devoted to improving livelihoods is not in the outcome statement, and perhaps this should have been an individual outcome separate from environmental services. Finally, there is an overlap with results 1 and 3, where the elaboration of technological packages to apply BD-friendly techniques, their financing and monitoring is artificially divided..
3.1	BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector	This result is mainly the training in sustainable practices of cocoa and coffee production to MA officials and producers, as well as strengthening their management capacities, improving access to financing and demonstration of small enterprises in the tourism, agriculture and forestry sectors. Therefore, a possible outcome

<i>Nº Prodoc</i>	<i>Statement of result</i>	<i>Comment</i>
		statement could be: "Local actors implement sustainable productive practices in selected sectors, through access to training and obtaining financing."
4.1	Knowledge effectively managed (it does not exist in the Spanish version)	This result seeks to scale and sustain the results of the project through actions to collect information, raise awareness and exchange lessons learned. An example of a statement for this result would be: "Key actors implement productive landscape schemes in different areas of the country, through the exchange of lessons learned and M&E of the results of the project."

Gender approach

The project has gender marker GEN2 (projects that have gender equality as a main objective), where the desired result is to improve the participation and decision-making of women in environmental governance and to be recipients of the economic benefits generated by the project. Although the Prodoc does not contain a detailed analysis of gender issues in the pilot sites, if the guidelines that should be considered to introduce gender considerations during the implementation of the project were included, so the UCP prepared a detailed diagnosis on the subject, whose purpose was to contribute to the elaboration of the gender strategy of the project, which was validated in 2021. However, this strategy cannot be considered as such because it is mainly a list of actions that should be carried out to improve the situation of women coffee and cocoa producers in the pilot areas of the project, where some of which are outside the scope of the project, such as the construction of road infrastructure and access to production areas. On the other hand, these actions do not include responsible parties or an itinerary on how they could be designed and implemented, so the temporal aspect of these actions or an estimate of the resources necessary to carry them out is not found.⁶

It is worth mentioning that most of the proposed actions are of a general nature and that they cover both men and women and young people (strengthening of organizations, managerial management, technical training, access to markets, etc.), but recommendations regarding the implementation of specific gender indicators or the collection of information for their monitoring and progress are not included. Finally, the POA 2022 considers the training of MIMARENA and MA technicians in this strategy, but it would be necessary to first verify if this strategy is in line with the Gender and Climate Change Action Plan of the Dominican Republic (PAGCC-RD) prepared in 2018.

Sustainability and viability

Prodoc identifies a series of aspects related to the sustainability of the project's results, which could be summarized as the promotion of regulations and plans that govern the practices of productive landscapes, such as management that respect the regenerative capacity of ecosystems, the promotion of the participation of local actors and the availability of credits for small farmers.⁷ However, there is no requirement to establish an exit strategy of the project, in order to agree with the actors involved a commitment of concrete actions to finish the actions that may be pending from the project or others that are necessary to complement what has been done to increase the impact of the project, so it is inferred that it is assumed that sustainability would be guaranteed by the products and services produced, which is generally not correct, so the GEF generally requires the definition of an exit strategy prior to the completion of projects, preferably in the last year.

⁶ Design of Gender Strategy in the Implementation and Local Management of the Project, and Policy Instruments for the Sustainable Management of Productive Mountain Landscapes"

⁷ Prodoc: iv. Sustainability and Scaling, p. 60.

Replication approach

The project document does not present a clear replication approach and as in sustainability, it is expected that this will be produced thanks to the products that will be obtained from the project. It is assumed that the information generated by the project, the lessons learned and institutional strengthening. The Prodoc nor does not have goals or indicators related to the scaling of the pilot projects, so it is assumed - as in the aspect of sustainability - that the replication will occur spontaneously once the project is finished, assumption that fails in reality, since it is necessary a planning and an effective commitment of the actors to continue what has been done by the project, beyond the preparation of reports, databases and exchange platforms.

Incorporation of the experience of other relevant projects

This aspect is well documented in the Prodoc. The project components take advantage of the experience and information generated by previous projects developed by the GoRD and the private sector on agroforestry issues, forest fire prevention, promotion of the cocoa production sector and land use plans, among other initiatives. These initiatives are part of the baseline for the project, but Prodoc mentions them as complementary and synergistic with the project but does not specify the lessons learned that have been used in the development of Prodoc and the approach used to address the problem.⁸

UNDP Comparative Advantage

The implementation modality chosen for this project was national execution (NIM), where UNDP provides support for financial services, procurement expertise and specific advice - when required - (identification of national and international experts). In addition, through the Programme Officer of the UNDP Office of the Dominican Republic, the local M&E Officer and the Regional Technical Advisor (ATR), the progress of the project is monitored, while providing advice on its implementation and suggesting changes when appropriate.

With regard to the relative advantage of UNDP, the most relevant would be that of being physically installed in the country and, in addition, being part of its professional staff of local origin, it gives it an advantageous understanding of the culture, the system of operation of local institutions, its economy and projections as a country.

On the other hand, by carrying out activities in other projects related to the theme in the country, added to international experience in the design and execution of projects in other countries, you can properly understand the reasons why certain procedures, approaches and practices work in one place, but not necessarily in another.

3.2. Progress towards Achieving Results

Organization Executing Team

To achieve its objectives, the UCP is located in the Vice Ministry of Protected Areas and Biodiversity (VMAPB) of MIMARENA. The direct head of the UCP is the Deputy Minister of VMAPB who acts as the National Project Director (DNP). The UCP consists of 10 specialized professionals and 3 drivers, organized according to Fig. No. 4. It is worth mentioning that to date the Project Executive Board (JEP) has not been set-up and only the Project Advisory Committee (CAP) has partially functioned, which is composed of technical-political representatives of institutions such as MIMARENA, MA, Agroforestry Presidencies Unit and VIOTDR among others, whose role is to support the UCP in the technical aspects and ensure coordination between institutions. This advisory committee has only met twice between 2019 and 2021, very far from the three annual meetings specified in the Prodoc.

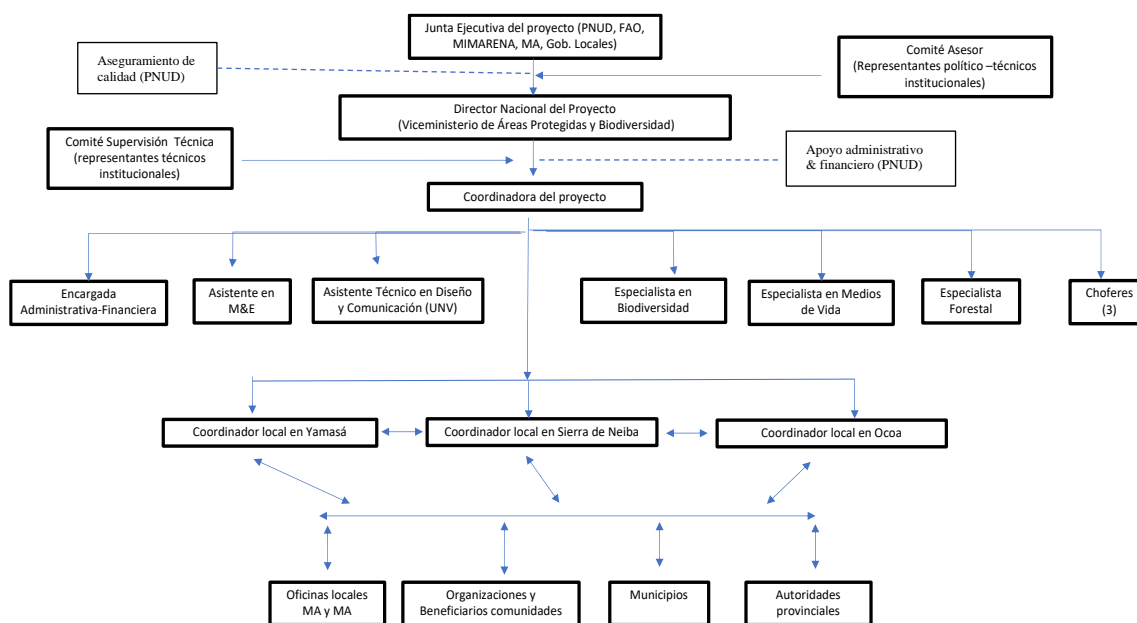
⁸ Prodoc: Baseline

The advisory committee and the technical oversight committee appear redundant, although the intention to separate the technical from the political is understood, this structure of organization of the project has not worked, since the technical committees have not been able to conform either, also happening the same with the project board.

One aspect that has negatively impacted the progress of the project has been the impossibility of formalizing a cooperation agreement between MIMARENA and the MA for reasons that have not been clearly explained in the interviews conducted. Consequently, all the work carried out in the field between these two ministries is totally informal and is not accounted for in the times allocated to the MA professionals for the tasks of the project, nor has the technical committee of the project been able to materialize. It was reported during the MTR that the agreement would be ready for signature during 2022.

The incorporation of the technique in M&E is a success, since it allows to organize the type and amount of information necessary to measure the progress of the project, as well as the execution times.

Fig. N°4: Actual structure of the project and its coordinating unit



Source: own elaboration based on project information

Progress towards project objectives

The first obligatory comment that must be made is the negative impact they have had on the progress of the project, the COVID-19 pandemic from March 2020 until now, and the change of government that occurred in August 2020. As is widely known, the pandemic imposed significant restrictions on the mobility of people, agricultural, commercial and tourism activity in the country, preventing project staff, their partners and beneficiary communities from carrying out group face-to-face activities, such as training and construction of agreements, especially with rural communities. With respect to those of civil society, these were strongly hit by the pandemic because they stopped receiving an important part of their funding to carry out their actions, noting that the mapping of actors carried out in the Prodoc changed radically in the organizations of rural areas where the project

concentrates its interventions, disappearing some and those that survived were strongly weakened and with little capacity for execution.

The installation of the new government also had a negative impact, mainly due to the change of political and technical authorities within the key ministries of the project, such as MIMARENA, the MA, MEPLYD. This situation of adjustment of the authorities and the rotation of officials is affecting the project until today, where its coordinator has had to sensitize again the new ministerial authorities and their teams, which has resulted in the institutional coordination arrangements of the project have not been able to materialize until today.

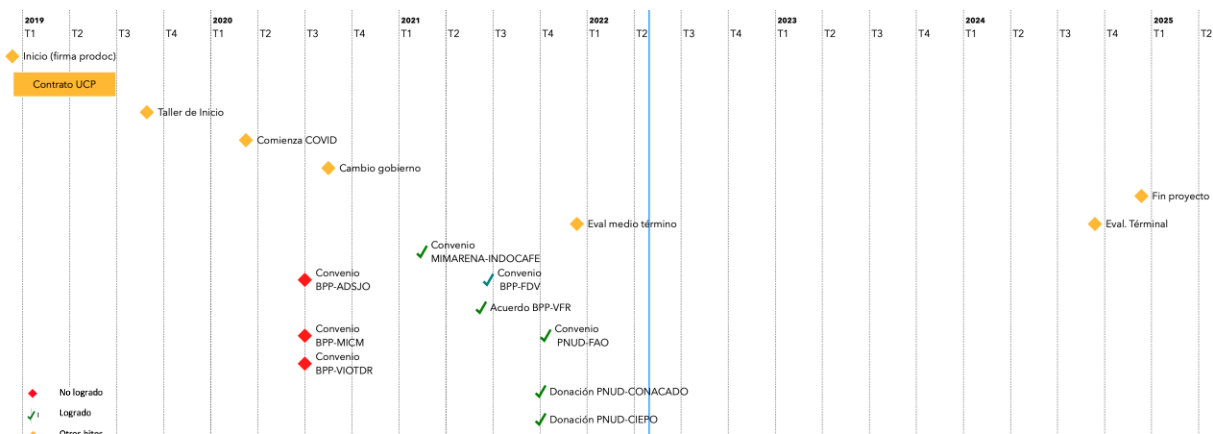
Another important aspect is that the formation of the UCP took about six months, due to the limited availability of qualified professionals. On the other hand, the professional in charge of component 1 has changed twice, with the consequent delay in finding a qualified person.

With regard to components 1 and 2 on early warning and the formation of brigades to combat forest fires, whose responsibility lies with FAO, it should be mentioned that the processing of the UNDP-FAO inter-agency agreement took three years to process and sign, negatively impacting the implementation of these components, while frustrating the expectations of the actors involved and damaging the credibility of the project's actions. The main factors in the delay of this inter-agency agreement were the consultations with the respective headquarters on the corporate instrument to formalize that agreement, discussions to avoid a double accounting of the support costs (indirect support costs) and to identify a correct and satisfactory solution for both agencies, times required by both agencies for the review and validation of the signed document.

Besides, the processes of contracting services of individuals and companies have also had delays because the bidding processes are deserted for long periods and must be published two or three times until the professional or company is found suitable for the task entrusted, or because the contracted organizations have not been able to fulfill their commitments (in 2021 a contract was canceled due to non-compliance of the service provider) or problems in the supply chains.

As a result of the above, it has only been possible to execute a little more than 20% of the project budget, where the main activity has been the elaboration of the PMDs, training of MA personnel on sustainable agroforestry practices and the development of studies as biodiversity baselines in the 3 pilot sites and the gender strategy. Fig. N°5 shows some key milestones regarding the formation of project alliances.

Fig. 5: BPP timeline showing some key milestones regarding the formation of project alliances .



The following overview summarizes the progress with respect to the objectives and indicators of the project at the time of the MTR. As stated in the Prodoci, the goal is to "incorporate biodiversity

conservation and ecosystem services into public policies and practices to effectively buffer current and future threats to productive mountain landscapes."

Objective: 4 new partnership mechanisms with funding

Rating: MS

The BPP signed two inter-institutional agreements with different entities. The first is between MIMARENA and the Dominican Coffee Institute (INDOCAFÉ) – signed in February 2021 – to cooperate specifically in components 2 and 3 related training and technical supervision in coffee crops in two pilot areas. Although the contribution is valuable, it cannot be concluded that this is a partnership with financing, because this weight is carried by the project, which undertakes to finance the mobility and travel expenses of INDOCAFE staff. It is also an agreement limited only to the BPP and lasts only four years, so it cannot be said to be a sustainable agreement over time.⁹

The second formalized agreement is between the BPP and the "Green Development Fund (FDV) for the SICA-REDD+LANDSCAPE region" signed in June 2021, which covers the towns of La Descubierta and Bahoruco. This agreement contemplates coordination of technical assistance between both parties and lasts only two years because this regional initiative is temporary, there being no commitments of resources between these institutions, so it could not be said that it is sustainable over time.¹⁰

Inter-institutional agreements between MIMARENA and other ministries are awaiting signature from June 2020. The agreement with the MICM is specific to develop component 3 (sustainable livelihoods), lasts three years and covers the three pilot sites. The emphasis of this collaboration is support in business plans, training, etc., and as in the other agreements, the BPP undertakes to pay the mobility and per diem of the MICM officials involved in this initiative¹¹.

With the VIOTDR from the MPyD it is expected to cooperate in the development of Municipal Land Use Plans (PMOT) in 10 municipalities of the pilot areas (component 1).

With the MA (Department of Cocoa), it is expected to collaborate in components 2 and 3 of the project, with emphasis on pilot area 3 (Monte Plata/Yamasá), to support the implementation of sustainable production systems associated with cocoa and provide training, technology transfer and development of local capacities, for which the BPP must provide mobility, accommodation and per diem for the officials involved¹².

With respect to alliances with community organizations and/or civil society, the formalization of only one agreement is reported. It was not possible to sign the Bajo Grant agreement with the NGO "Asociación para el Desarrollo de San José de Ocoa" (ADESJO) due to problems in the management capacities of this organization. This donation was focused on the implementation of components 2

⁹ AGREEMENT UNDER THE MODALITY OF INTER-INSTITUTIONAL COLLABORATION, FOR THE ACCOMPANIMENT TO THE ACTIVITIES OF IMPLEMENTATION OF SUSTAINABLE PRODUCTION SYSTEMS AND SUSTAINABLE LIVELIHOODS IN THE THREE (3) PILOT SITES OF THE GEF-UNDP PROJECT "CONSERVATION OF BIODIVERSITY IN PRODUCTIVE LANDSCAPES OF MONTANA".

¹⁰ Collaboration Agreement between the Green Development Fund for the SICA/ Redd+Landscape Region and the Project Effective Conservation of Ecosystem Goods and Services in Threatened Mountain Productive Landscapes (BPP)

¹¹ ACUERDO BAJO LA MODALIDAD DE ACUERDO INTERINSTITUCIONAL, PARA LA EL ACOMPAÑAMIENTO TÉCNICO PARA EL FORTALECIMIENTO DE ASOCIACIONES EN TRES SITIOS PILOLO DEL PROYECTO

¹² "ACUERDO BAJO LA MODALIDAD DE COOPERACION INTERINSTITUCIONAL, PARA EL ACOMPAÑAMIENTO AL PROYECTO DE CONSERVACION EFECTIVA DE BIENES Y SERVICIOS ECOSISTEMICOS EN PAISAJES DE MONTAÑA AMENAZADOS Y LAS ACTIVIDADES DE IMPLEMENTACION DE SISTEMAS DE PRODUCCION SOSTENIBLES".

(agro-forestry practices) and 3 (livelihoods) for the Middle Ozama River basin¹³.

It was reported that UNDP signed in September 2021 a micro donation agreement for USD 150 thousand for the NGO "Centro de Investigación y Educación Popular" (CIEPO), where work will be done in La Descubierta on issues of field schools, training and sustainable production.¹⁴

With regard to the intra-institutional agreements with other vice-ministries of MIMARENA, the agreement with the VRF of MIMARENA – formalized in June 2021, has scope in the three pilot areas of the project, and will cooperate on issues of forest fires, technical advice and reforestation mainly, also achieving a joint work plan with the VRF¹⁵. However, again this partnership is short-term and subject to funding that the project and UNDP can provide.

The project mentions other alliances and/or coordination with FEDOMU and RISEC, but they cannot yet be considered as "financing mechanisms", because there are no formal agreements established nor are there responsibilities assigned to each participant or counterpart contributions (species and/or cash). With respect to CONACADO Agroindustrial, the project reported that there is a formal collaboration agreement.

Objective: "Number of additional people benefiting from livelihoods strengthened through solutions for sustainable management of natural resources, ecosystem services, chemical and waste management (disaggregated by gender)".

Rating: MU

The project reports that the total number of people benefited amounts to 1,310, well below the target of 6,000 expected for the mid-execution period. This number reported by the project refers to the trained persons and their families, where it is indicated that these benefits would come from the implementation of the PMDs. Performing an analysis of a sample of 6 plans developed, it can be concluded that these constitute a diagnosis and a list of intentions and projects necessary to improve mainly urban infrastructure, the training of municipal officials, development of PMOTs, access to drinking water and sewerage. With regard to the protection of biodiversity and productive enterprises, mention is made of the improvement of cocoa, coffee and other crops, as well as infrastructure so that farmers can market their products in the market. In the cost aspect, these plans have estimates, but practically all the interviews with mayors indicate that they do not know what these plans cost and the low probability of obtaining financing for the different actions proposed, assigning a probability of financing close to 30% and that depend mainly on sectoral funds from the central government and international cooperation. It was reported that MEPYD is working to articulate the local demand identified in the PMDs with the budgets (annual and multi-year financing) of the different sectoral authorities.

The attribution made by the project on the beneficiaries of "strengthened livelihoods" is not realistic, since the productive projects promoted by the BPP itself are not yet implemented or are in very early stages (field schools, reforestation, productive means, etc.), so it is not pertinent to affirm that there are beneficiaries who have improved their income, improved means of production or restored ecosystems, which would have to occur in the second half of project implementation.

Objective: Number of direct beneficiaries of the project (1,500 producers and 350 institutional officials).

Rating: S

The project reports this goal achieved at 48%, training 724 producers (558 men and 166 women) and

¹³ LINEAMIENTOS DE PROPUESTA PARA ACUERDO DE TRABAJO ENTRE EL PROYECTO "CONSERVACION EFECTIVA DE BIENES Y SERVICIOS ECOSISTEMICOS EN PAISAJES PRODUCTIVOS DE MONTAÑA AMENAZADOS" Y LA ASOCIACION PARA EL DESARROLLO DE SAN JOSE DE OCOA (ADESJO)

¹⁴ Solicitud de colocación de acuerdos CIEPO y ADESJO

¹⁵ Memorandum VCRF-0417 del 7 de junio del 2021

453 officials from different public institutions. The trainings for producers have all been face-to-face, while for the technicians they have been online due to the restrictions imposed by the pandemic¹⁶.

Objective: Total area of productive mountain landscapes covered by improved planning and governance frameworks (58,000 Ha).

Rating: MU

The project reports that 100% of this goal has been met, since about 239,000 Ha would be under improved management, mainly due to the elaboration and approval of the PMDs in 10 municipalities of the ¹⁷three pilot areas¹⁸, as well as the strengthening of their CMDs. However, it should be noted that the Prodoc establishes exhaustively that it is a matter of covering 58K Ha of productive landscapes under territorial planning plans that maintain and increase the areas of priority ecosystems, in addition to being accompanied by land use plans for the buffer zones near the PA.

According to the interviews conducted and the review of a sample of 6 PMDs, it can be seen that these are mainly focused on issues of improvement of infrastructure and basic services concentrated in the urban areas of the municipalities. Rural aspects focus on improving producers' practices, but there is little mention of actions to repair soils, protect water sources, improve biological connectivity, etc.

It was also reported that the territorial planning law has been processed for almost a decade without being able to be approved by Congress, so this type of instrument is not very relevant for the municipal authorities, because they do not enter into the management evaluation plans that the central government makes to the municipalities.

To this is added the scarce possibility that these PMDs can be implemented. In general, between 20% and 30% of its execution was allocated, due to the limited municipal resources and the fact that the proposed projects must be financed through the sectoral agencies of the central government, requiring municipal employees to have higher levels of capacities to present investment projects to the system.

Therefore, at this stage of the implementation of the BPP, **it could not be said that the 239K Ha are under an improved management mechanism, since at the moment there is no implementation of these PMDs.**

Objective: Level of capacity for the sustainable management of productive mountain landscapes (according to the UNDP Capacity Development Scorecard).

Rating: MS

It is reported that by 2021 the fulfillment of this goal is 100%, far exceeding its baseline. This target refers to the monitoring of indicators I3, I4, I5, I9, I10 and I11, together with the total score of this tool. The Prodoc stipulated growth of 5% in the medium term and an additional 5% at the end of the project, where in 2021 a growth of 21.2% was obtained in the total score of the scorecard.

The unit sent 18 surveys with the capacity building tables for each relevant actor in the 3 pilot areas to answer. Among the respondents were the MA, MIMARENA, MPyD, the 10 municipalities involved, CONACADO and CIEPO.

By reviewing the responses provided by stakeholders, there is an important difference in the understanding of this UNDP tool. For example, municipalities do not make an assessment among the four response alternatives, but respond to them one by one, which indicates the need for greater preparation of these entities so that they can adequately respond to the tables sent.

¹⁶ Annual Project Report, December 2021.

¹⁷ PIR 2021

¹⁸ ANNUAL PROJECT REPORT to UNDP, Dec 2021

As an example of the above, regarding the co-management of PA, some municipalities report that they do not have them or that they are informal (cases of La Descubierta and Los Ríos)¹⁹ but in the score they appear as 2 or 3²⁰.

With respect to environmental agencies, the responses improve, but there are terms that should be clarified, such as, for example, the relationship between research and policy development is understood as projects in execution that have this type of component, but it does not respond if the institution has a policy or programs that promote this dimension. On the other hand, some responses to the issue of the use of ancestral knowledge are answered as the execution of workshops or annual harvest plans²¹.

Therefore, it can be concluded that *although the questions are the same for each actor, the answers are not equivalent*, because they point to different topics or simply do not answer the question, it is not possible to average the scores directly to affirm that the capacities of the different actors have increased, as in this case²².

Table N°10 below shows a summary of the qualifications for the project objective, while the detail for each result is shown in Annex 3.

¹⁹ PIR 2021, Annex 22

²⁰ PIR 2021, Anexo 21

²¹ PIR 2021, anexo 22, DIARENA.

²² RIP 2021, Annexes 7 and 20

Table 10: Assessment of achievement of the project's mid-term objective: " Mainstream the conservation of biodiversity and ecosystem services in public policies and practices to effectively buffer current and future threats across productive mountain landscapes"

N° Ind.	Objective statement	MTR achievement level	Rating	Comment
1	Number of new partnership mechanisms with financing for sustainable management of natural resources, ecosystem services, chemicals and waste management at the national and/or subnational levels	The BPP signed 3 inter-institutional agreements with INDOCAFE, GIZ and FDV, as well as collaboration agreements with 10 municipalities. The agreements with MA, MPyD are still unsigned, which are key to the future collaboration with MIMARENA in this field.	MS	The agreements are short-term, and the economic weight of the contributions falls exclusively on the project, which must pay the expenses of food, transport and fuel of the officials of the MPyD and MA. These agreements cannot be considered sustainable and funded. The key agreements between MIMARENA, MA and MPyD are still pending and without a formalization date, which are key to the good performance of the project and its sustainability.
2	Number of additional people benefiting from livelihoods strengthened through solutions for sustainable management of natural resources, ecosystem services, chemical and waste management (disaggregated by sex).	Thesigning of a donation from the BPP with the NGO "Asociación para el Desarrollo de San José de Ocoa" (ADESJO) was not opposed to concrete due to problems of management capacity of this NGO. This donation would be focused on the execution of components 2 (agro-forestry practices) and 3 (livelihoods) for the Middle Ozama River basin. A micro donation for USD 150,000 is also in the folder -from May 2021-, for the NGO "Centro de Investigación y Educación Popular" (CIEPO), where work will be done in La Descubierta on issues of field schools, training and sustainable production. The project mentions other alliances and/or coordination with FEDOMU, RISEC and CONACADO, but they cannot yet be considered as "financing mechanisms", because there are no formal agreements established nor are there responsibilities assigned to each participant or counterpart contributions (species and/or cash).	MU	Performing an analysis of a sample of 6 developed plans, it can be concluded that these constitute a diagnosis and a list of intentions and projects necessary to improve mainly urban infrastructure. The possibility of implementing these plans is approx. 30%. The project's attribution of "strengthened livelihoods" beneficiaries is unrealistic, since productive projects driven by the BPP itself are not yet implemented or are in very early stages.
3	Number of direct beneficiaries of the project.	The project reports this goal achieved at 48%, training 724 producers (558 men and 166 women) and 453 officials from different public institutions	MS	It is considered that this goal will be achieved at the end of the project, as field schools and other BD monitoring activities are being coordinated.
4	Total area of productive mountain landscapes covered by improved planning and governance frameworks	PMD elaborated in 10 municipalities within the pilot areas (La Descubierta, Postrer Río, Neiba, Galván, Villa Jaragua, Los Ríos, San José de Ocoa, Sabana Larga, Rancho Arriba, and Yamasá) and establishment and / or strengthening of the Municipal Social and Economic Council in 9 of them. These tools cover a territorial extension of 239,431 hectares.	MU	The project reports that 100% of this goal has been met, since about 239,000 Ha would be under improved management, mainly due to the elaboration and approval of the PMDs in 10 municipalities of the three pilot areas. According to the interviews conducted and the review of a sample of 6 PMDs, it can be seen that these are mainly focused on issues of improvement of infrastructure and basic services concentrated in the urban areas of the municipalities. Rural aspects focus on improving producers' practices, but there is little mention of actions to repair soils, protect water sources, improve biological connectivity, etc. To this is added the scarce possibility that these PMDs can be implemented. In general, between 20%-30% of its execution was assigned, so it could not be said that the 239K Ha are under an improved management mechanism, since at the moment there is no implementation of these PMDs
5	Level of capacity for the sustainable management of productive mountain landscapes (according to the UNDP Capacity Development Scorecard)	The capacity development measurement tool was applied to key stakeholders, using the project dashboard. The target institutions were MA, MA, INDOCAFÉ, CONACADO, CIEPO, UTEPDA, ADESJO and the local governments of the target areas, with a total of 18 interviews applied.	MS	It can be concluded that although the questions are the same for each actor, the answers are not equivalent, because they point to different topics or simply do not answer the question, so you can not average the scores directly to affirm that the capacities of the different actors have increased, as in this case.

Progress by Mid-Term Result

Outcome 1.1: Effective cross-sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes²³

Rating: MU

According to Prodoc, this effective governance would be achieved thanks to the implementation of land management plans (58K Ha), the establishment of at least 10 special categories of land use that guarantee the sustainable use of BD and the incorporation of CC, BD, SFM and LD in the management of natural resources.

The way in which this result would be achieved would be through a strategic environmental and social assessment to evaluate the impacts of productive and infrastructure programs in vulnerable basins, which would result in the development of criteria and guidelines for the establishment of a SESA for threatened mountain landscapes.

A gender strategy for the management of productive landscapes would also be developed and implemented in conjunction with the MA, four provincial environmental agendas (Independencia, Bahuco, San José de Ocoa & Monte Plata) that include criteria of BD and conservation of ecosystem services. In addition, the BPP would support the development of 10 PMDs and the implementation of four (La Descubierta, Neyba, Rancho Arriba and Yamasá).

It would also develop 10 municipal land use plans (PMUS) in the pilot areas, and support the implementation of 3 (La Descubierta, Rancho Arriba and Yamasá), thus facilitating the implementation and strengthening of two basin councils in the areas of Rancho Arriba and Yamasá.

Finally, landscape-level land use plans applied at the three pilot sites would also be developed.

With respect to the SESA, for the middle of the period it should be used as a guide for policies and decision making, it is reported that it is 100% fulfilled, since the respective product is completed in December 2021. However, the product does not align with the scope and purpose established in the Prodoc. In effect, the BPP defined this product as a study of the potential impacts of the project's actions in the pilot areas, and then defined the corresponding mitigation measures. As explained at the beginning of this section, the original intention of the project was to carry out a "strategic environmental and social assessment" covering "the impacts of productive and infrastructure programs in vulnerable basins", and then extract the policies and guidelines for the establishment of SESA for threatened mountain landscapes. Interviews and documentary review do not indicate the reasons for the "de-scaling" of this product, so it is possible that it was a partial interpretation of what was intended to be achieved. In any case, the information generated is considered useful for the design of local environmental and development policies.

Taking into consideration the above, the achievement of **SESA is considered as partially achieved**.

It is also reported that the **elaboration and partial implementation of the project's gender strategy** is 100% fulfilled but is not currently applied due to the recent elaboration and validation (December 2021). The gender strategy contains a series of lines of action such as the elaboration of plans for the land titling of organized women, strengthening their organizations to claim the use of land, associative productive programs and market access, etc., but it will be necessary to operationalize it - during the second half of the implementation of the project - in a plan that prioritizes activities, estimate your costs and assign responsibilities in their implementation and follow-up. Considering the above and ²⁴**the fact that the goal specified for the midterm period in the Prodoc was to have 50 per cent of the gender strategy** formulated, it is considered **that this achievement has been met**.

²³ Prodoc versión inglés, párrafo 69.

²⁴ "Gender strategy in the management of conservation and production in productive mountain landscapes, with proposal of actions to be included during the life of the project", December 2021.

With respect to the provincial environmental agendas (4) that were to be formulated for the midterm, it is reported that the environmental diagnosis for Monte Plata was finalized, pending the elaboration of the agenda. Therefore the progress of these products is very low and a greater effort will be required to complete the 4 agendas by the end of the project. Therefore, **this section is considered as not achieved.**

For municipal land use plans, whose goal was 5 by mid-term, these were postponed to the second half of the project, mainly due to the fact that the land use law has not been approved and because the priorities of local authorities are low with respect to this product, since these plans are not included in the municipal management evaluation system. If this situation continues, it is very likely that this goal cannot be met at the end of the project, although it was informed that the VIOTDR is finalizing a guide to integrate land planning (LP) criteria into the MPDs. In view of the above, it is considered that **these plans have not been achieved.**

With respect to the PMDs, where the goal was to have these plans formulated for 4 municipalities, 10 plans prepared for the municipalities within the pilot areas (La Descubierta, Postrer Río, Neiba, Galván, Villa Jaragua, Los Ríos, San José de Ocoa, Sabana Larga, Rancho Arriba, and Yamasá) are reported, covering a territorial extension of 239,431 Ha. It is considered partially fulfilled, since the approaches are mainly urban, a situation that the UCP had already warned MPyD, who reported that for small municipalities it will only be requested to have territorial planning guidelines, while for those of larger size the POT will be required. As a consequence of the above, only in 3 municipalities would carry-out the POTs (Neiba, San José de Ocoa and Yamasá) while for the other 7 the territorial planning guidelines would be elaborated.

For the **establishment of special categories of land use in the three pilot areas (5 by mid-term),** such as private conservation areas, buffer areas and the inclusion of Madre de Aguas in the UNESCO program, it is reported that the proposal for a Biosphere Reserve was presented to the Dominican MAB committee in June 2021, where the majority of the members supported the creation proposal. They also discussed the limitations that would exist to manage this area close to a fifth of the Dominican Republic territory and the need to create territorial planning plans in the 11 provinces that are in the area. In this aspect, it can be said that the BPP has supported the creation of the Madre de Aguas Biosphere Reserve but that it has not been possible to be a reality yet, in addition to the fact that it would be necessary to work in 4 other special categories²⁵, thus **this aspect can be considered as partially fulfilled.**

In conclusion, the project focused mainly on the elaboration of the SESA, the gender strategy and the PMDs, the latter having a limited possibility of being implemented at the end of the project. On the other hand, key aspects such as municipal land use plans have not yet begun and due to the little interest of local authorities in their preparation and implementation and the slow process of approval of the land use law at the national level, it is estimated that it will be difficult to draw up the plans at the end of the project and establish the 10 exclusion zones for conservation purposes of the BD. Because land use plans are a "sine-quantum" condition to manage the 3 pilot areas, the determination of special land use categories -including the Madre de las Aguas Biosphere Reserve-, it is considered that **the achievement of this result is "Moderately Unsatisfactory"**.

Outcome 1.2: Strengthening landscape management across institutions sustains conservation outcomes.

Rating: MU

This result includes the implementation of improved institutional coordination for the application, control and monitoring of standards through a coordination platform. In addition, it is desired to have an inventory of planning instruments that incorporate practices that guarantee the connectivity of

²⁵ Minutes of the MaB Dominican Meeting, June 9, 2021.

ecosystems, the registration of violations of illicit activities, strengthening of institutional capacities at the local and ministerial level, a 10% increase in the UNDP capacity scorecard for selected institutions and proposals for financial options for the management of ecosystems in productive landscapes.

Another important aspect is that a national fire warning system would also be implemented, which in the medium term should have been operating.

To achieve this result, it is essential to have installed a GIS platform with updated environmental and productive data integrated with the MA and MIMARENA, since it would be the basis for the monitoring of BD and control of unauthorized changes in land uses.

With regard to GIS, it is reported that a methodology was created to obtain cartography with different indices for ecosystem services in the three pilot sites, this activity being carried out in coordination with the FDV project "Restoring landscapes" (GIZ-SICA-REDD+ Landscape). This information would be used to identify critical ecosystems in DR. However, there is no mention of the coordination carried out between MIMARENA-MA-municipalities in the three pilot sites and whether this database is interconnected and shared between these institutions.

The development of this database and GIS, where the goal for the mid-term was to have 50% of the maps and databases updated and integrated into an inter-institutional GIS. The achievement of this goal is considered partial, since it is not known exactly what corresponds to 50% of the database and maps and whether they are already integrated into an inter-institutional GIS.

With regard to the implementation of the integrated BD monitoring system for productive landscapes, **whose mid-term target was to operate and provide information on productive landscapes,** it was reported that a methodological proposal and indicators (fauna, flora, water, soils) was finalized in June 2021, along with a training program for the entities responsible for its application, which are not identified in this proposal. This proposal requires coordination between the MA, MIMARENA and local authorities for its implementation, as well as adequate equipment and ensure the inclusion of the data collected in the database and interconnected GIS, a situation that will require a plan and formal institutional agreements.

Therefore, **the achievement is considered partial,** because in the medium term this system should be working at least in the pilot areas of the project.

With regard to the implementation of a coordinated control and control system between several institutions, especially the **complaints system called the "Green Line", which should be operational at mid-term in the three pilot sites,** it is reported that MIMARENA is redefining this system and that training was carried out for the provincial directorates of MIMARENA, but its state of progress and a plan for its implementation were not reported. Therefore, **this product is considered partially achieved.**

It was also desired **to implement a monitoring system for the SDGs in 4 municipalities by the mid-term of the project.** The project reports the realization of approximately 4,000 surveys to determine the socio-economic profile of households for 4 municipalities of the pilot areas (La Descubierta, Neiba, Rancho Arriba and Yamasá)²⁶, which would constitute the baseline for the interventions of the project, thus this product does not yet have much relationship with the SDGs that are intended to be monitored, since it is only an assessment where the variables studied have not been connected with specific SDGs, nor is there a methodology to do so and carry out their follow-up. Therefore, **this product is considered not to have been achieved.**

The implementation of the early warning system for forest fires, whose mid-term goal was to be operating at the 3 pilot sites, **has not been able to start** because the implementation agreement between UNDP and FAO can only be signed in November 2021 (3 years after the project started).

²⁶ Municipal Profiles 2020: La Descubierta, Neiba, Rancho Arriba and Yamasá, June 2021.

This system is the responsibility of FAO and activities are expected to begin in 2022 with the implementation of the work plan to support the Fire Control and Management Program of the Vice Ministry of Forest Resources of MIMARENA. It has also been reported that due to the short time remaining to implement this system, the technical and institutional capacities of MIMARENA and the number of resources available from the project, **the final goal of having this system working in 30% of the country will not be possible at the end of the project.**

Therefore, this **product is considered as not achieved, with a considerable delay.**

It **was also desired to design and implement a micro-credit system** to producers implementing sustainable practices in the pilot areas, **whose mid-term goal was that it should be designed, and the implementation procedures agreed with the banking institutions.** The project decided to carry out a strategic study called "Targeted Scenario Analysis (TSA)" in order to compare medium- and long-term scenarios of continuing with the model of conventional unsustainable coffee and cocoa crops (business as usual) with a scenario where ecosystems and production systems are sustainable (financially, economically and environmentally) while generating better income for producers in the three pilot areas of the project. This kind of studies can inform the decision-making process of the actors and provide criteria to discern the most appropriate instruments in the application of public policies and new regulations. In addition, it will support the design of business plans and technological and financial packages. To carry out this study, the project and its RTA formed a working group composed of MIMARENA, CONACAO, MPyD, MA and INDOCAFE. The ToRs for the realization of this study are elaborated and its execution will be carried out during the year 2022.

Therefore, because it is still at a very preliminary stage, **it is considered that this product has not yet been achieved.**

In conclusion, due to the limited progress in the key products that affect the result (GIS, financial mechanism, SAT, monitoring system for productive landscapes and financial mechanisms), **it is considered that the achievement of the result is "Moderately Unsatisfactory"**.

Resultado 1.3: Participación local efectiva en la planificación

Rating: MS

El resultado esperado es que actores locales y provinciales sean fortalecidos para permitir su activa participación en la planificación de corredores de conservación de BD que conecten paisajes productivos (cacao y café) con áreas protegidas, cuencas y bosques prioritarios. También se busca que estos actores sean capaces de producir, compartir y monitorear información ambiental, socio-económica y geográfica para su utilización en planificación y gestión territorial.

Esto se lograría a través del fortalecimiento y funcionamiento efectivo de los consejos de desarrollo municipal (CDM) en 10 municipalidades pertenecientes a los tres sitios piloto. También se conformarían mecanismos de participación y diálogo a nivel de cuencas, donde se esperaba que a mitad de período debiera haber al menos uno funcionando activamente en la comisión presidencial de Ozama-Isabela en el área piloto de Yamasá.

Con respecto a la implementación de los CDM, cuya meta para la mitad de período era conformar 4 CDM, el proyecto apoyó el establecimiento y/o reactivación de nueve consejos, los que están funcionando en los municipios de Neiba, La Descubierta, Postrer Río, Galván, Villa Jaragua, Los Ríos, San José de Ocoa, Rancho Arriba y Sabana Larga, **por lo que se considera cumplido y excedido este producto.**

Para los mecanismos de cuenca participativos (2 operando a mitad de período), el proyecto facilitaría el establecimiento y fortalecimiento de dos consejos de cuenca en las áreas de Rancho

Arriba y Yamasá. MIMARENA continuó con las comisiones presidenciales y priorizó 15 cuencas, entre las que se encuentran Nizao y Ozama, por lo que el proyecto apoyará al viceministerio de suelos y aguas del MIMARENA para fortalecer y crear los consejos de cuenca de Nizao y Ozama respectivamente, durante el 2022.

Por los argumentos anteriores, se considera que **el mecanismo participativo no se ha logrado aún.**

Por lo tanto, el logro del **resultado 1.3 se considera “Moderadamente Satisfactorio”**, debido a que los CMD establecidos deben demostrar una participación efectiva y la instalación de los mecanismos de cuencas aún están pendientes.

Resultado 2.1: Flujos mejorados de beneficios ambientales globales en zonas de producción claves.

Calificación: MI

The purpose of this result is to reduce threats to the BD, ecosystem services and connectivity in unprotected priority productive landscapes. This would be achieved by the introduction of sustainable cocoa and coffee practices in the productive landscapes of the pilot sites, restoration of degraded soils, reforestation, strengthening of capacities of MIMARENA and local communities for integrated fire management and promotion. In addition, the project would implement the monitoring of the SDGs at the local level and the collection of information necessary for this follow-up.

With regard to the area reforested at the three pilot sites, where an additional reforestation of 1,000 ha (or maintained 2,000 Ha) was expected by the mid-term of the project's implementation, it has been reported that specific activities have been carried out and that reforestation will occur within the framework of field schools²⁷. Progress reports indicate that it has been possible to restore 416 Ha of forests, planted 64 Ha of coffee and 26 Ha of cocoa in the three pilot areas²⁸, so a total of 506 Ha belonging to 205 farmers have been directly intervened, using almost 565 thousand plants. However, the project reports that 1,286 Ha of forests, 101 Ha of cocoa and coffee in agroforestry systems, 3.3 Ha of soil conservation practices have been directly and indirectly restored and another 700 have been identified for sustainable agroforestry practices in the Sierra de Neiba and San José de Ocoa, which would guarantee connectivity and restoration. Consequently, it would be necessary to clarify in a better way whether the interventions justify considering the extended area of reforestation²⁹, **thus this indicator is considered as a partial achievement.**

According to what was reported during the interviews, there is a deficit of coffee plants, so that the improvement of the infrastructure of the plant nursery of Rancho (MIMARENA) and San José de Ocoa (INDOCAFE) has been supported, so that approximately 600 thousand coffee plants would be reached, which is considered sufficient to meet the commitments of the project. It is estimated that the total coffee plants needed to meet the project commitments amounts to 2 million and approximately USD 1.5 M, which are not available in the MA.

For cocoa, species of better performance and resistant to diseases will be introduced and it is considered that there will be no supply problems of this type of plants. There are no figures on the number of plants needed or the associated costs for this work.

With regard to the type of tree species planted and the cost per area intervened, there is no detailed information about it, but only the number of hectares planted, place and number of plants with

²⁷ POA Narrative 2022

²⁸ Summary of Plantations as of June 30, 2021 (Excel)

²⁹ PIR 2021.

denomination of "forest units", a situation that should be corrected during the second half of the project's execution.

On the other hand, there are no details of how the reforestation and planting of cocoa and coffee is done in agroforestry systems, nor about the planning or distribution of the different subsystems within the intervened properties. Some interviews indicate that thorns, avocado pear tree and coffee have been planted in Los Ríos, for example.

Therefore, the reforested/maintained area target of 2,000 Ha by mid-term **could be classified as partially met**, the achievement of which could range from 20% to 64% (if indirect area is considered justified).

The mid-term goal of having **an additional 900 Ha for cocoa production is considered unmet** because only 26 Ha have been able to be planted. **The same goes for the goal for coffee of 800 Ha**, where only 64 Ha have been planted and with soil conservation management 500 Ha versus 3.35 Ha under management.

Finally, for the increase of capacities for MA officials and key communities for the application of integrated fire management, **it was desired that by the mid-term there would be an improved register for fire incidents in the three pilot areas**, while showing a reduction in these occurrences. It is reported that there is no progress in this section, because its execution is the responsibility of FAO, whose Inter-agency agreement with UNDP was only operational in November 2021 (3 years after the project began).

Therefore, its progress is null and void and is **considered as an unachieved result**, since the planning of activities between FAO and MIMARENA is just being carried out.

With regard to the creation of 6 brigades in the 3 pilot sites, the project identified potential candidates for these brigades, as well as a survey of training and equipment needs, elaboration of ToR and coordination with the vice ministry in charge of the issue within MIMARENA. At the time of the MTR, it was reported that the 6 brigades have already been created in La Descubierta, Rancho Arriba and Yamasá and that they are currently working, and it is expected that by December 2022 the areas affected by forest fires will have been monitored. Therefore, this goal can be considered to have **been met**.

It is worth mentioning that the pandemic significantly affected the activity in nurseries, reforestation, training workshops and in general, all field work due to restrictions on mobility and the weakening of local organizations. According to an evaluation carried out by the United Nations System of the country and MPyD, where the losses and additional costs for the country were estimated close to 18 billion USD, where the tourism and trade sectors account for almost two thirds of this impact, while agriculture and environment only had a share of 1.4% and 0.1% respectively. The needs to recover agriculture would be prioritized in small farmers and their families, which is the target group of the project³⁰.

In conclusion, the **achievement of outcome 2.1 is estimated to be "Moderately Unsatisfactory"** because key goals have little or no progress.

Outcome 3.1: BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector.

Rating: MU

³⁰ Assessment of Recovery Needs for the Impacts of COVID-19, Government of the Dominican Republic, 2021.

This result focuses on sustainable management projects of productive landscapes of component 2, where producers could access special credits, training and implementation of clean technologies. In addition, the capacities of local organizations affiliated to ADSJO, CONACADO and INDOCAFE would be increased, while La Descubierta would support the formation of a cooperative to develop and implement the corresponding business plans.

This would be achieved through the establishment of a "financially sustainable" extension service focused on the field school model, organic certification of coffee and cocoa, the design and implementation of "business plans" in agrotourism, native plant nurseries for production systems, beekeeping, short-cycle crops, support in the construction of small post-harvest infrastructure for coffee waste management, cocoa and coffee drying and storage.

It would also support the creation of micro-enterprises that adopt BD-friendly production practices, including ecotourism. Finally, three financial mechanisms would be created to grant credit to small farmers (one specializing in micro-credits for women).

For the certification of coffee and cocoa crops, it is necessary to mention first that DR is one of the countries with the largest number of certified producers for cocoa crops, while for coffee, the situation changes due to the little interest of producers to obtain this type of certification, so the project decided to implement a certification system of good practices that include conservation criteria and that will be issued by INDOCAFE.

The midterm goal for coffee and cocoa was a certification, without differentiating the type of crop. The information collected does not present evidence that additional certification has been achieved with the new criteria developed by the project, either for cocoa or coffee, so it **is concluded that this goal has not been met**.

With **regard to the progress in the elaboration of the technological packages**, the target for the mid-term was the design of three packages for cocoa and coffee production in the three pilot areas. Currently, with the support of CATIE and using the "train the trainers" strategy, CONACADO and INDOCAFE officials in good practices of production and certification of organic cocoa and seven technological packages were developed to optimize the production of coffee and cocoa crops. These packages are being implemented through 12 field schools (4 per pilot site), reaching 300 producers in total. These schools are implemented through technicians from CONACADO and INDOCAFE, and it is expected that 36 more schools will be established in 3 phases, covering 900 additional producers. These technological packages focus on productive practices, but there is no integration of the technical with the economic, financial and management at the plot or landscape level, so it would be necessary to coordinate these efforts that are executed by separate lanes, to obtain a clearer vision of the financial needs of the technological packages and a financing mechanism appropriate to the type of farmer. The project is trying to integrate these elements into the TSA study to see the differences in both productive yields and profitability and improvement of ecosystem services of the practices that are intended to be demonstrated.

Therefore, this product is considered to **have exceeded compliance expectations, as it was only expected that by the middle term, these packages would be designed**, but not under implementation.

Regarding the design of the 3 credit lines (one for each pilot site), it is reported that no progress has been made at this point and that it will be carried out in parallel with the accompaniment of the business plans. At the moment, the project identified "Banco de Ahorro y Crédito ADOPEM" as the entity that could channel microcredits for small producers under the scheme of the new financial mechanism. This bank was created in 2004 and specializes in offering specialized financial products and services to the most vulnerable productive sectors of the country. Currently, this bank belongs to the BBVA Microfinance Foundation and has a presence in the pilot areas of the project. It is expected

to have a formal agreement with this bank during the year 2022. On the other hand, work with the Santo Domingo Water Fund has not begun, as there are no reports about it³¹.

For the above, it **is considered that the goal of having 3 credit lines designed has not been met**, because it is at a very early stage of execution and that business plans and cost estimates have not yet been made.

In addition, the project decided to conduct a Focused Scenario Analysis (TSA) study to identify the economic, social and environmental benefits of sustainable production systems for coffee and cocoa, compared to currently used practices. It is expected that this study will support the design of new financial instruments to encourage small and medium-sized producers in sustainable and friendly crops with the conservation and protection of BD.

It was also expected that three business plans (one per pilot zone) **would be designed and approved by project mid-term**. It was reported that the assessment of the coffee growers' organizations in La Descubierta and Rancho Arriba could be carried out during the year 2021, an activity that was supported by INDOCAFE and the GIZ project "Restoring Landscapes". The lack of agreement with the MA has meant that it has not been possible to advance with this activity in Yamasá, but a work agreement was reached with CONACADO in November 2021, and it is expected to hire a consultant to define the business plans for that area. The negotiations to reach an agreement with ADESJO of San José de Ocoa failed, and no further progress is observed in this area. On the other hand, it was achieved that in "La Descubierta", the "La Bella" Cooperative could obtain its official registration in September 2021.

In addition, studies were carried out together with CATIE to identify potential business niches such as eco-tourism in Yamasá and San José de Ocoa; and the analysis of livelihoods in Apolinar Perdomo, Los Bolos and El Maniel, Batoruco and the province of Independencia.

Potential local partners have been identified to implement the business plans, such as the "Sabana Real Multiple Services Cooperative" and the "Samir Coffee Producer" in San José de Ocoa. It is also desired to carry out a feasibility study to create an international coffee brand.

To summarize, it is considered that this product has a delay and that it presents important obstacles for its implementation, so **the goal for business plans has not been met**.

With regard to the goal of **establishing credit mechanisms with 3 local entities**, this was postponed as well as what happened with the credit lines and the work with the Santo Domingo Water Fund has not begun, since there are no reports about it, **so this goal is not met**.

Because credit mechanisms have not been identified or developed, the **medium-term goal of having 70% of producers** aware of these mechanisms **has not been met**.

For the goal of having 6 micro-entrepreneurship initiatives developed (models for ecotourism and SFM), it is reported that they have been identified and would be in the initial stage of coordination, but the activities were suspended because they are considered to depend first on business plans and credits. Therefore, **this goal has not been met**.

In conclusion, considering the relative importance of each of the goals belonging to result 3.1, it can be affirmed that there has been significant progress in the identification and design of technological packages that will allow producers to access crop certification schemes and credit lines to sustain these good practices. However, because certification schemes and the design of financial mechanisms are far behind schedule and are essential components for the success and sustainability of technology packages, **the overall result obtained is considered to be "Moderately Unsatisfactory"**.

³¹ <https://bancoadopem.com.do/sobre-nosotros/>

Outcome 4.1: Knowledge effectively managed

Rating: MS

The purpose of this result is to obtain an information system that supports the management and conservation of BD and ecosystem services in productive mountain landscapes. At the same time, it is desired that the results of the project can be scaled-up and replicated through systematization, the exchange of lessons learned, the production of information material and awareness-raising activities.

The project reports that it has a communication strategy and another for knowledge management. With regard to communications, the project has a website (<https://bpprd.org/>) where project activities and documents are reported. In addition, there are also social networks such as Facebook (Bpp RD) and Instagram (@bpp_rd)³².

Work was also carried out regarding the corporate image of the project that provides guidelines on how to use logos and other communication materials, but although it is reported that there is a communications strategy, the document is more oriented to end users through messages and campaigns on social networks, but there is no sequence of identification of key government actors and how to approach them. This is a very sensitive and key issue, due to the lack of ownership of the project by MIMARENA and the absence of formal agreements and commitments with MA, MPyD and MCIM.

Therefore, it cannot be concluded that there is a communications strategy to capture the adhesion of key actors with a specific discourse, such as internal actors of MIMARENA, MA, MPyD, mayors and community organizations.

With regard to knowledge management, the project is accumulating a large amount of documentation that is not shared publicly through any of the existing platforms, the same happens with the lessons learned, so that the project's stakeholders and / or the general public do not have access to this information. However, the project is working to share the geographic databases with the MA and MPyD.

Therefore, it cannot be said that there is a knowledge management system that systematizes, organizes and presents the collected information that is useful and understandable to stakeholders and the general public.

With regard to the M&E system, there is a system of periodic reports at all levels, follow-up visits to the pilot sites and a schedule of annual activities (POA). An important success of the project was the realization of a strategic planning workshop in conjunction with its partners, in order to identify the strengths and weaknesses of the execution of the project, as well as define strategic lines of action. It should also be mentioned that within the project unit there is an M&E manager.

Therefore, it can be said that there is currently a working M&E system that could be improved, so this aspect is fulfilled.

As a conclusion regarding the progress of result 4.1, it can be said that the communication aspects and the construction of the knowledge exchange system are very modest to this day, so the achievement of this result is considered as "Moderately Satisfactory".

A summary of the ratings by project result is shown in Table No. 11, while the full analysis and individual ratings for each indicator can be found in Annex No. 3.

³² PIR 2021.

Table 11: Summary of the ratings by result and the chances of achievement at the end of the project (red: it does not lead the way to achieve it; Yellow: road to achieve; green: achieved).

Result	Nº	Result indicator statement	Rating	Comment
Effective cross sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.	R1.1	Number of tools for decision-making in planning, and strengthening implementation to ensure landscape sustainability [e.g. ensuring that infrastructure, productive and extractive activities and forest clearance are not located in ecologically sensitive areas]	MY	The project focused mainly on the elaboration of the SESA, the gender strategy and the LDCs, the latter having a limited possibility of being implemented at the end of the project. On the other hand, key aspects such as municipal land use plans have not yet begun and due to the little interest of local authorities in their preparation and implementation and the slow process of approval of the land use law at the national level, it is estimated that it will be difficult to draw up the plans at the end of the project and establish the 10 exclusion zones for conservation purposes of the BD. Because land use plans are a "sine-quantum" condition to manage the 3 pilot areas, the determination of special land use categories -including the Madre de las Aguas Biosphere Reserve-, it is considered that the achievement of this result is "Moderately Unsatisfactory".
Strengthened landscape management in all institutions sustains conservation results.	R1.2	Establishment of an inter-institutional coordination platform for the improvement of governance, monitoring and implementation, the participation of government institutions at the central, local and private sector levels, as well as community-based organizations.	MY	Little progress in the key products that affect the result (financial mechanism, SAT, DB monitoring system for productive landscapes and financial mechanisms). The monitoring system for BD is designed, lacking its implementation, which will require agreements between MIMARENA and MPyD. The GIS updated the maps and databases, lacking the inter-institutional connection. The project decided to carry out – in addition to what is required by Prodoc – a strategic study called "Focused Scenario Analysis (TSA)" in order to use it as a decision-making tool based on objective data, which will compare the situation of forestry, agricultural practices, etc. of baseline versus the scenario under which sustainable activities are developed. This tool will be a very valuable example of joint planning for different areas within government.
Effective local participation in planning	R1.3	Availability of financial mechanisms for sustainable production management	MS	The installation of 9 CDMs was complied with, but the basin councils have not been created. The project would facilitate the establishment and strengthening of two basin councils in the Rancho Arriba and Yamasá areas. The project will support the Vice Ministry of Soils and Water of MIMARENA to strengthen and create the basin councils of Nizao and Ozama respectively. It is considered that the participatory mechanism has not yet been achieved, but it is in process.
Improved flows of global environmental benefits in key production zones.	R2.1	Total area with coverage that guarantees ecosystem services, as well as restoration and connectivity:	MY	416 Ha of forests were reforested, 64 Ha of coffee and 26 Ha of cocoa were planted in the three pilot areas, but the project, but it is reported that 1,286 Ha of forests have been directly and indirectly restored, 101 Ha of cocoa and coffee in agroforestry systems, 3.3 Ha with soil conservation practices, so that clarification would have to be made. The additional 900 Ha for cocoa production and the 800 Ha of coffee are considered unfulfilled. Actions on the implementation of the SAT have not begun due to the delay of the UNDP-FAO agreement, but 5 fire brigades were created at the pilot sites. The achievement of outcome 2.1 is estimated to be "moderately unsatisfactory" because key targets have little or no progress in the mid-term.

Result	N°	Result indicator statement	Rating	Comment
BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism	R3.1	# of tools or instruments to promote BD-friendly livelihoods	MY	Considering the relative importance of each of the goals belonging to result 3.1, it can be said that there has been significant progress in the identification and design of technological packages – exceeding the mid-term goals – that will allow producers to access crop certification schemes and credit lines to sustain these good practices. However, because certification schemes and the design of financial mechanisms are far behind schedule and are essential components for the success and sustainability of technology packages, the overall result obtained is considered to be "Moderately Unsatisfactory".
<i>Knowledge managed effectively</i>	R4.1	Communication and awareness-raising strategy with a gender focus and generational considerations to improve knowledge and practices of sustainable management of threatened mountain landscapes.	MS	The project reports that it has a communication strategy and another for knowledge management. With regard to communications, the project has a website (https://bpprd.org/) where project activities and documents are reported. In addition there are also social networks such as Facebook (Bpp RD) and Instagram (@bpp_rd). However, from the analysis of this strategy it can be concluded that it is more of a media strategy focused on the general public, but there is no approach in terms of stakeholder analysis, their relative importance and communication priorities and types of messages. With regard to knowledge management, the project is accumulating a large amount of documentation that is not shared publicly through any of the existing platforms, the same happens with the lessons learned, so that the project's stakeholders and / or the general public do not have access to this information. There is currently a functioning M&E system that could be improved.

3.3. Financial Aspects

Disbursement of funds

The project has a total funding of USD 62.18 million, of which USD 8.18 million comes from the GEF, while USD 54 million is from co-financing, mainly from MIMARENA, MA and UNDP. The Prodoc does not include details of co-financing by project result, so it is difficult to estimate the contribution for each of them. Table N°12 shows the GEF resources for each component of the project, while Table N°13 shows the evolution of project expenses, where to date approximately USD 1.82 million have been disbursed corresponding to 34% of the planned expenses for the first 3 years of execution and only 22% of its total resources.

Table N° 12: GEF resources of the project according to prodoc (in USD)

<i>Year/Result</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>Total (USD)</i>
R1: Systemic landscape management framework	367,280	651,735	290,900	113,900	103,900	78,400	1,606,115
R2: Production systems compatible with the conservation of threatened mountain ecosystems and corridors.	644,850	997,550	700,260	476,110	388,370	117,710	3,324,850
R3: Sustainable livelihoods have incorporated BD biodiversity-friendly practices.	97,900	322,300	902,000	627,500	259,000	142,500	2,351,200
R4: Knowledge Management and M&E	71,000	58,000	105,000	54,658	44,000	172,000	504,658
A5: Project Management	80,142	68,400	68,400	68,400	67,000	37,000	389,342
Total	1,261,172	2,097,985	2,066,560	1,340,568	862,270	547,610	8,176,165

Table N°13: Actual annual expenditures versus those estimated in Prodoc for the mid-term (in %).*

<i>Year/Result</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total (USD)</i>	<i>% Expenditure [current/Prodoc]</i>
R1: Systemic landscape management framework	145,152	170,958	223,701	539,811	41%
R2: Production systems compatible with the conservation of threatened mountain ecosystems and corridors.	230,630	135,184	405,275	771,089	33%
R3: Sustainable livelihoods mainstream BD-friendly practices.	47,003	161,720	76,200	284,924	22%
R4: Knowledge Management and M&E	5,362	43,558	75,502	124,423	53%
R5: Project Management	8,709	34,913	60,594	104,217	48%
Total	436,857	546,334	841,272	1,824,463	34%

(*): own elaboration based on the data of the UNDP accounting system and estimated expenses in the Prodoc for 3 years of implementation

It is worth mentioning that the effective start of the project was in July 2019, that is, 7 months after the signing of the project document, being the lack of adequate personnel to form the UCP of the project, one of the main causes of this delay.

With regard to the analysis of financial data, the annual budgets of the project are made in the UNDP format, so the concepts used are for general categories (consultants, equipment, training, etc.) and not

for project activity (SSA expenses, BD monitoring, etc.) so it becomes difficult to appreciate the main costs by project outputs. On the other hand, it should be mentioned that the scheme of recording expenses by result does not correspond to the results of the English version of Prodoc, which has 3 results for component 1 and one result for the rest of the components.

In any case, a general breakdown of the main expenses can be seen in Table N°14.

Tab14: main expenses over USD 30,000()*

<i>Item</i>	<i>Monto (USD)</i>	<i>% del gasto total</i>
E) ALL TERRAIN VEHICLES	226.836	12%
E) ENVIRONMENTAL INFORMATION	185.257	10%
E) LOCAL CONSULTANTS-TECHNICAL	45.895	3%
E) TRANSPORT SERVICE	37.108	2%
EXPENSE DISTRIBUTION	57.429	3%
ITEM 6 PRUNING SCISSORS GARDEN	81.401	4%
Payroll	383.123	21%
S) PRODUCTION PLANNING CONTR	44.465	2%
S)IC LOCAL-TECHNICAL DAILY FEE	85.674	5%
Otros	677.275	37%
Total (USD)	1.824.462	100%

(*): own development based on UNDP's ATLAS system

As can be seen, the main expenses come from the purchase/lease of vehicles and transport (14%), the collection of environmental information (10%), contracts for consultancies (13%) and the payroll of the UCP (21%). The remaining 37% are a series of small amounts referred mainly to per diems, administrative / operating expenses (computers, fuel and vehicle maintenance).

It is also noted that the same concept of expenditure is allocated to different components of the project, such as vehicles being charged indistinctly to components 1 and 2, while salaries are allocated to components 2, 3, 4 and 5.

With respect to the project personnel expense sheet, this would reach about 21%, plus the expenses of per diem and equipment the project management item could reach 30% of the expenses incurred. The UCP has 13 people (3 drivers + 10 professionals: 7 at the national level and 3 regional coordinators), which would appear somewhat high considering that the GEF rules do not allow an expenditure on personnel greater than 10%.

A review of the documentation and interviews conducted indicate that there are several reasons for the slowness of disbursements. The first – and most used – is the pandemic that has imposed a series of restrictions on the mobility and execution of field work and the change of government authorities and in most of the municipalities of the pilot areas, with the consequent consequence of changes of managerial personnel in these institutions.

However, there are also other structural causes related to the slowness of UNDP and MIMARENA procurement processes³³, the low availability of local professionals who meet the eligibility requirements, the slow process of signing the inter-agency agreement between UNDP and FAO

³³ Informe trimestral a PNUD, julio-sept 2019.

(almost 3 years and affected 9% of the total project budget), the lack of offices and computer equipment for the UCP the initial months of installation; and a lack of knowledge of Prodoc on the part of this unit³⁴.

On the other hand, the UCP has also had personnel changes (in charge of components 1³⁵ and 3 and resignation of the yamasá pilot site coordinator), whose replacements were also slow due to administration issues and lack of suitable candidates³⁶.

With regard to audits, it was reported that the project was not audited in 2019 or 2020, because the amount executed annually was below the minimum ceiling established corporately for the UNDP Country Office. However, the project has been included in the financial audit plan for NIM Y2021 projects, which is in process and includes the years 2019, 2020 and 2021, to meet the requirement established in the Prodoc³⁷.

Co-financing

The project has a co-financing commitment of USD 54 million, which is distributed among the different government institutions, municipalities and organizations shown in Table N°15. The main sources of co-financing are the MA with USD 39 million, followed by MIMARENA with USD 10.5 million and UNDP with USD 2.5 million.

Table 15: Co-financing commitments

GEF Trust Fund	USD 8,176,165
(1) Total budget administered by UNDP	USD 8,176,165
COFINANCING	
UNDP (in cash)	USD 2,500,000
Government: Ministry of Environment (in cash)	USD 5,100,000
Government: Ministry of environment (in kind)	USD 5,400,000
Government: Ministry of Agriculture (in cash)	USD 16,000,000
Government: Ministry of Agriculture (in kind)	USD 23,310,000
FAO (in kind)	USD 100,000
CODOCAFÉ (in cash)	USD 750,000
CODOCAFÉ (in kind)	USD 415,000
Santo Domingo Water Fund (in cash)	USD 321,000
Dominican Federation of Municipalities (FEDOMU) (in cash)	USD 87,227
Dominican Federation of Municipalities (FEDOMU) (in kind)	USD 24,150
(2) Total Co-financing	USD 54,007,377
(3) Total Project Funding (1) + (2)	USD 62,183,542

The situation of co-financing contributions appears in Table N°16, where it is observed that the greatest compliance comes from MIMARENA with 59% of the total committed by this institution. These resources would come from the use of ministry facilities, technical assistance, the implementation of forest brigades on the Southern Slope of the Sierra de Neiba, delivery of plants for reforestation and mainly from the habilitation of neighborhood roads in Independencia (USD 5 million). UNDP reported that its contributions came from activities such as localization of agenda

³⁴ Informe Final: "Facilitación del Taller de Integración y Planificación para la Implementación Estratégica 2021", Michela Izzo, PhD, Diciembre 2020.

³⁵ There were 2 forest specialist changes between 2019 and 2021: Quarterly report to UNDP, January-March 2021 and April-June 2021.

³⁶ Quarterly report to UNDP January-March 2020

³⁷ Prodoc, párrafos 175, 185, Annex A: Multi Year Work Plan

2030 in territorial planning and SDG training for local authorities in the Enriquillo subregion, support in the production and dissemination of communication products, technical advice on private sector involvement for sustainable production, design of instruments and technical advice to identify COVID impacts in pilot sites, with a focus on sustainable human development, alliances with cocoa companies and communities, development of good practices for the sustainable production of cocoa and mainstreaming of sustainability criteria in the development of this commodity and actions developed, together with the Dominican government in the fight against poverty.³⁸

With respect to the other taxpayers, there is no more information, so the current estimate indicates that *the fulfillment of this commitment only amounts to 12%* of what is established in the Prodoc.

Table N°16: Counterparty situation as of Dec 2021 (in USD)

<i>Source of co-financing</i>	<i>Name of the co-financier</i>	<i>Type of Co-financing</i>	<i>Amount confirmed upon CEO approval</i>	<i>Current amount of MTR contribution</i>	<i>Current % of expected amount</i>
GoRD	MIMARENA (includes UTEPDA)	donation	5.100.000	6.153.135	121%
GoRD	MA	donation	16.000.000	69.311	0%
GoRD	INDOCAFE	donation	750.000	4.871	1%
International cooperation	UNDP	donation	2.500.000	30.000	1%
Public Private Foundation	Santo Domingo Water Fund	donation	321.000	s/i	
Municipalities Association	FEDOMU	donation	87.227	s/i	
GoRD	MIMARENA (includes UTEPDA)	In-kind	5.400.000	s/i	
GoRD	MA	In-kind	23.310.000	s/i	
GoRD	INDOCAFE	In-kind	415.000	s/i	
International cooperation	FAO	In-kind	100.000	s/i	
Municipalities Association	FEDOMU	In-kind	24.150	85	0%
Other	Other	In-kind	N/A	196	N/A
Total (USD)			54.007.377	6.257.597	12%

Source: own elaboration based on project data

N/A: not applicable

S/I: no information

So far, the methodology by which the project collects information on co-financing is not known, so it would be necessary to develop a standardized reporting template where the different institutions can provide data on an annual basis and that are directly related to the project and its theme. Data that could be integrated into this template would be the differentiation between in-kind and effective contributions.

³⁸ Annual report to UNDP 2021.

3.4 Monitoring and Evaluation Systems (M&E)

The Project Executive Board (JEP)

This body is the project's highest level and would be chaired by MIMARENA and is also composed of representatives of UNDP, MA representatives of municipalities of the pilot sites and FAO.

This instance has not fulfilled its strategic role to facilitate the actions of the project with its partners, in addition to monitoring and providing guidelines on the best strategy to follow so that the project can meet its objectives. Indeed, the review of the documentation and the interviews carried out indicate that this instance has never been able to meet and so far, there are no estimates of when this milestone that has been delayed for 3 years could occur. It was reported that the MIMARENA authorities were requested on several occasions to hold these meetings, without obtaining results.

The Advisory Committee (CA), Technical Oversight Committee (CST) and Working Groups

The project also has another committee called "Advisory Committee" (CA), which should meet 3 times a year and would be formed by technical-political staff from MIMARENA, MA, the agroforestry commission, VIOTDR, INDOCAFE, CONACADO, FEDOMU, FAO and UNDP among other actors. The evaluator finds this committee redundant with the JEP, but because the latter has not worked, the CA could have minimized the negative impact produced on the project. However, this instance has not had a different behavior to the JEP either, since it has met on only two occasions between 2019 and 2022 (Nov. 2019 and April 2021), so the support given to the project has been minimal in this case.³⁹

There would also be a "Technical Supervisory Committee" (CST) - a group other than the CA - to discuss the technical decisions project, where technicians from the institutions involved would participate. So far there is no documentation to support that this body has met periodically. What has happened is that some working groups have been formed, such as the financial mechanisms table where UNDP, CONACADO, MIMARENA, MPyD participate, which has met on one occasion during 2021, where the preparation of the TSA will be discussed and supported, a study that has not yet been able to be hired after 7 months of administrative process. There are also specific coordinations with other vice-ministries of MIMARENA, CONACADO, FEDOMU and FAO among others, but it cannot be said that these groups have formal support from the institutions or that they have a structure of operation or definition of responsibilities for their members.⁴⁰

Reports

The UCP reports regularly to UNDP through quarterly, annual and PIR reports. In addition, there is a professional specifically in charge to carry out the M&E activities of the project. The UCP has also implemented the GEF tracking tools (TT) and the UNDP capacity development evaluation card at the beginning and mid-term of the project. With respect to the latter, the analysis of the 18 surveys carried out in the 3 pilot sites, it was detected that -although the questions were the same for all-, the answers were not equivalent or consistent between them, so it was noted that the understanding of the use of this UNDP tool was disparate among these actors.

After the interviews and analyzing the different project implementation reports, the general observation to these reports is that they focus on the fulfillment of indicators as established in the logical framework of the project, which were already discussed in Section No. 2 that are not SMART nor reflect a measure of results, but to obtain specific products. On the other hand, it is observed that these reports have fewer results than the English version of Prodoc, specifically for component 1 (three results versus one of the PIRs), which complicates the understanding of the objectives that are intended to be achieved with each component.

³⁹ Help memory advisory committee meeting May 25, 2021

⁴⁰ Minutes first meeting Table Financial Mechanisms.

The reports also do not reflect the actual progress of the project, since the indicators are mostly exceeded or respond to UNDP institutional goals that exceed the scope of the project. On the other hand, activities and products are mainly reported, making it difficult to understand the relationship between them and any strategy to achieve the desired results.

Nor do the reports record the reallocations of resources as well as the adjustments to the budget made year after year to balance the disbursements with what was planned.

Planning

The project team uses different types of tools to plan and track their activities. In the first place, there are the POAs where the activities to be carried out and their corresponding budgets are located. Spreadsheets are also used to verify compliance with contracts and services. Although the type of POA in Excel spreadsheets is standard in UNDP projects, it is not possible to verify a defined strategy that supports these POAs, such as an explanation of why certain activities are carried out, which are key, which depend on other actors, and which are parallel or if they depend on a previous activity.

Adding a brief explanatory document to POAs would give a better idea about the strategy being implemented and uncover the reasons for any deviations in terms of implementation and their impacts on budgets.

Adaptive Management

It is worth mentioning that the institutional and political context of the country, together with the global health crisis, have been factors that have strongly impacted the implementation of the project. Indeed, there was a change of government in October 2020 and also of the municipal authorities related to the activities of the project, so it has been necessary to try to sensitize the new authorities to ensure the priority of the actions of the project in the respective institutions.

To this should be added the impact of the COVID-19 pandemic in the country, which has resulted in a series of restrictions on the mobility of people and the redirection of financial resources to the health sector to face this serious health crisis.

In addition, the project has had to maneuver in the absence of support and interest from MIMARENA and MA, both key partners of the project and that at the time of the MTR have not had the capacity to properly function the basic institutionality of the project, such as the JEP, CA and the technical supervision committees. Nor have they been able to ratify the MIMARENA – MA interinstitutional agreements to give formal support to the activities of the project. We should add the slowness of the processing of the UNDP-FAO inter-agency agreement, where there are no justified reasons for a delay of 3 years to achieve the signing of this agreement.

Given this scenario, the UCP has had to carry out activities focusing mainly on the creation of technical inputs and coordination and training workshops carried out remotely, to advance within a very uncertain and changing institutional context, expressed in a high turnover of authorities and public officials, which has brought considerable wear and tear to this coordinating unit. It also chose to engage with technical but stable officials within MIMARENA and MA, who have been the ones who have supported the activities at the pilot site level.

On the other hand, the project had a great success in convening the partners to a participatory planning day held in December 2021, whose result was the introduction of adjustments in the goals of the project for the end of the period, to achieve compliance in accordance with the reality of the country and the health crisis. These changes mainly affect the following: (i) lowering land use categories from 10 to 7; ii) the SAT will not be applied to 30% of the national territory, it will only be done in the pilot sites; iii) certification in good practices in coffee crops instead of organic certification and iv) reduction from 70% to 40% of producers with access to credit mechanisms.

Some adjustments do not seem appropriate to the reality of the project, since they do not address the causes of the main problems, such as the lack of land ownership that prevents small producers from accessing credit, although this could be partially solved through a system of guarantees. In addition, the target of having at least 40% of these producers with access to credit also does not seem realistic due to the background set out above and the short remaining execution time. Interviews and revised documentation indicate that the field schools will only reach about 500 farmers from the pilot areas, of which it is estimated that 10%-15% of them could apply the new standards of good practice, but the total universe in the pilot areas is estimated to be close to 5,000-7,000 small producers, thus it will be very difficult to embark 40% of them in the financial mechanism (2,000-2,800 producers). These figures are not consistent with those handled by the project, where it is estimated that the number of small producers would reach 2,200 at the three pilot sites, so the goal of 40% would reach 900 farmers.

To the above, it has to be added that the financial mechanisms will depend to a large extent on the study of scenarios for decision-making that has not yet begun its execution.

On the other hand, maintaining the 10 land use plans, with 3 in implementation is directly related to the categories of land use, where work has not yet begun, also seems a very difficult goal to achieve if what is desired is to have a territorial management that is really applied. In another order of things, the goal of having an SAT working only in the 3 pilot sites seems correct and grounded to reality.

There is an additional aspect regarding adaptive management and its relationship with the achievement of the objectives of the project (management of productive landscapes). In this regard, interviews with local actors of various kinds, as well as with MA officials and other project partners, show that there is no understanding of what territorial management, or the management of a productive landscape means with a view to protecting BD and maintaining its ecosystem services. The POA and the procedures carried out in the field are practically the application of knowledge to improve agricultural production, where management is applied / applied at the farm level without the use of talking plans or other techniques to define land uses. At the same time, productive management does not include an intervention strategy in terms of actors coordinating to achieve a broader management of the territory. The PMDs - although elaborated by local actors - are essentially plans focused on the urban development of infrastructure of basic services, education and health, leaving very little margin to rural aspects, in addition to the absence of a coordination approach between municipalities to agree on land uses to scale higher than a municipality.

Therefore, although some goals could be achieved at the end of the project and maintaining the current approach, there is a high probability that the results will be closer to the development of agro-forest management at very limited scales than to an actual management at the landscape scale.

Risk Management

The project had a risk rating considered "substantial" in the 2020 RIP and then the 2021 PIR was rated as "Moderate", due – among other things – to the pandemic and the change of national and local authorities. These risks have been widely used to explain the delays in the project, both from the point of view of disbursements and implementation of activities.

However, structural factors in management are also recognized, such as institutional weaknesses to meet project commitments, lack of management skills and knowledge of the project and concept of productive landscape on the part of the institutions involved (which also affected the UCP) and problems in hiring procedures and lack of qualified professionals to support in the different areas of the project.

Given the risks identified, mainly of the type of institutional weaknesses, the project rightly chose to provide technical and management support to the vice-ministries and local actors involved, thanks to which it has been possible to develop joint work plans, elaborate TdR and carry out field studies.

On the side of risks in ownership by the main ministries and actors, the project has done its best to concentrate on middle-profile officials of these institutions, which has been positive, but the appropriation at the high managerial level has not worked properly, thus a further push would be needed by FAO and UNDP to achieve this goal.

With regard to administrative risks, it was not possible to identify a clear strategy, it has only been assumed that these situations are part of the institutional landscape, either of UNDP, FAO and MIMARENA, so no further actions were seen in this regard, a situation that should be seriously addressed during the second stage of the project. Therefore, it can be said that risk management has been regular.

3.5. Stakeholder involvement

The appropriation of the project to high levels of management of MIMARENA and MA has been low, being more successful at the middle levels of these institutions (directors and VMs), which have supported the planning and implementation of the activities in the pilot sites of the project. On the other hand, the new government has considered some goals of the project as presidential goals and in the Institutional Strategic Plan 2021-2024 of MIMARENA, which in theory should reinforce the sense of ownership and sustainability of its results. These presidential goals are related to strengthening the planning and management capacities of municipalities at the local level, the establishment of agroforestry systems and reforestation, in addition to micro-enterprises⁴¹.

The project has established formal cooperation agreements several institutions, which are: i) INDOCAFE, ii) the project "Green Development Fund for the SICA-REDD+LANDSCAPE region" implemented by GIZ, iii) letter of commitment from the Vice Ministry of Forest Resources of MIMARENA and finally iv) the UNDP-FAO agreement to implement fire management activities.

All these agreements will strengthen and provide a basis for formal support and commitment of the signatory institutions. On the other hand, there are 3 key inter-institutional agreements that MIMARENA has not been able to specify (MA, MPyD and VIOTDR). A note of caution regarding these agreements is that they all depend on the contribution of project funds (per diem, transport, fuel), there being no specific commitments of contributions or their valuation by the partners, so the sustainability of these agreements is questionable.

In any case, the fact that these inter-ministerial agreements cannot be signed has had the consequence that the activities could not be developed or are not implemented in a very slow way, since the technicians involved in the MA cannot count these activities in their institutional working times. Finally, the inability of MIMARENA to make the basic institutionality of the project work, such as the JEP, the advisory committee, and the technical supervisory committee, undermines the proper implementation and appropriation of the actors of the results of the project and its sustainability.

With regard to the involvement of the private cocoa and coffee sector, it was possible to detect that although they are participating in the activities, their commitment is not very high because they feel that they did not participate in the design of the project and its activities.

⁴¹ Contributions of the project to the 2021 presidential goals

Finally, the interviews indicated that there is some lack of communication between the UCP and UNDP, in the sense that there is a feeling that the UNDP country office has not sufficiently supported the team with the authorities of MIMARENA, MA and other actors. Regardless of whether this feeling may or may not have true basis, it reveals a degree of poor communication between the parties.

3.6. Gender policy

The project has a gender strategy developed in December. In general terms, it carries out a social, cultural, labour and economic diagnosis of the role of women in the areas of intervention of the project and identifies a series of actions to mainstream this dimension in the activities of the project. This strategy has not yet been implemented, but it will be necessary to translate these actions into concrete programs and projects that will be implemented during the second half of the project, in addition to identifying specific indicators to monitor this dimension.

3.7. Remaining barriers

Management

The biggest barrier that the project faces is the lack of appropriation of the project by MIMARENA, which being the executing agency should implement all the intra and inter-institutional mechanisms of the project to facilitate its development.

During the second stage of the project, some institutional mechanisms of MIMARENA and UNDP should be improved to accelerate the speed of project awarding and contract signing, since one of the most common complaints was that of the slowness shown in these items and that it is claimed that it has frustrated the expectations of the actors, especially on the subject of fires.

A barrier that has been mentioned in virtually all the interviews and that the project has not addressed is the limited possibility that small farmers can access credit, because about 80% do not have ownership of the land they occupy and cannot provide guarantees to banks. There are some mechanisms with the same cocoa and coffee marketing companies, where the guarantee is production and generally interest rates are high, so the project is working on the establishment of a guarantee fund and negotiating with a financial institution.

Another important barrier to the project is the communication with internal actors of MIMARENA and external ones such as the MA, MPyD, VIOTDR and local authorities, since the documentation and interviews indicate that the counterparts are not clear about their roles or the concepts that the project wishes to introduce, which entails a very limited interest.

Another barrier identified during the interviews was that a more active coordination and exchange role would be needed between local coordinators, municipalities, producer organizations and the regional offices of MIMARENA and MA. It was detected that many of the activities are compartmentalized and without much interaction between the different actors.

3.8. Sustainability

Financial

Rating: MP

The DR economy contracted by 6.7% during 2020 and then ended with growth close to 4.8% in 2021 and is projected at 4.5% for 2022, so expectations are positive for the coming years^{42; 43}, but inflation is expected to prevail longer.

However, the results of the project will depend on the financial mechanisms that can be implemented by private institutions that will be conditioned by the market. On the other hand, so far only 12% of the co-financing commitments of the project have been materialized, so the maintenance on budgets to support the actions promoted by the project will not be guaranteed in the short and medium term. This probability increases if one considers the low involvement of the main partners of the project such as MIMARENA and MA.

Social and Political

Rating: P

There are no major problems of political instability in the country that could affect the results obtained by the project.

Institutional and Governance

Rating: MP

The weakness of government and local institutions is a situation that will remain for much longer. In addition, the continuity of policies and government officials is a factor that will be maintained in the short and medium term, so the continuity of the results of the project in the institutions is not assured.

Environmental

Rating: P

In this area, there are no major changes with respect to the current situation.

⁴² <https://www.bancentral.gov.do/a/d/5266>

⁴³ <https://www.camaco.es.org.do/la-economia-dominicana-crecera-4-8-en-2021-y-4-5-en-2022-segun-el-banco-mundial/>

4. Project Ratings

Parameter	MTR Rating	Description of the achievement
Project Strategy		Does not apply at this stage
Progress in achieving results	<u><i>Degree of achievement of the global environmental objective:</i></u> Incorporate biodiversity conservation and ecosystem services into public policies and practices to effectively buffer current and future threats to productive mountain landscapes.	MU It is reported that the total area of the beneficiary municipalities of the project that have been established by the CMD and the corresponding PMD (10) would be under improved management schemes of BD (239K Ha), which is not possible to corroborate, since these plans are not in execution and correspond mostly to the urban environment. Neither the provincial environmental agendas nor the territorial planning plans have been elaborated nor have land use categories been established, but the incorporation of Mother of waters in UNESCO is promoted. There is not yet an operating system for monitoring BD in productive landscapes.
	<u><i>Degree of achievement objective of development:</i></u> Number of new partnership mechanisms with financing for sustainable management of natural resources, ecosystem services, chemical and waste management at the national and/or subnational levels	MS The project has formulated a series of short-term agreements with local actors and related projects, but has not been able to consolidate lasting agreements with medium-term commitments that involve resources, so it cannot be said that at the moment there are mechanisms with financing for the sustainable management of the BD. It has not been possible to identify the number of people benefiting from improved livelihoods thanks to sustainable techniques in agro-forestry activities, because at the moment no new technique has been applied or adopted. With regard to training, this goal is achieved by 48%, with 724 producers being trained and institutions improving their score on the UNDP capacity board. The GIS system is not yet institutionally integrated and there is no SDG monitoring system working (what exists is a socio-economic baseline for 4 municipalities whose purpose is for M&E of the project activities and does not have-for now - a direct link with the SDGs. The Green Line works. Financial mechanisms are not yet designed and there are no new operational credit lines for small producers.
	<u><i>Degree of achievement of Outcome 1.1:</i></u> Effective intersectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.	MU With respect to the SESA, the report does not agree with the scope and purpose established in the Prodoc. The BPP defined this product as a study of the potential impacts of the project actions in the pilot areas, and then defined the corresponding mitigation measures. The original intention was to conduct a "strategic environmental and social assessment" covering "the impacts of productive and infrastructure programs on vulnerable watersheds." The gender strategy was generated, and its implementation is still lacking and the provincial environmental agendas are at a very early stage of elaboration, but the target of elaborating 10 MPDs has been exceeded. Land use plans are postponed, the definition of land use categories has not begun, but the integrated institutional GIS is in process, but not connected. Similarly, studies were carried out for the Madre de las Aguas Biosphere Reserve, pending its designation..
	<u><i>Degree of achievement of Outcome 1.2:</i></u> Strengthened landscape management across institutions sustains conservation outcomes	MU Little progress in the key products that affect the result (financial mechanism, SAT, DB monitoring system for productive landscapes and financial mechanisms). The monitoring system for BD is designed, lacking its implementation, which will require agreements between MIMARENA and MPyD. The GIS updated the maps and databases, lacking the inter-institutional connection. The project decided to carry out – in addition to what is required by Prodoc – a strategic study called "Targeted Scenario Analysis (TSA)" in order to use it as a decision-making tool based on objective data, which will compare the situation of forestry, agricultural practices, etc. of baseline versus the scenario under which sustainable activities are developed. This tool will be a very valuable example of joint planning for different areas within government.
	<u><i>Degree of achievement Outcome 1.3:</i></u> Effective local participation in planning	MS The setting-up of 9 CDMs was complied with, but the basin councils have not been created. The project would facilitate the establishment and strengthening of two basin councils in the Rancho Arriba and Yamasá areas. The project will support the Vice Ministry of Soils and Water of MIMARENA to strengthen and create the basin councils of Nizao and Ozama respectively. The participatory mechanism is considered not yet to have been achieved but is in the process of being carried out.

	<u>Degree of achievement Outcome 2.1:</u> Improved flows of global environmental benefits in key production zones.	MU	416 Ha of forests were reforested, 64 Ha of coffee and 26 Ha of cocoa were planted in the three pilot areas, but it is reported that 1,286 Ha of forests have been directly and indirectly restored, 101 Ha of cocoa and coffee in agroforestry systems, 3.3 Ha with soil conservation practices, so that clarification would have to be made. The additional 900 Ha for cocoa production and the 800 Ha of coffee are considered unfulfilled. Actions on implementation of the SAT have not begun due to the delay of the UNDP-FAO agreement, but 5 fire brigades were created at the pilot sites.
	<u>Outcome 3.1:</u> BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector.	MU	It can be stated that there has been significant progress in the identification and design of the technological packages – exceeding the mid-term targets – that will allow producers to access crop certification schemes and credit lines to sustain these good practices. However, because certification schemes and the design of financial mechanisms are far behind and are essential components for the success and sustainability of technology packages, it is considered a very modest advance for the result as a whole. On the other hand, work with the Santo Domingo Water Fund has not begun, as there are no reports about it.
	<u>Outcome 4.1:</u> Knowledge effectively managed	MS	The project reports that it has a communication strategy and another for knowledge management. With regard to communications, the project has a website (https://bpprd.org/) where project activities and documents are reported. In addition, there is also a presence on social networks such as Facebook (Bpp RD) and Instagram (@bpp_rd). However, from the analysis of this strategy it can be concluded that it is more of a media strategy focused on the general public, but there is no approach in terms of stakeholder analysis, their relative importance and communication priorities and type of messages. With regard to knowledge management, the project is accumulating a large amount of documentation that is not shared publicly through any of the existing platforms, the same happens with the lessons learned, so that the project's stakeholders and / or the general public do not have access to this information. There is currently a M&E system working, that could be improved.
Project implementation and adaptive management		MS	The coordination unit of the project (UCP) has managed to navigate in difficult political and institutional circumstances, to which was added the pandemic that has forced to change the type of interaction with partners and beneficiaries. The UCP has had to maneuver in the absence of support and interest from MIMARENA and MA, both key partners of the project and that at the time of the MTR have not had the ability to properly establish the basic project institutionality, such as the JEP, CA and the technical supervision committees. Nor have they been able to ratify the MIMARENA – MA interinstitutional agreements to give formal support to the activities of the project. We should add the slowness of the processing of the UNDP-FAO inter-agency agreement, where there are no justified reasons for a delay of 3 years to achieve the signing of this agreement. The project justifiably adjusted some of its targets downwards, but in substance it does not attack the causes of the problem of access to credit for small farmers and maintains the focus on obtaining products that could be achieved at the end of the project, but if the current approach is maintained there is a high probability that the results will be closer to the development of agro-forest management at very limited scales than to an actual management to landscape scale.
Sustainability		MP	The results of the project will depend on the financial mechanisms that can be implemented by private institutions that will be determined by the market considerations. Besides, only 12% of the co-financing commitments of the project have been materialized so far, thus budgets to support the actions promoted by the project will not be guaranteed in the short and medium term. This probability increases if one considers the low involvement of the main partners of the project such as MIMARENA and MA. With regard to the issue of social and political stability and environmental sustainability, there are no major shortcomings of this type that could affect the results obtained by the project, but the weakness of government and local institutions is a situation that will remain for much longer. In addition, the continuity of policies and government officials is a factor that will be maintained in the short and medium term only, so the continuity of the results of the project in the institutions is not assured.

5. Conclusions

Design

1. The analysis of the Prodoc and the interviews carried out show that the design of the project has several shortcomings that will need to be reviewed during the second half of its execution. Indeed, several of the indicators are not SMART, as some are difficult to measure and corroborate, while others refer to products or deliverables, but do not measure a change from the baseline. Unfortunately, changing indicators through the GEF procedures are long and cumbersome, so their solution would lead to further delays to the project. The project has an excessive number of control points (approximately 67), which makes it difficult to measure and monitor and forces the executing entity to comply with all of them, without there being a criterion of priority and sequence between these, all have the same relative weight in the project, affecting the visibility of the key results of other secondary ones.
2. It should also be mentioned that both the indicators and the statements of some results have very high ambitions, as would be the number of reforested areas and additional cocoa and coffee plantations and the implementation of the SAT to 30% of the territory, while the UNDP corporate indicators used at the level of this project are not well established because they use corporate indicators for products / services as indicators of results for the project.
3. The assumption that smallholder farmers would be the main cause of ecosystem deterioration is a flaw in the project design and is in contradiction to the gender baseline indicating that it is the latifundium that is generating this effect, so the project would be attacking a secondary cause of this problem.
4. The project document indicates that a series of experiences and lessons learned from different previous or ongoing initiatives have been used at the time of the elaboration of the project, however, these statements do not specify which are the lessons that have been considered and in which results of the project have been included, so the relevance of these lessons learned is lost.

Implementation

5. The review of the documentation and interviews conducted indicate that there are several reasons for the slowness of disbursements. The first – and most used – is the pandemic and the change of government authorities and in most of the municipalities of the pilot areas, with the consequent sequel of changes of managerial personnel in these institutions. However, there also are other structural causes related to the slowness of the procurement processes of UNDP and MIMARENA, the low availability of local professionals who meet the eligibility requirements, the slow processing of the inter-agency agreement between UNDP and FAO (almost 3 years and affected 9% of the total project budget), the lack of offices and computer equipment for the project coordinating unit the initial months of installation; and a lack of knowledge of Prodoc by this unit, detected in December 2020 as a result of the project's staff turnover.
6. Although the actors value positively the management of the project coordinating unit, there are also areas for improvement with respect to better mastering the topics of the project and knowledge of the Prodoc, as well as how to communicate with their counterparts with a clearer discourse regarding the roles and responsibilities of each actor and moderate their expectations.

7. It has not been possible to achieve formal institutional articulations between MIMARENA and its main partners (MA, MPyD and VIOTDR mainly), together with the delay of 3 years in signing the inter-agency agreement delayed the activities related to components 1 and 2 and those related to the SAT.
8. The interviews carried out and the documentation analyzed indicate that MIMARENA has not appropriated the project and its activities, resulting in low coordination and commitment with other main actors, which has left the feeling in the Project Executing Unit (UCP) that UNDP – as an implementing agency of the GEF – has not been involved enough to support them in their task.
9. Until now, it is observed that the relationship between the project and the key actors – national and local – is essentially one-to-one, without major interactions or coordination between them, which has not allowed to exercise a coordinated action in the intervened territories, which is one of the characteristics of a landscape management.
10. It was also detected that the working group on scenarios and benefits of sustainable practices led by the project is working well and sets a good precedent for inter-institutional coordination, organized discussion, and decision-making for the management of environmental policies based on technical and objective information, but unfortunately so far it has not been formalized and the hiring of the consultancy to carry out this study has not materialized.

Planning and M&E

11. To address the situation of the low project's implementation for the second half of project implementation, adjustments have been made to the project goals: (a) to reduce land use categories from 10 to 7; ii) the SAT will not be applied to 30% of the national territory, it will only be done in the pilot sites; iii) certification in good practices in coffee crops instead of organic certification and iv) reduction from 70% to 40% of producers with access to credit mechanisms. However, the planning has been based mainly on meeting the goals of the project, but there is no strategic approach, especially in relation to the concept of "management of productive landscapes", so there is a high probability that the productive improvement in agro-forestry activities focused on limited spaces will finally be obtained as a result. but without landscape vision.
12. The PMDs developed do not seem suitable as a territorial planning tool due to their concentration on urban aspects and the poor costs estimate associated with their implementation.
13. The revised progress reports are a description on the situations encountered and the development of specific activities of the project, but there is a lack of further analysis of what has been done to link it with other project results, especially for the financial mechanisms. For example, for reforestation activities and cocoa and coffee plantations, only the areas sown and the number of plants used are reported, but no reference is made to the type of tree species planted or their unit costs. For cocoa and coffee something similar happens, there are no cost estimates for the adoption of the technological packages or the expected benefits in terms of yields, sales and income for farmers.
14. The Project Coordinating Unit reports regularly to UNDP through quarterly, annual and RIP reports. In addition, there is a professional specifically in charge to carry out the M&E activities of the project. The project has also implemented the GEF tracking tools (TT) and the UNDP capacity development evaluation card at the start and mid-term of the project. With respect to the latter, the analysis of the 18 surveys carried out in the 3 pilot sites, it was detected that -

although the questions were the same for all-, the answers were not equivalent or consistent between them, so it was noted that the understanding of the use of this UNDP tool was disparate among these actors.

15. Finally, the review of the progress reports and interviews indicated that attribution of achievements made by the project coordinating unit is not correct and these advances should be reviewed based on a more adjusted interpretation of the indicators, mainly at the level of objectives (it is not the same, for example, a "mechanism with financing" than a short-term alliance nor with the co-financing of the project).

Financial

16. Institutional problems, slow procurement processes for goods and services and restrictions imposed by the pandemic have affected the implementation of the project, which is observed in much lower disbursements than initially estimated and in the delay of some key results and the need to reformulate some of them, thus it is possible that they will not be achieved at the end of the project (Dec 2024). It can be concluded that, considering that 78% of the GEF funds still need to be disbursed and if the current pace of expenditure and the slowness of the administrative processes for acquisitions and current TOR review processes are maintained, it is likely that at the end of the sixth year of the project there will be a significant remnant of GEF resources, since the pandemic will continue perhaps late in 2022 and there will be presidential and municipal elections in May 2024, a situation that is known to generate additional delays prior to the closure of the project.
17. From the analysis of documentation and interviews, there is a great absence of cost and benefit analysis for the different technological alternatives that the project is promoting, as well as for plantations and afforestation. The PMDs – with the exception of Yamasá –, none contain an assessment of their costs, but still stipulate percentages of their own and others' contributions. This situation also indicates a dissociation between the economic and financial issues from the technical ones, which harms the integrality of the project activities, being the first of critical importance for the definition of financial mechanisms to promote a sustainable management of productive landscapes.
18. With regard to the project co-financing, it was observed that the reports do not present a good separation between investments and contributions in kind, as well as unit costs or the source of financing used to define these values. In addition, it would be necessary to have this analysis by project result, pilot site and by year. All of the above would provide greater clarity regarding the commitment of the actors to the project.

Gender

19. The project has developed a gender strategy, which should be translated into a specific action plan for the pilot areas and participating institutions, in addition to identifying gender priorities and indicators for monitoring. So far, the project's gender focus has emphasis on women's participation in the activities of the pilot sites but has not developed other specific dimensions and indicators such as women's role in decision-making or improvements in their income.

Sustainability

20. The sustainability of the project is "Moderately Likely", because the health situation will remain for a few more years, but with favorable economic expectations for the country. However, the main risk to the sustainability of the project lies in the low appropriation of its results by MIMARENA, MA and the municipalities involved, who have shown limited support for the

project's activities and its institutionality, as well as the low level of compliance with the counterparts.

21. The project does not include an “exit strategy”, which is very important to ensure the viability of the project results and to address outstanding issues that could be left behind.

6. Recommendations

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(1)	Design	There are indicators that are not adequate to measure the progress of the project, but these cannot be changed due to the long review process by the GEF. Nevertheless, it is suggested to accept the decrease in the targets proposed by the project coordinating unit, but adequate indicators should also be adopted for internal management and monitoring.	UNDP, MIMARENA, FAO	Immediate
(2)		Regarding the main causes of the deterioration of mountain ecosystems attributed to small farmers and not to latifundia, it is suggested to make the situation transparent -if it were finally the case- in the project reports, justifying the intervention focused on these farmers, but without ignoring the situation caused by the latifundista farmers.	UCP	Immediate
(3)	Implementation	The administrative and procurement processes have affected the speed of implementation of the project, so it is suggested that UNDP and FAO may review their respective procedures to verify whether procedures other than those currently followed can be adopted. On the other hand, the limited availability of qualified local professionals who meet the requirements of the agencies, suggests that approaches to obtaining goods and services could be rethought, such as the development of ToR and hiring requirements that are not fundamental to the tasks to be performed and that do not affect the quality of the work.	MIMARENA, UNDP, FAO.	Immediate
(4)		The institutionality of the project (JEP, CA and technical supervision committee), have not been installed, as well as the little appropriation of MIMARENA, and have negatively impacted the progress of the project. It is suggested that UNDP and FAO coordinate to carry out high-level actions that lead to the formal installation and effective functioning of the JEP, CA and the working groups, and eliminate those that are redundant (for example the technical oversight committee), along with promoting key inter-institutional agreements between MIMARENA, MA and MPyD. A face-to-face visit of the project's RTA is also suggested to verify the situation on the ground with key stakeholders.	UNDP, FAO	Immediate
(5)		There is a feeling within the UCP that UNDP has not been sufficiently involved and that they are alone in the implementation of the project. It is suggested to improve communications between the UCP and UNDP through a systematic periodic exchange of information in order to have a shared vision on the efforts that each institution makes.	UNDP- UCP	Immediate
(6)		So far it is observed that the relationship between the project and the key actors – national and local – is essentially one-on-one, without major interactions between them. It is suggested that, like the working group on financial mechanisms, formal ad-hoc groups be formed with clear and specific institutional mandates,	MIMARENA, FAO, UNDP	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
		objectives and responsibilities, in order to improve the transversality of the issue of BD protection among the different institutions.		
(7)		It is suggested to formalize the working group on scenarios and benefits of sustainable practices led by the project, in order to present a precedent for the use of this type of tools for decision-making. This would require efforts by UNDP to institutionalize this process and ensure that key actors such as the MA and Ministry of Finance are officially incorporated into this initiative. It is also suggested to begin work with the Santo Domingo Water Fund to boost credit financing mechanisms (result 3.1)	UNDP, MIMARENA, MA, MPyD	Immediate
(8)	Planning and M&E	Regarding planning, it is suggested to focus on obtaining results on landscape management. It would be important to concentrate only on municipalities that have greater capacity and interest and to draw up complete land use plans, use of “talking maps” of land use at the property level and choose communities, local offices of MIMARENA, MA, MPyD and VIOTDR to form or strengthen a territorial governance mechanism that coordinates the different producer organizations at the territorial level with the government agencies and municipalities belonging to the respective rural territory to determine the uses of the territory. The CMDs and provincial authorities do not seem to meet the needs of the rural world.	PNUD, MIMARENA	Immediate
(9)		It is suggested to review the PMDs, at least in those municipalities where full PMOTs will be carried out. These PMDs should be consistent with the PMOTs, have the estimated investment costs necessary for the rural sector related to the issues and interests of the project (reforestation, BD protection, agribusiness incentives, fire prevention and early warning), as well as the deadlines and responsible for each action.	UCP, MIMARENA, MPyD.	Immediate
(10)		It is suggested to implement an M&E system based first on the results of the Prodoc in its English version (which has more separation of results than those of the Spanish translation) and the establishment of gender and socio-economic indicators to verify progress in the livelihoods of the beneficiaries.	UCP	Immediate
(11)		It is suggested to revise the annual progress reports submitted to UNDP, in order to include specific analyses of the activities being implemented in the project, especially in the aspects of unit cost estimation - by pilot site - for reforestation and type of species used, cocoa and coffee plantations, necessary labor, inputs and benefits in terms of crop yields. It is also suggested that a report template be developed with the information required of the institutions that are carrying out these activities, such as the MA.	UCP	Immediate
(12)		In order to ensure a consistency with the Prodoc, it is suggested that the PIRs and annual reports submitted to UNDP be prepared based on the results statements of the Prodoc from the english version, where there are more different results than the spanish version. The same practice should be used with the expenditure tracking system.	UCP, UNDP	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(13)	Financial	It is suggested to maintain in the POA the practice of accompanying these documents by a narrative that justifies the options chosen, that explains the reasons why the activities are carried out, their dependencies with others and which are simultaneous or if others may come early, rather than a report of the problems encountered.	UCP	Immediate
(14)		In order to obtain consistent results among the different responses obtained from the UNDP scorecards, it is suggested to previously train the interviewees in the meaning and use of this instrument, or to train the local coordinators of the project so that they apply the instrument in person if possible.	UCP	Immediate
(15)		The format of financial reports and annual budgets in the UNDP format does not provide detailed information on the use of resources for specific products and services, nor for operating and personnel costs. It is suggested that the coordinating unit of the project keep an internal accounting according to the expenses of each product / service performed, separating the personnel and operating expenses instead of assigning them in the different results of the project. This practice will promote greater transparency and will also better show the priorities of the project.	UCP	Immediate
(16)		It is suggested to internalize the financial aspects and potential benefits from the beginning of the activities related to the promotion of gender strategy, new technologies, territorial planning, provincial environmental agendas and financing mechanisms. Therefore, the inclusion of these aspects in the ToR of the consultancies carried out and in the terms for the formation of alliances, environmental agendas, PMD, PMOT, management of areas with special land uses would give preliminary indications about their feasibility of adoption. In addition, incorporating the Ministry of Finance early would allow this institution to be more informed and with a better understanding of these policies, which would facilitate the introduction of recurrent resources via the national budget and networks with the national financial system.	UCP, MIMARENA, PNUD.	Immediate
(17)	Gender	To improve co-financing reports, it is suggested to develop a report template that is distributed to the contributing institutions, where the contributions in kind, cash and investment are clearly separated. In addition, this template should contain these contributions by project result and by pilot area, in addition to the initial commitments and their annual progress percentage.	UCP	Immediate
(18)		The project has a document on gender with a list of needs and related themes. It is suggested to use this input to develop gender-specific strategies for the pilot sites, clearly identifying priorities, stakeholder commitments, costs and sources of funding, timelines and indicators of achievement, as well as monitoring activities. It is worth mentioning that this gender strategy should be elaborated and agreed between MIMARENA, MA and MPyD, in consultation with local actors and its alignment with the Gender and Climate Change Action Plan of the Dominican Republic (PAGCC-RD) should be verified and the entities with responsibility for its implementation should be articulated, beyond training the technicians of the MA and MIMARENA.	UCP	Immediate

Rec #	Scope	Recommendation of the mid-term evaluation	Responsible Entity	Period of application
(19)	Sustainability	Due to the low appropriation of the project by the key actors, it is suggested to establish the governance of the project at the local level through the formation of coordination tables that include municipalities, local organizations and government agencies at that level, where the actors coordinate in the fieldwork, in the work plans and joint actions, in order to have a strategic approach to landscape management.	UCP, MIMARENA, MPyD, MA.	Immediate
(20)		It is recommended that during the last year of project implementation, the exit strategy be developed to ensure the results of the project. This strategy should be carried out jointly with the key partners of the project and include an action plan identifying the actors, commitments, roles and deadlines. The contents of this plan should be based on the results obtained and how they will be replicated and maintained in the short and medium term, along with the identification of outstanding challenges. The agreements reached between the key actors should be formalized at a high level and should also contain financing commitments, so the involvement of the Ministry of Finance in the planning would be relevant. In this regard, UNDP and FAO could participate in this dialogue.	UCP, MIMARENA, MA, UNDP, FAO	From July 2023

7. Lessons Learned

1. In the design of new projects, an excessive number of indicators and sub-indicators should be avoided, in order to improve the understanding and visibility of the main results of the project, in addition to identifying the indicators of higher importance and the sequence with which they should be achieved to prioritize among them. This same analysis exercise should be performed at the beginning of the execution of any project to detect inconsistencies, duplications, and other problems.
2. In line with the above, the development of indicators should consider that their level of ambition is achievable and measurable, but that it means an achievement and not a target that is so easily achieved. In addition, a result statement should establish a change in a base situation, and its indicator should be a metric that reflects this change and not express it in terms of a product or an activity.
3. Nor does it seem reasonable to mix UNDP corporate indicators into projects of smaller scope, because there is confusion or results are not measured according to the particular initiative, but cases when their use is possible, it should be consistent in associating "output indicators" with outputs and "result indicators" with results.
4. There are cases where the Prodoc does not analyze all the main causes of the problem that is intended to be addressed and that then appear during the execution of the project (such as the latifundia), which should be addressed using adaptive management when possible and otherwise this situation should be made transparent and justify in the reports the causes why these variables have not been considered in the execution of the project.
5. COVID-19 has been a factor that has negatively impacted all aspects of personal and collective life, but when explaining situations, other causes that could also have important effects on the performance of a project should also be analyzed. It should be considered that COVID-19 will

continue to be present for a long time and therefore this element should be incorporated into the planning of activities.

6. The format of PIRs is difficult to process and understand, so the people who elaborate them should avoid including issues that do not correspond to what is being reported, in addition to avoiding repetitions and redundancies, in order to have a clearer document.

8. Annexes

Annex 1: ToR for the mid-term review

TERMINOS DE REFERENCIA

Proyecto: No. 00106286 “Conservación Efectiva de Bienes y Servicios Ecosistémicos en Paisajes de Montana Amenazados”

Consultoría para liderar la realización de una evaluación de medio término del proyecto
“Conservación Efectiva de Bienes y Servicios Ecosistémicos en Paisajes de Montaña Amenazados”

EVALUACIÓN DE MEDIO TÉRMINO

Introducción

Estos son los Términos de Referencia (TdR) para la Evaluación de Medio Término (MTR, por sus siglas en inglés) del proyecto full size financiado por el FMAM y apoyado por el PNUD titulado “Conservación Efectiva de Bienes y Servicios Ecosistémicos en Paisajes Productivos de Montaña Amenazados” (PIMS # 5761) implementado a través del Ministerio de Medio Ambiente y Recursos Naturales, que se llevará a cabo en 2021. El proyecto se inició con la firma del Documento de Proyecto el 18 de diciembre de 2018 y se encuentra en su tercer año de implementación. Estos TdR establecen las expectativas para este MTR. El proceso de examen de mitad de período debe seguir la orientación descrita en el documento Orientación para realizar exámenes de mitad de período de proyectos financiados por el FMAM y respaldados por el PNUD ([Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#))

2. Descripción del proyecto

El proyecto No.00106286, “*Conservación efectiva de bienes y servicios ecosistémicos en paisajes de montaña amenazados*” tiene el objetivo de incorporar la conservación de la biodiversidad y los servicios ecosistémicos en las políticas públicas y prácticas, para amortiguar eficazmente las amenazas actuales y futuras en los paisajes productivos de montaña. Propone un enfoque de paisaje multifocal para hacer frente a las amenazas a la biodiversidad y a los servicios ecosistémicos de los paisajes productivos. La gestión integrada del paisaje es indispensable para generar los múltiples beneficios ambientales necesarios, para el debido mantenimiento del paisaje productivo multifuncional y rico en biodiversidad en la República Dominicana.

Los resultados esperados del proyecto son: 1) el marco operacional para el manejo sostenible de los paisajes productivos de montaña; 2) sistemas de producción compatibles con la conservación de ecosistemas de montaña amenazados y corredores; 3) los medios de vida sostenibles incorporando prácticas amigables con la biodiversidad.

El proyecto cuenta con el financiamiento del Fondo Mundial para el Medio Ambiente (GEF, por sus siglas en inglés) y está siendo implementado de manera conjunta por el Ministerio de Medio Ambiente y Recursos Naturales, el Ministerio de Agricultura y otras entidades nacionales y locales, con el apoyo del Programa de las Naciones Unidas para el Desarrollo (PNUD). El área de implementación del proyecto incluye paisajes de montaña en tres zonas piloto: (1) el sur de la Sierra de Neiba (La Descubierta); (2) los corredores que conectan el Parque Nacional Valle Nuevo, el Parque Nacional Montaña La Humeadora y la Reserva Científica Loma Barbacoa (Rancho Arriba); y (3) la cuenca del río Ozama (Yamasá).

Este proyecto responde a tres áreas focales estratégicas del GEF: Biodiversidad, Degradación del Suelo y Gestión Forestal Sostenible.

Annex 2: Project Results Framework

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
Project Objective: Mainstream the conservation of biodiversity and ecosystem services in public policies and practices to effectively buffer current and future threats across productive mountain landscapes	<u>Mandatory Indicator 1:</u> # of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level	0	4 established to promote the project's model: 1 National 3 Local (1 in each pilot)	4 functioning to promote the project's model: 1 National 3 Local (1 in each pilot)	
	<u>Mandatory Indicator 2:</u> # of additional people benefitting from livelihoods strengthened through solutions for management of natural resources, ecosystem services, chemicals and waste (disaggregated by sex).	0	6000 -4,800 men -1,200 women	6000 -4,800 men -1,200 women	Interest and commitment of stakeholders/ producers to adopt sustainable practices and/or engage in alternative livelihoods such as tourism activities.
	<u>Mandatory Indicator 3:</u> # direct project beneficiaries.	0	1500 producers trained -1200 men -300 women 350 people trained in Institutions (MA, MAgri, local governments, extension agents)	1500 producers trained -1200 men -300 women 350 people trained in Institutions	Interest and availability of women to engage and adopt alternative sustainable livelihoods. Interest of local and foreign tourists to visit mountain landscapes.
	<u>Indicator 4:</u> Total area of productive mountain landscapes covered by improved planning and governance frameworks	0 hectares	58,000 hectares	58,000 hectares	Political will and commitment of local governments, civil society and MA
	<u>Indicator 5:</u> Level of capacity to sustainably manage productive mountain	Total: 28 I3: 2 I4: 1 I5: 2	Total: tbd (5% increase) At least a 5% increase in ratings in target institutions	Total: tbd (71%) At least 10% increase in ratings in target institutions	Commitment of local stakeholders to conservation and sustainable productive systems in selected areas.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	landscapes (as measured by UNDP Capacity Development Scorecard ⁴⁴	I9: 2 I10: 2 I11: 2			
Component 1: Systemic landscape management framework Outcome 1.1 Effective cross sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes. Outcome 1.2 Strengthened landscape management across institutions sustains conservation outcomes. Outcome 1.3 Effective local participation in planning	<u>Indicator 6:</u> # of decision making tools for planning and enforcement strengthened to ensure landscape sustainability [i.e. ensure that infrastructure, productive/ extractive activities and forest clearance are not located in ecologically sensitive areas] ⁴⁵ : <ul style="list-style-type: none"> – Strategic Environmental and Social Assessment (SESA) for threatened mountain landscapes – Gender strategy for productive landscape management – # Province-level gender-sensitive environmental agendas that consider BD, SFM, and LD in pilot areas – # Municipal Development Plans (MDP) mainstream BD, SFM, and LD considerations, as well as gender sensitivity 	0 SESA for threatened mountain landscapes	1 SESA for threatened mountain landscapes: Year 1: criteria defined Mid Term: SESA used to guide policy and planning decisions (especially the below PEA, LUP and MDP)		The results of the SESA will determine critical issues as well as guidelines for the formulation and implementation of MDP/PMD and LUP/POT at the local level.
		0% - MA has a gender strategy but not with respect to productive landscapes	50% - Gender Strategy for Sustainable Productive Landscape Management formulated	100% - Gender Strategy implemented with MA and MAgri technicians in HQ and Provincial offices	
		0 – Provincial Environmental Agendas are not implemented in the pilot areas.	4 Provincial Environmental Agendas formulated.	4 Provincial Environmental Agendas published and adopted	Commitment to planning processes at provincial levels in Baoruco, Independencia, Ocoa, Monte Plata

⁴⁴ Emphasis on Indicators 3 (Existence of Cooperation with Stakeholders Groups); 4 (Degree of Environmental Awareness of stakeholders); 5 (Access and Sharing of Environmental Information by Stakeholders); 9 (Extent of Environmental Planning Strategy Development Process); 10 (Existence of an Adequate Environmental Policy and Regulatory Framework); and 11 (Adequacy of the Environmental Information Available for Decision Making).

⁴⁵ BD4/9 Indicator 9.2 The degree to which sector policies and regulatory frameworks incorporate biodiversity considerations and implement the regulations; SFM3 Indicator 5: Area of forest resources restored in the landscape, stratified by forest management actors.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	<ul style="list-style-type: none"> – # Municipal Land Use Plans (LUP) consider BD, SFM, and LD and formulated by consensus between local and national stakeholders. – # of special categories of land use that guarantee sustainable use of BD 	0 Municipal Devt. Plans	4 Municipal Devt. Plans formulated in the pilot zones	10 Municipal Development Plans formulated in pilot zones and at least 4 published/ adopted and under implementation	Commitment to planning processes at municipal levels
		0 Municipal LUP	5 municipal LUP formulated	10 LUP formulated in pilot zones and at least 3 implemented	Commitment to planning processes at municipal levels
		0	5	10 (categories of sustainable land use established by LUP) -private conservation areas -MAB Program in Madre de las Aguas	Commitment to sustain BD friendly productive landscapes among municipalities and producers' organizations
	<p><u>Indicator 7:</u> Establishment of interinstitutional coordination platform for improved governance, monitoring and enforcement, involving Government institutions at the central, local and private sector levels, as well as community-based organizations.</p> <ul style="list-style-type: none"> – % interconnection of GIS – % implementation productive landscapes monitoring system including BD, SFM and LD criteria – % implementation SDG Monitoring System established by project – % registration of infractions denounced via Linea Verde hotline 	0% - State of the art GIS capabilities exist in MA, but no interinstitutional coordination.	50% - Maps and database updated and integrated in an inter-institutional GIS to include biological importance, fragility and productive potential of the target areas.	100% - GIS operating in MA offices in pilot zones and interconnected with MAGri and local governments [eventually Regional Offices of the Planning ministry (MEPYD) could be interconnected as well]	Political will and technical capacity to establish interinstitutional coordination platform.
		BD monitoring guidelines exist but no integrated BD-LD-SFM system for	Year 1: System established Mid Term: Productive Landscapes Monitoring System	100% Productive Landscapes Monitoring System functioning and providing data	Political will and technical capacity at national and local levels to establish and maintain monitoring system.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	and documented in MA Provincial HQ Registry of Infractions	Productive Landscapes	functioning and providing annual data		Local interest in pursuing monitoring exercises of key indicators.
	– % implementation of National Early Warning System(EWS) for fires	0 – Dominican Republic has established the indicators to be monitored	Year 1: SDG Monitoring System established with protocol defined for implementation in 4 target municipalities Mid Term: SDG Monitoring System functioning and providing annual data	100% SDG Monitoring System functioning and providing data	Political will and technical capacity at national and local levels to establish and maintain monitoring system.
		0% Linea Verde designed but not implemented	100%: “Linea Verde” operating in 3 pilot sites and Registry improved in 4 provincial HQ.	100%: “Linea Verde” operating in 3 pilot sites and Registry improved in 4 provincial HQ.	Commitment to establish Linea Verde and improve Registry of infractions in 4 provincial headquarters of MA.
		Early warning system exists but the flow of information is deficient, slow and intermittent; a proposal has been elaborated	Year 1: Proposal for strengthening EWS updated and adopted Mid Term: Early Warning System functioning	100%: EWS for fires functioning in pilot sites. 30%: EWS for fires functioning at national level.	
	<i>Indicator 8:</i> Availability of financial mechanisms for sustainable management of production: – # sectorial credit mechanisms for sustainable management of production landscapes (coffee/cocoa production , under agroforestry or	Banco Agrícola and FEDA offer specialized funds for conventional productive systems, but no sustainability criteria	3 Agreements for credit mechanisms for sustainable productive activities	3 Credit mechanisms functioning (1 per pilot)	Financial institutions (including private banks) are receptive and supportive of sustainable resource management and productive practices

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	<p>analogous forest schemes, including associated sustainable livelihoods)</p> <ul style="list-style-type: none"> – # financial mechanisms associated with ecosystem services 	0 - Current initiatives are too resource-specific and/or geographically limited for general application and overall Ecosystem Service consideration	1 financial mechanism designed and management/ implementation arrangements agreed upon	At least 1 financial mechanism for ecosystem services functioning in the pilot sites	
	<p><u>Indicator 9:</u> Local participation mechanisms for land use planning:</p> <ul style="list-style-type: none"> – # municipal development councils operating in pilot zone municipalities with stakeholder involvement at different levels 	0	4 established (Neyba, La Descubierta, Yamasá, Rancho Arriba)	4 municipalities actively engaged in planning processes through municipal development councils	
	<ul style="list-style-type: none"> – # of watershed mechanisms established and operating 	1 Commission for the rehabilitation and development of the Ozama and Isabela river basins was established by presidential decree, involving MA and different public, private and community stakeholders.	1 watershed mechanism operating as a dialog and coordination platform in the Nizao pilot zone. Local producers supported by the project in the Yamasá pilot zone actively participating in the Ozama-Isabela Presidential Commission.	3 watershed mechanisms operating as dialog and coordination platforms in the Nizao, Sierra de Neyba, and Ozama (Yamasá) pilot zones.	Political will and commitment of local stakeholders in the pilot zones to actively engage in dialog platforms at watershed and micro-watershed levels.
<p>Component 2:</p> <p>Conservation compatible production systems in</p>	<p><u>Indicator 10:</u> Total area with coverage that guarantees ecosystemic services as well as restoration and connectivity:</p>	1000 Hectares	2000 Hectares maintained or increased	3000 Hectares maintained or increased	Coordination of efforts by technical institutions, especially CODOCAFE and the Cocoa Commission

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
threatened mountain ecosystems and conservation corridors Outcome 2.1 Improved flows of global environmental benefits in key production zones	<ul style="list-style-type: none"> – # hectares forest resources restored/sustainably managed in the landscape⁴⁶ – # hectares dedicated to sustainable production systems – # hectares applying soil conservation practices that reduce soil erosion rate^{47, 48} 	7500 ha of cocoa with organic production methods (no certified organic coffee in pilot sites)	9,200	10,200 Additional ha. 1,800 Coffee 900 Cocoa	responsible for promoting the planting of these crops, to agree on methods of extension and training for producers and technicians Commitment of local stakeholders to conservation and sustainable productive systems in selected areas.
		0 ha. reduce erosion	800 ha ⁴⁹ .	1,200 ha.	
	<u>Indicator 11:</u> Capacity of MA and target communities to apply integrated fire management (prevention, mitigation, control, and restauration of landscapes): <ul style="list-style-type: none"> – # of ha affected by forest fires in the three pilot zones – # Brigades for fire control established with Infrastructure/Towers, equipment, manual, etc. 	In Nizao pilot zone due to slash & burn agriculture 725.9 ha in 2015 114.8ha in 2016 No data available in the other pilot zones.	Data registration will be improved in the three pilot areas. Registers show a reduction in affected number of ha. Data to be completed in the first year of implementation.	Data registration shows a significant reduction in the areas affected. Data to be completed in the first year of implementation.	Commitment of local stakeholders to engage in integrated fire management
		1 Brigade in San José de Ocoa	5 (1 Yamasá, 1 Rancho Arriba, 2 in	7 (1 Yamasá, 2 Rancho Arriba, 3 in	

⁴⁶ SFM3 Indicator 5: Area of forest resources restored in the landscape, stratified by forest management actors

⁴⁷ LD3/P4 Indicator 3.2: Application of integrated natural resource management (INRM) practices in wider landscapes

⁴⁸ Including but not limited to stone dead barriers, crop stubble, deviation channels, slope ditches, bank terraces, etc.

⁴⁹ Soil management and conservation practices will be applied on a total of 300 hectares until the end of the project. Although this represents a small part of each farm, its impact covers an area that is at least 4 times larger (1,200 ha).

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
			Neyba) + 1 existing in San José de Ocoa	Neyba) + 1 existing in San José de Ocoa	
Component 3: Sustainable livelihoods mainstream BD-friendly practices Outcome 3.1 BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector	<i>Indicator 12:</i> # of tools/instruments to promote BD friendly livelihoods	1 (Cocoa & coffee organic certification)	1 (organic certification) 3 BD friendly technological packages adding value to coffee and cocoa production designed and agreed upon in pilot zones. Design of 3 credit lines (1 per pilot site) with BD friendly production requirements.	1 (organic certification) 3 BD friendly technological packages adding value to coffee and cocoa production incorporated in model farms in pilot sites. 3 credit lines implemented (1 per pilot site) with BD friendly production requirements.	
	<i>Indicator 13:</i> # of viable business plans for sustainable economic activities developed and implemented.	0	Year 1: consolidate associations Mid-term: 3 designed and approved (1 per theme per pilot zone)	3 implemented (1 per theme and per pilot zone)	
	<i>Indicator 14:</i> Credit Access Package facilitates the adoption of sustainable production and livelihoods: <ul style="list-style-type: none"> – # Credit mechanisms for sustainable livelihoods – % producers with access to credit 	Commercial Banks have a “green credit line” but do not finance small agricultural producers, due to risks associated with the activities.	Year 2: Credit Access Package elaborated Mid-term: 3 credit mechanisms established with local institutions (1 per pilot)	3 local entities (1 per pilot) with a financing mechanism functioning for microenterprises dedicated to productive activities, including agro-ecotourism	Financial institutions (including private banks) are receptive and supportive of sustainable resource management and productive practices

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
		2 financial institutions support micro-enterprises, 1 of which specializes in microcredits for women.			
		0% support for producers to transition from conventional to sustainable production	70 % Producers in the pilot sites aware of financing options for sustainable productive activities.	50% Producers in the pilot sites accessing financing options for sustainable productive activities	
	<i>Indicator 15:</i> # of <u>micro enterprises</u> adopting BD friendly production systems	0	6 micro-entrepreneurial initiatives developing in pilot zones.	6 micro-entrepreneurial initiatives functioning in pilot zones.	Interest and active Community participation
Component 4: Knowledge Management and M&E Outcome 4.1 Knowledge effectively managed	<i>Indicator 16:</i> Knowledge management methods, processes and tools mainstreamed throughout project implementation.	0	1 KM strategy designed and implemented in pilot zones. Annual planning incorporates systematization activities.	1 KM strategy designed and implemented in pilot zones. Annual planning incorporates systematization activities.	Interest and active participation of public and private sector stakeholders, as well as civil society. Receptiveness among institutions to communications related to environmental sustainability in production landscapes

Annex 3: Project Progress Matrix

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
Effective cross sectoral governance of 3 threatened mountain landscapes protects biodiversity patterns and processes.	R1.1	Number of decision-making tools for planning and enforcement strengthened to ensure landscape sustainability [i.e. ensure that infrastructure, productive/ extractive activities and forest clearance are not located in ecologically sensitive áreas]			No goal				N/A	This is a combined indicator, se below
	R1.1	Strategic Environmental and Social Assessment (SESA) for threatened mountain landscapes	0 SESA for threatened mountain landscapes	1 SESA used to guide policy and planning decisions (especially the below PEA, LUP and MDP)	No goal	80% progress in SESA	It is claimed that SESA is being implemented.	SESA elaborated	MS	it is reported that it is 100% fulfilled, since the respective product is finished in December 2021. However, the product does not align with the scope and purpose established in the Prodod.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.1	Gender strategy for productive landscape management	0% - MA has a gender strategy but not with respect to productive landscapes	0% - MA has a gender strategy but not with respect to productive landscapes	100% Gender Strategy implemented with MA and MAGri technicians in HQ and Provincial offices		gender strategy designed	Gender strategy designed and validated	S	It is 100% fulfilled, but it is not currently applied due to the recent preparation and validation (December 2021). In addition, this strategy is a list of needs that must be prioritized in an action plan that will ultimately be the gender strategy of the project.
	R1.1	# of Province-level gender-sensitive environmental agendas that consider BD, SFM, and LD in pilot areas	0 - Provincial Environmental Agendas are not implemented in the pilot areas.	4 Provincial Environmental Agendas formulated..	4 Provincial Environmental Agendas published and adopted		at least 2 agendas completed in 2021	It is reported that the environmental diagnosis for Monte Plata was finalized, pending the elaboration of the agenda.	MU	Therefore, the progress of these products is very low, and a greater effort will be required to complete the 4 agendas by the end of the project. Therefore, this item is considered as not achieved.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.1	# of Municipal Development Plans (MDP) mainstream BD, SFM, and LD considerations, as well as gender sensitivity	0 Municipal Development Plans	4 Municipal Development Plans formulated in the pilot areas	10 Municipal Development Plans formulated in pilot zones and at least 4 published / adopted and in the execution phase	Coordination activities with VIOTDR and FODEMU for the development of PMDs	6 PMDs prepared and in the process of approval by the municipalities. Another 3 PMDs in the process of elaboration.	10 elaborated	MS	Partially met, the approaches are mainly urban.
	R1.1	# planes de ordenamiento territorial municipal (LUP) que integran BD, SFM y LD y que han sido formulados por consenso entre los actores locales y nacionales.	0 Municipal Land Management Plans (LUP)	5 municipal LUP formulated	10 LUP formulated in pilot zones and at least 3 implemented	Work is being done to identify the strategy to address these LUPs.	It was decided to prioritize MPDs that include land use criteria.	were postponed to the second half of the project, mainly due to the fact that the land use law has not been approved and because the priorities of local authorities are low with respect to this product, since these plans are not included in the municipal management evaluation system.	U	No progress
	R1.1	# of special categories of	0		10	No progress	No progress	No progress	U	No progress

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
		land use that guarantee sustainable use of BD								
	R1.1	MAB Program in Madre de las Aguas	0	S/I	S/I	No progress	Submission of proposal to the MAB and obtaining support.	BPP has supported the creation of the Madre de Aguas Biosphere Reserve, so this aspect can be considered as fulfilled, but this support still needs to be further developed.	S	Accomplished
Strengthened landscape management across institutions sustains conservation outcomes	R1.2	Establishment of interinstitutional coordination platform for improved governance, monitoring and enforcement, involving Government institutions at the central, local and private sector levels, as well as community-based organizations	0% - State of the art GIS capabilities exist in MA, but no interinstitutional coordination.	50% - Maps and databases updated and integrated in an inter-institutional GIS to include biological importance, fragility and producti	100% - GIS operating in MA offices in pilot zones and interconnected with MA and local governments [eventually Regional Offices of the Planning ministry (MEPYD) could be interconne	hiring GIS consultant in process	Available 75% of maps for the database and methodology for geoprocessing.	It is not known exactly what 50% of the database and maps correspond to and if they are already integrated into an inter-institutional GIS.	MS	There is no mention of the coordination carried out between MIMARENA-MA-municipalities in the three pilot sites and whether this database is interconnected and shared between these institutions.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
				ve potential of the target areas.	cted as well]					
	R1.2	% of interconnection of GIS	S/I	S/I	S/I			No information provided	MS	There is no mention of the coordination carried out between MIMARENA-MA-municipalities in the three pilot sites and whether this database is interconnected and shared between these institutions.
	R1.2	% of implementation of productive landscapes monitoring system including BD, SFM and LD criteria	BD monitoring guidelines exist but no integrated BD-LD-SFM system for Productive Landscapes	Productive Landscapes Monitoring System functioning and providing annual data	100% Productive Landscapes Monitoring System functioning and providing data	hiring GIS consultant in process	Available 75% of maps for the database and methodology for geoprocessing.	It is not known exactly what 50% of the database and maps correspond to and if they are already integrated into an inter-institutional GIS.	MS	The system is not implemented yet and it remains to be seen if there is coordination between MIMARENA, MA and local authorities to obtain the data

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.2	% of implementation Monitoring System established by project	0 República Dominicana ha establecido los indicadores a ser monitoreados	SDG Monitoring System functioning and providing annual data	100% SDG Monitoring System functioning and providing data	Established coordination with the SDG secretariat to define the strategy for identifying and monitoring SDGs at the local level	4,116 socio-economic surveys were applied in 4 municipalities to identify covid impacts and strategies. Report in preparation	Surveys will determine the socio-economic profile of households for 4 municipalities in the pilot areas (La Descubierta, Neiba, Rancho Arriba and Yamasá), which would constitute the baseline for project interventions	MU	This survey does not yet have much relationship with the SDGs that are intended to be monitored, since the variables studied have not been connected with specific SDGs, nor is there a methodology to do so and monitor them. This product is considered not to have been achieved
	R1.2	% registration of infractions denounced via Linea Verde hotline and documented in MA Provincial HQ Registry of Infractions	0% Linea Verde designed but not implemented	"Linea Verde" operating in 3 pilot sites and Registry improved in 4 provincial HQ	100% SDG Monitoring System functioning and providing data.	No progress	BPP is supporting MIMARENA's green line review	It is reported that MIMARENA is redefining this system, but its state of progress or a plan for its implementation was not reported.	MU	It is a question of implementing a coordinated control and control system between several institutions, especially the complaints system called "Green Line" that should work in the three pilot sites.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.2	% implementation of National Early Warning System(EWS) for fires	Early warning system exists but the flow of information is deficient, slow and intermittent; a proposal has been elaborated	Early Warning System functioning	100%: EWS for fires functioning in pilot sites. 30%: EWS for fires functioning at national level.	No progress	UNDP-FAO agreement is expected to be signed in Sept 2021. Work plan in process	It is reported that the agreement with FAO-UNDP to implement this system was signed in Nov. 2021	U	In considerable arrears, it is in the early stage of planning.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
Effective local participation in planning	R1.3	Availability of financial mechanisms for sustainable management of production:	Banco Agrícola and FEDA offer specialized funds for conventional productive systems, but no sustainability criteria	3 Agreements for credit mechanisms for sustainable productive activities	3 Credit mechanisms functioning (1 per pilot)	No progress	It was decided to carry out a scenario analysis for sustainable production systems as a tool in the decision-making of financial mechanisms.	The project and its RTA formed a working group composed of MIMARENA, CONACAO, MPyD, MA and INDOCAFE. The ToR for the realization of this study are elaborated and its execution will be carried out during the year 2022.	MU	It is still at a very preliminary stage; it is considered that this product has not yet been achieved.
	R1.3	# of sectorial credit mechanisms for sustainable management of production landscapes (coffee/cocoa production, under agroforestry or analogous forest schemes, including associated sustainable livelihoods)	Banco Agrícola and FEDA offer specialized funds for conventional productive systems, but no sustainability criteria	3 Agreements for credit mechanisms for sustainable productive activities	3 Credit mechanisms functioning (1 per pilot)	No progress	It was decided to carry out a scenario analysis for sustainable production systems as a tool in the decision-making of financial mechanisms.	The project and its RTA formed a working group composed of MIMARENA, CONACAO, MPyD, MA and INDOCAFE. The ToR for the realization of this study are elaborated and its execution will be carried out during the year 2022.	MU	It is still at a very preliminary stage; it is considered that this product has not yet been achieved.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.3	# of financial mechanisms associated with ecosystem services	0 - Current initiatives are too resource-specific and/or geographically limited for general application and overall Ecosystem Service consideration	1 financial mechanism designed and management/implementation arrangements agreed upon	At least 1 financial mechanism for ecosystem services functioning in the pilot sites	No progress	It was decided to carry out a scenario analysis for sustainable production systems as a tool in the decision-making of financial mechanisms.	The project and its RTA formed a working group composed of MIMARENA, CONACAO, MPyD, MA and INDOCAFE. The ToR for the realization of this study are elaborated and its execution will be carried out during the year 2022.	MU	It is still at a very preliminary stage, it is considered that this product has not yet been achieved.
	R1.3	Local participation mechanisms for land use planning	0	4 established (Neyba, La Descubierta, Yamasa, Rancho Arriba)	4 municipalities actively engaged in planning processes through municipal development councils	Municipalities in elections, it was decided to support the CDMs through the PMD.			N/A	This is a combined indicator, please see below.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R1.3	# municipal development councils operating in pilot zone municipalities with stakeholder involvement at different levels	0	4 established (Neyba, La Descubierta, Yamasa, Rancho Arriba)	4 municipalities actively engaged in planning processes through municipal development councils		9 CDM strengthened and another in formation in yamasá	The project supported the establishment and/or reactivation of nine councils, which are operating in the municipalities of Neiba, La Descubierta, Postrer Río, Galván, Villa Jaragua, Los Ríos, San José de Ocoa, Rancho Arriba and Sabana Larga	MS	This product is considered fulfilled.
	R1.3	# of watershed mechanisms established and operating	1 Commission for the rehabilitation and development of the Ozama and Isabela river basins was established by preside	1 watershed mechanism operating as a dialog and coordination platform in the Nizao pilot zone.	3 watershed mechanisms operating as dialog and coordination platforms in the Nizao, Sierra de Neyba, and Ozama (Yamasá)	No progress	For participatory basin mechanisms, MIMARENA continued with the presidential commissions and prioritized 15 basins, including Nizao and Ozama. The pilot site of the Southern	IDEM	MU	From the above arguments, it is considered that the participatory mechanism has not yet been achieved

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
			ntial decree, involving MA and different public, private and community stakeholders.	Local producers supported by the project in the Yamasá pilot zone actively participating in the Ozama - Isabela Presidential Commission.	pilot zones.		Slope of the Sierra de Neiba was not within the prioritized basins, so the project will support the vice ministry of soils and waters of MIMARENA to create the basin councils of Nizao and Ozama during 2022.			
Improved flows of global environmental benefits in key	R2.1	Total area with coverage that guarantees ecosystemic services as well as restoration and connectivity	1.000	2000 Hectares maintained or increased	3000 Hectares maintained or increased				N/A	This is a combined indicator, please see below.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
production zones	R2.1	# hectares forest resources restored/ sustainably managed in the landscape	1000 Hectares	2000 Hectares maintained or increased	3000 Hectares maintained or increased	Identified needs in the pilot areas.	Progress reports indicate that 416 Ha of forests have been restored, 64 Ha of coffee and 26 Ha of cocoa planted in the three pilot areas[1], so that a total of 506 Ha belonging to 205 farmers have been directly intervened, using almost 565 thousand plants.	The project reports that 1,286 Ha of forests, 101 Ha of cocoa and coffee in agroforestry systems, 3.3 Ha have been restored directly and indirectly with soil conservation practices and another 700 have been identified for sustainable agroforestry practices in the Sierra de Neiba and San José de Ocoa, which would guarantee connectivity and restoration.	MS	It would need to be better clarified whether interventions justify considering the extended area of reforestation. The additional reforested/maintained area target of 2,000 Ha by mid-term could be classified as partially met, the achievement of which could range from 20% to 64% (if indirect area is considered).
	R2.1	# hectares dedicated to sustainable production systems	7500 ha of cocoa with organic production method	8.400	8.400			only 26 Ha have been planted	MU	Goal not met

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
			s (no certified organic coffee in pilot sites)							
	R2.1	# hectares dedicated to sustainable production systems	0 No certified organic coffee at pilot sites	800	1.800			only 64 Ha have been planted	MU	Goal not met
	R2.1	# hectares applying soil conservation practices that reduce soil erosion rate	0 ha. reduce erosion	800	1.200		[1] Summary of Plantations as of June 30, 2021 (Excel)	3.35 Ha under management	MU	Goal not met
	R2.1	Capacity of MA and target communities to apply integrated fire management (prevention, mitigation, control, and restoration of landscapes):	In Nizao pilot zone due to slash & burn agriculture	Data registration will be improved in the three pilot areas. Registers show a reduction in affected number of ha. Data to be completed	Data registration shows a significant reduction in the areas affected. Data to be completed in the first year of implementation				N/A	This is a combined indicator, see below

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
				ed in the first year of implementation						
	R2.1	# of ha affected by forest fires in the three pilot zones	725.9 ha in 2015 114.8ha in 2016 No data available in the other pilot zones.	Registers show a reduction in affected number of ha. Data to be completed in the first year of implementation	Data registration shows a significant reduction in the areas affected. Data to be completed in the first year of implementation.	without progress, depends on the UNDP-FAO agreement	Pending UNDP-FAO signature	IDEM	U	Therefore, its progress is null and void and is considered as an unachieved result, since the planning of activities between FAO and MIMARENA is just being carried out.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R2.1	# Brigades for fire control established with Infrastructure/Towers, equipment, manual, etc.	1 Brigade in San José de Ocoa	5 (1 Yamasá, 1 Rancho Arriba, 2 in Neyba) + 1 existing in San José de Ocoa	7 (1 Yamasá, 2 Rancho Arriba, 3 in Neyba) + 1 existing in San José de Ocoa	without progress, depends on the UNDP-FAO agreement	Progress is being made in identifying training and equipment needs for fire control, ToR preparation and work plan. UNDP-FAO agreement pending signature.	At the time of the MTR, it was reported that the 6 brigades have already been created in La Descubierta, Rancho Arriba and Yamasá and that they are currently working	S	They were formed without FAO's involvement
BD-friendly production systems and livelihoods mainstreamed in agriculture, forestry and tourism sector	R3.1	# of tools/instruments to promote BD friendly livelihoods	1 Cocoa & coffee organic certification	1 (certificación orgánica)	1 (organic certification)	In pre-separation TdR contract consultant for training and field schools.	In preparation	Little interest from producers to obtain this type of certification, so the project decided to implement a certification system of good practices that include conservation criteria and that will be issued by INDOCAFE	U	There is no evidence that additional certification has been achieved with the new criteria developed by the project, either for cocoa or coffee, so it is concluded that this goal has not been met.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R3.1	# of tools/instruments to promote BD friendly livelihoods	11 Cocoa & coffee organic certification	3 BD friendly technological packages adding value to coffee and cocoa production designed and agreed upon in pilot zones	3 BD friendly technological packages adding value to coffee and cocoa production incorporated in model farms in pilot sites	In preparation	7 technology packages designed to be implemented in 12 field schools and training for 30 CONACADO officials. It is expected to complete field schools in March 2022	IDEM	S	This product has exceeded compliance expectations, as it was only expected that by mid-term, these packages would be designed, but not under implementation..

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R3.1	# of tools/instruments to promote BD friendly livelihoods	0	Design of 3 credit lines (1 per pilot site) with BD friendly production requirements.	3 credit lines implemented (1 per pilot site) with BD friendly production requirements.	In preparation	Postponed until the study of scenarios	It will be carried out in parallel with the accompaniment of the business plans. At the moment, the project identified Banco de Ahorro y Crédito Adopem as the entity that could channel microcredits for small producers under the scheme of the new financial mechanism.	MU	it is considered that the goal of having 3 credit lines designed has not been met, because it is at a very early stage of execution. On the other hand, work with the Santo Domingo Water Fund has not begun, as there are no reports about it..

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R3.1	# of viable business plans for sustainable economic activities developed and implemented	0	3 designed and approved (1 per theme per pilot zone)	3 implemented (1 per theme and per pilot zone)	No progress	diagnosis of coffee growers' organizations in La Descubierta and Rancho Arriba could be carried out during 2021, an activity that was supported by INDOCA FE the GIZ project "Restoring Landscapes".	The lack of agreement with the MA has meant that it has not been possible to advance with this activity in Yamasá, but a work agreement was reached with CONACADO in November 2021 and a consultant will be hired to define the business plans for that area. Potential local partners have been identified to implement the business plans, such as the "Sabana Real Multiple Services Cooperative" and the "Samir Coffee Producer" in San José de Ocoa. It is also desired to carry out a feasibility study to create an international coffee brand.	MU	studies were carried out together with CATIE to identify potential business niches such as eco-tourism in Yamasá and San José de Ocoa; and the analysis of livelihoods in Apolinar Perdomo, Los Bolos and El Maniel, Bahoruco and the province of Independencia

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R3.1	Credit Access Package facilitates the adoption of sustainable production and livelihoods	Commercial Banks have a "green credit line" but do not finance small agricultural producers, due to risks associated with the activities. 2 financial institutions support micro-enterprises, 1 of which specializes in microcredits for women.	3 credit mechanisms established with local institutions (1 per pilot)	3 local entities (1 per pilot) with a financing mechanism functioning for microenterprises dedicated to productive activities, including agro-ecotourism	No progress	The project will support the government's credit plan for cocoa and coffee, so it will act with INDOCAFE and CONACADO.	This initiative is postponed pending the study of scenarios	MU	This goal is not met

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
	R3.1	% of producers with access to credit	0% support for producers to transition from conventional to sustainable production	70 % Producers in the pilot sites aware of financing options for sustainable productive activities.	50% Producers in the pilot sites accessing financing options for sustainable productive activities	No progress	evaluation of production models.	IDEM	MU	the mid-term goal of having 70% of producers aware of these mechanisms has not been met.
	R3.1	# of micro enterprises adopting BD friendly production systems	0	6 micro-entrepreneurial initiatives developing in pilot zones.	6 micro-entrepreneurial initiatives functioning in pilot zones.	no breakthrough	Identified micro-learning initiatives and initial coordination with stakeholders.	activities were suspended as they were considered to depend primarily on business plans and credits.	MU	This goal has not been met.

Result	N°	result indicator	Baseline	Mid-term target ind_res	End Target ind_res	PIR 2020	PIR 2021	Achievement at MTR	Rating	Comment
Knowledge effectively managed	R4.1	Knowledge management methods, processes and tools mainstreamed throughout project implementation	0	1 KM strategy designed and implemented in pilot zones	1 KM strategy designed and implemented in pilot zones	M&E system implemented	elaborate knowledge management and communication strategy.	there is a work regarding the corporate image of the project that provides guidelines on how to use logos and other communication materials	MU	This indicator is different of that the Spanish version of the Prodoc: "Communication and awareness-raising strategy with a gender focus and generational considerations to improve knowledge and practices of sustainable management of threatened mountain landscapes". The project reports that it has a communication strategy and another for knowledge management. With regard to communications, it is stated that there is a sub-site within the MIMARENA website and in addition the project is also found on social networks such as Twitter, Facebook and Instagram nor does it have a website.
	R4.1	Lessons learned and best practices systematized throughout the implementation of the project, highlighting the special contribution of women and youth to the sustainability of threatened mountain landscapes.	0	Annual planning incorporates systematization activities..	Annual planning incorporates systematization activities.	IDEM above	IDEM above	An important success of the project was the realization of a strategic planning workshop in conjunction with its partners, in order to identify the strengths and weaknesses of the execution of the project, as well as define strategic lines of action.	MS	This indicator does not exist in the English version of Prodoc. With regard to knowledge management, the project is accumulating a large amount of documentation that is not publicly shared through any of the existing platforms, the same happens with the lessons learned, so that the project's stakeholders and / or the general public do not have access to this information

Annex 4: List of interviewees

N°	Invite Name	Invite Email	Organization	Charge
1	Eudys Salvador	eudysalvador@gmail.com	Galván City Council	Mayor
2	Pascual Perez	ayuntamientodeladescubierta@gmail.com	City Council of La Descubierta	Mayor
3	Aurelio Perez	aurelioperezamlrzo@gmail.com	Los Rios City Council	Mayor
4	José Dario Cepeda	josedariocepedamedina@gmail.com	Neiba City Council	Mayor
5	Aneudy Ortiz	sajiun584@hotmail.com	San Jose de Ocoa City Council	Mayor
6	Iván Medina	ivannidia1@gmail.com	Villa Jaragua Town Hall	Mayor
7	Leon Matos	leon_matos@hotmail.es	Postrer Rio City Council	Mayor
1	Alcedo De Los Santos	alcedodelossanto1925@gmail.com	Rancho Arriba City Council	Mayor
2	Wilton Brea	wiltonbrea9@gmail.com	Sabana Larga Town Hall	Mayor
3	Isidoro Santana	isidoro@conacado.com	CONACADO	President
4	Evaydee Perez	evaydee.perez@undp.org	National Coordinator of the BPP Project	Coordinator of the Biodiversity Project in Productive Landscapes
5	Daniel Valerio	daniel.valerio@fao.org	FAO RD	Project Coordinator / Liaison with BPP
6	Rafael Lorenzo	rlorenzo@fedomu.org	Dominican Federation of Municipalities FEDOMU-	Project and Environmental Management Manager
7	Fatima Franco	fatima.franco@giz.de	GIZ	Green Development Fund Project Coordinator for the SICA/ Redd+Landscape Region in DR
8	Federico Franco	federico.franco@ambiente.gob.do	MIMARENA	Deputy Minister of Protected Areas and Biodiversity, Project Director
9	Jose Manuel Mateo	clarissa.espinosa@ambiente.gob.do	MIMARENA	Director of Protected Areas/MA liaison for the project
10	Milagros Decamps	sarah.diazdedefrank@ambiente.gob.do	MIMARENA	Deputy Minister of International Cooperation, GEF Focal Point
11	Solhanlle Bonilla	solhanlle.bonilla@ambiente.gob.do	MIMARENA	Director of Planning
12	Teresa Disla	teresa.disla@ambiente.gob.do	MIMARENA	Director of Planning and Projects, Vice Ministry of Forest Resources
13	Osterman Ramirez	ostermanramirez2103@gmail.com	Ministry of Agriculture	Training Manager, Cocoa Department
14	Leonid Diaz	leonid.diaz@mepyd.gob.do	Ministry of Economy, Planning and Development	Enc. Div. Municipal Management and Strengthening
15	Enmanuel Manzueta	e.manzueta@hotmail.es	Regional Office of Central Agriculture Cacao	Director
16	Productores Neiba/LD	romanjulio1303@hotmail.com	Producer organisation	Target Producers

N°	<i>Invite Name</i>	<i>Invite Email</i>	<i>Organization</i>	<i>Charge</i>
17	Productores SJO	jorgesostosjo@gmail.com	Producer organisation	Producers meta project
18	Productores Yamasa	erodriguez2020@hotmail.com	Producer organisation	Producers meta project
19	Inka-Matilla	registry.do@undp.org	UNDP	Resident Representative
20	UNDP	maria.morales@undp.org	UNDP	Program Officer
21	UNDP	marlon.flores@undp.org	UNDP	UNDP RTA LAC
22	Miguel Geraldino	miguel.geraldino@undp.org	UNDP	Operations Manager
23	Emilio De La Cruz	erodriguez2020@hotmail.com	UCP BPP	Local Coordinator Yamasá
24	Jessica Hurtado	jessica.hurtado@undp.org	UCP BPP	Technical Assistant in Design and Communication (UNV)
25	Jorge Soto	jorgesostosjo@gmail.com	UCP BPP	Local Coordinator San José de Ocoa
26	Julio Roman	romanjulio1303@hotmail.com	UCP BPP	Local coordinator in La Sierra de Neiba
27	Katarzyna Grasela	katarzyna.grasela@undp.org	UCP BPP	Biodiversity Specialist
28	Maria A. Brito	tatyalfre21@gmail.com	UCP BPP	Administrative-Financial Manager
29	Maridelly Amparo Salcedo	maridellyamparos@gmail.com	UCP BPP	Monitoring & Evaluation Assistant
30	Oscar Valenzuela	oscar.valenzuela@undp.org	UCP BPP	Livelihood Specialist
31	Priscilia Peña	maria.priscillia.pena@undp.org	UCP BPP	Forestry Specialist

Annex 5: Matrix of evaluation questions

Evaluation Criteria	Questions	Indicators	Sources
<p>Relevance</p> <p>The extent to which an activity is adapted to local and national development priorities and organisational policies, including changes over time. The extent to which the project is in accordance with geF operational programmes or the strategic priorities on which the project was funded.</p> <p><u>Note:</u> In retrospect, the question of relevance often becomes a question about whether the goals of an intervention or its design are still adequate given changes in circumstances.</p>	How is the project located in the priorities of the regions where it is executed?	i) Budget allocated by project partners for project-related activities; (ii) inclusion of the project in regional priorities; (iii) improvement in territorial plans between the municipalities benefiting from the project.	Work plans municipalities, MA, MAGRI, MEPLYD and other project partners, budgets, interviews, documents and local policies, minutes meetings Steering Committee.
	The project is aligned with the priorities of UNDP DR and the GEF.	i) GeF-6 operational plan targets; ii) UNDP-RD country programme targets 2018-2021; (iii) UNDAF targets 2018-2021; iv) UNDP corporate goals 2018-2021.	UNDP and UNDAF RD work plans, budgets, interviews, national documents and policies, minutes, meetings and development reports.
	Is the project important for municipalities or provinces?	i) N° activities related to project-driven management and supported by GAM and public bodies.	Work plans, budgets, interviews, regional and local documents and policies, minutes of meetings.
	How does the project fit into the priorities and activities of local beneficiaries?	i) Municipal territorial plans and productive landscapes for the care of biological diversity in agricultural activities; (ii) investments by beneficiaries in sustainable production systems; (iii) N° certified sustainable products.	Work plans and communal budgets and interviews, local documents and policies, minutes meetings.
	How did beneficiaries and key stakeholders participate in the design and implementation stage of the project? Were local priorities included?	i) N° consultations made; (ii) N° adjustments to the project resulting from the consultations; (iii) ownership of actors to the objectives of the project at national, regional and local level.	i) Project preparation documents; (ii) interviews; (iii) Regional, territorial and local development policy documents.
	Does the project take into account national realities (policy framework and institutional framework) in both its design and implementation?	i) Degree to which the project supports the objective of sustainable planning of productive landscapes and the Government plans 2018-2022; ii) Plans and programs of the MA, MEPLYD, MAGRI, and their implementing partners; iii) Government policies and programs for the articulation of territorial support or the integration of instruments for this purpose; iv) Appreciation of key stakeholders regarding the level of adequacy of project design and implementation to existing national, local realities and capacities; v) Coherence between the needs expressed by national stakeholders and the UNDP-GEF approach; vi) Level of involvement of government officials, government entities, municipalities and other partners in the project design process.	i) Government program 2018-2021; ii) Project documents; iii) Interviews with key project partners and stakeholders; iv) Plans, goals and budgets MA, MEPLYD, MAGRI, municipalities, and other partners

	Are the objectives, results, outputs and activities still valid, given the current implementation context of the project?	<ul style="list-style-type: none"> i) Environmental policy documents of the MA, MEPYD, MAGRI and beneficiaries among others; ii) development of regulations related to territorial planning and financial incentives for small and medium-sized producers; iii) the project is included in the annual planning and goals of the MA, MAGRI, MEPYD and other partners; iv) N° communities or organizations that include sustainable production practices and fire management at pilot sites; vi) N° local municipalities that have incorporated rules on territorial planning, protection of the BD and incentives for local producers; vii) Number of certifications/agreements made 	Work plans, budgets, interviews, local policy documents, minutes of meetings.
<p>Effectiveness: The extent to which a goal was reached or the likelihood that it will be achieved.</p>	Are there logical links between the expected results of the project and the project design (in terms of project components, choice of partners, structure, implementation mechanisms, scope, budget, resource use, etc.)?	<ul style="list-style-type: none"> i) Level of coherence between the expected results and the design of the internal logic of the project; ii) type of indicators to measure programme success; iii) analysis of key actors; iv) Level of coherence between the expected results and the area covered by the selected actors. 	Project documents, key project stakeholders, annual reports and budgets, substantive review and/or mid-term evaluation (if applicable)
	<p>What would be the additional contribution of the project to the activities of territorial planning, fire reduction and soil restoration in the regions in which it is being implemented?</p> <p>Are forest fire prevention, reforestation and soil improvement practices a priority for actors, especially in regions where disposal activities are implemented?</p>	<ul style="list-style-type: none"> i) Additional budget for field control activities, technical support, capacity-building; ii) inclusion of the project in local priorities of municipalities, enterprises and communities; iii) inclusion of techniques to verify improvements in territorial planning, fire management and productive land uses in the regions intervened by the project. 	Work plans, annual budgets, interviews, local documents and policies, minutes of meetings.
	Is proper management to reduce deforestation, soil degradation and BD protection a priority for key actors, especially pilot sites?	<ul style="list-style-type: none"> i) Existence of state or municipal strategies on territorial planning, sustainable productive activities and forest fire management; ii) Level of participation in the project of the municipalities, provincial governments and regional directorates of the MA, MAGRI, MEPYD in the areas of intervention of the project; iii) MA plans for inspection at national and local level. 	
	To what extent are the objectives of the project, both national, regional and local, being met?	<ul style="list-style-type: none"> ii) Regional/municipal strategies on territorial planning, sustainable land use and protection and repair of BD; ii) national strategy for the protection of BD and fire prevention at the national level; iii) Number of beneficiaries using sustainable production practices in pilot areas; iv) number of improved hectares of soil; v) Policy and regulation on forest fire prevention, reforestation and financial incentives for sustainable production 	Annual reports, activities, interviews.

	Was it possible to involve the authorities and relevant actors, both at the national, regional and local levels, to establish a system of territorial planning, management of productive landscapes and incentives for sustainable products? Has the training strengthened control and policy-making bodies, regulations and technical standards?	i) N° contacts national and local authorities; (ii) N° provincial/local plans on territorial planning, land use and restoration; (iii) the amount of resources allocated by actors to planning activities, soil restoration and incentives for local producers; (iv) Number of trainings for national and local actors	Reports, interviews, regional and local plans.
	To what extent are it possible to identify the best cost-effective alternatives to promote sustainable production systems (coffee, cocoa, tourism)?	i) Number of financial support alternatives identified; (ii) Number of financial instruments identified and in use; (iii) N° of experiences of planning of productive landscapes and sustainable production.	Reports, studies, interviews, regional, local and national plans
	It is being possible to identify the needs of change / introduction of new regulations that facilitate the elimination of barriers to make an effective management of the productive landscapes near the PAs ¿	i) N° studies on land tenure and its use; (ii) Agreements between authorities and relevant actors; (iii) N° draft regulations in process or identified, to promote sustainable agricultural and tourism products, (iv) elimination of overlapping competences/development of effective and permanent articulation mechanisms between government institutions.	Reports, studies, interviews, regional and national plans.
	It has been possible to incorporate women, youth and indigenous communities in activities specially designed for these groups	i) N° workshops and consultations with specific groups for the design of activities. ii) Percentage of projects and activities that are led by women, youth and indigenous people, iii) Gender inclusion strategies with their respective indicators and expected results.	
	Annual work plans in line with project resources and objectives?	iv) Plans and budgets according to expected results.	Annual plans, budgets, interviews.
Efficiency: Is the project being implemented efficiently in accordance with international and national norms and standards?	Were adjustments made to deal with different situations (adaptive management)?	i) Plans and budgets according to expected results	Annual plans, minutes meetings, reports, budgets, interviews, substantive review, risk analysis, PIR.
	Was an activity monitoring and evaluation system implemented?	i) N° indicators, ii) targets; (iii) No adjustments made; (iv) Number of meetings and strategic decisions taken by the Project Steering Committee; (v) elaborated monitoring plans.	Annual plans, reports, interviews.
	Were the activities, outputs and results carried out as planned?	i) N° activities; (ii) % progress; ii) Number of key actors involved in the project.	Annual plans, reports, interviews.
	How were the risks and assumptions of the project managed? What has been the quality of the mitigation strategies developed?	i) Integrity of the identification of risks and assumptions during project planning and design; ii) Quality of information systems established to identify emerging risks.	Project documents; quarterly and annual progress reports; project team, UNDP and key stakeholders.
	Was it possible to gather counterpart and/or additional resources for the objectives of the project?	iii) Number of resources allocated by project partners; iv) Level of involvement of project partners.	Annual plans of the project and its partners incorporating resources into the project, budgets, reports of expenses in cash and in kind by the project partners, interviews, annual audits.

	What other projects with national and/or international funding are being executed in the same territories as the GEF project and how are they linked to it?	i) Number and name of projects identified with national and/or international funding and; ii) Number of coordination actions established between the GEF project and the other identified projects.	Project progress reports, annual work plans, reported budgets and interviews with the project team and UNDP and stakeholders.
Results: The positive and negative, expected and unforeseen changes and the effects produced by a development intervention. In GEF terms, the results include the direct performance of the project, from short to medium term, and the longer-term impact that includes global environmental benefits, repeat effects and other local effects.	The project is triggering and/or influencing financing activities to improve production practices and land use planning in the pilot regions? Has it been possible to improve regulations on territorial planning, inspection, economic incentives for sustainable production and product certification?	i) N° financial instruments under implementation; (ii) Number of beneficiaries of financial instruments; (iii) Number of miners regularized and with improved practices; (iii) Number of agreements for cocoa, coffee and tourism production; (iv) amount of training for communities, producers and local agricultural organisations	Annual plans, budgets, reports, interviews.
	To what extent are the negative impacts on BD and the environment of overexploitation of soils and polluting uses being minimized.	i) Number and effectiveness of activities that have promoted proper soil management, fire prevention and BD protection ii) number and effectiveness of activities that have allowed a reduction in soil degradation, forest fires, improvements in connectivity for the BDd;	Project progress reports, annual work plans, reported budgets and interviews with the project and UNDP team and project beneficiaries (e.g. trained national and regional authorities).
	Have it been possible to establish networks for the exchange of experiences between communities and organizations participating in the project? Has it been possible to sensitize local actors to the effect of global environmental problems on their direct environment?	i) Number of stable functioning communities of practice; ii) Number of training workshops conducted; iii) Number of practices implemented thanks to this exchange	Annual plans, budgets, reports, interviews, training reports, minutes of community meetings
	Has it been possible to verify the improvement of capacities to carry out territorial planning plans and land uses?	i) N° trainings carried out; ii) Number of laboratories with enhanced capabilities iii) N° public institutions with responsibilities in inventories and national reports strengthened.	Annual plans, budgets, reports, interviews, training reports
	Has a response – even if partial – been achieved to the specific needs and aspirations of women within their communities?	i) Consultations with women during the process of developing and implementing community plans and programmes; ii) Number of community management plans including aspirations of women and other vulnerable groups; iii) Change in the perception of women's role before and after the program iv) N° of studies carried out	Project work plans, progress reports, consultancy reports, interviews with communities and specifically women.
	Has a response – even if partial – been achieved to the specific needs and aspirations of indigenous communities?	i) N° indigenous consultations during the process of elaboration and execution of the project; ii) Number of plans including aspirations of indigenous communities and other vulnerable groups; iii) Change in the perception of the role of indigenous communities before and after the programme iv) N° of studies carried out	Project work plans, progress reports, consultancy reports, community interviews

<p>Sustainability : The likely ability for an intervention to continue to deliver benefits for a period after its completion. The project must be environmentally, financially and socially sustainable.</p>	Will relevant authorities and actors at the national and regional levels be able to continue implementing activities when the project is completed?	<ul style="list-style-type: none"> i) N° of medium- and long-term territorial plans; ii) amount of permanent human and financial resources for training, control and protection of productive landscapes by the provincial, municipal governments and government agencies present in the intervened territories; iii) budgets related to technical and financial support for small-scale cocoa and coffee producers and sustainable tourism initiatives; iv) permanent budgets and practices of farmers to maintain acquired practices on the management of their productive landscapes; v) National policy/laws of articulation/integration to constitute a fire prevention system, monitoring of BD in productive landscapes based on the instruments of technical, financial and capacity-building support available to government agencies and other partners 	Policies/laws, annual plans, budgets, reports, interviews.
	Are relevant authorities and actors at the national and regional levels acquiring the skills and knowledge to maintain and improve a biodiversity monitoring system, financial incentives, and forest fire control and prevention?	<ul style="list-style-type: none"> i) N° trainings carried out; ii) N° medium- and long-term plans; iii) Improvements in fire statistics, producer incentives, improvements in connectivity of productive landscapes with AP; 	Annual plans, budgets, reports, interviews.
	Are there any impediments to the continuity of the participation of women and indigenous people in the management of local territories and enterprises?	<ul style="list-style-type: none"> i) N° of agricultural and productive entrepreneurship organizations led by women; ii) Number of community organizations with permanent funding for their activities. iii) N° of regularized community organizations carrying out planning of their territories and implementing good practices in productive management. 	Project progress reports, institutional support plans, projects presented by communities.
	Are there social, political, economic or technical factors that prevent the formulation of plans, policies and regulations and the maintenance of financing instruments to improve territorial planning, connectivity with PA and incentives for sustainable production?	<ul style="list-style-type: none"> i) Number of agreements and/or cooperation between social actors; ii) number of resources allocated to the subject (human and financial); iii) N° medium- and long-term institutional plans; iv) long-term financing schemes for farmers and miners 	Annual plans, budgets, reports, interviews.
	Are national, regional and local authorities and actors empowered and committed to the issue in the medium and long term?	<ul style="list-style-type: none"> ii) Number of agreements and/or cooperation between social actors and government development entities; iii) number of resources allocated to the subject by related communities and government entities (human and financial); iv) N° medium and long-term institutional plans. 	Annual plans, budgets, reports, interviews.

Annex 6: List of Revised Documents

N°	Document	N°	Document
1	Proyecto BPP/POA 2022	69	Proyecto BPP/Componente 4/Informes técnicos y registros/Anexo 2. Registros de participantes en actividades 2021/Organizaciones
2	Proyecto BPP/Revisión de Metas a Medio Término	70	Proyecto BPP/Componente 4/Informes técnicos y registros/2020/Componente 1/Cartas Alcaldes
3	Proyecto BPP/Revisión de Metas a Medio Término/Anexos Revisión de metas.sb-df34ae9e-4a56f4	71	Proyecto BPP/Componente 4/Informes técnicos y registros/2020/Componente 2/Listados de productores
4	Proyecto BPP/Revisión de Metas a Medio Término/Anexos Revisión de metas/Anexo 5. Conversaciones y arreglos PNUD sobre localización de ODS	72	Proyecto BPP/Componente 4/Informes técnicos y registros/2020/Componente 3
5	Proyecto BPP/Datos del Equipo del proyecto/Pedro Nolasco Delance	73	Proyecto BPP/Componente 4/Informes técnicos y registros/2020/Cronológico de Actividades
6	Proyecto BPP/Datos del Equipo del proyecto/Pedro Nolasco Delance	74	Proyecto BPP/Componente 4/Informes técnicos y registros/2020/Cronológico de Actividades
7	Proyecto BPP/Datos del Equipo del proyecto/Oscar Valenzuela	75	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
8	Proyecto BPP/Datos del Equipo del proyecto/Oscar Valenzuela	76	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
9	Proyecto BPP/Datos del Equipo del proyecto/Yohán Rosario	77	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
10	Proyecto BPP/Datos del Equipo del proyecto/Yohán Rosario	78	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
11	Proyecto BPP/Datos del Equipo del proyecto/Evaydee Pérez Sarraff	79	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
12	Proyecto BPP/Datos del Equipo del proyecto/Evaydee Pérez Sarraff	80	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
13	Proyecto BPP/Datos del Equipo del proyecto/Maridelly Amparo Salcedo	81	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Avances zonas piloto
14	Proyecto BPP/Datos del Equipo del proyecto/Maridelly Amparo Salcedo	82	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Componente 1
15	Proyecto BPP/Datos del Equipo del proyecto/Emilio de la Cruz	83	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Componente 1/Listas de Asistencia PMD/PMD
16	Proyecto BPP/Datos del Equipo del proyecto/Emilio de la Cruz	84	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Taller Sistema de Monitoreo con Criterios de B
17	Proyecto BPP/Datos del Equipo del proyecto/Jorge L.Cuevas	85	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Componente 3/Taller sobre Mecanismos Financieros y Valoración de Servicios Ecosistémicos
18	Proyecto BPP/Datos del Equipo del proyecto/Jorge L.Cuevas	86	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Componente 3/Talleres de Fortalecimiento de Asociaciones de Caficultores
19	Proyecto BPP/Datos del Equipo del proyecto/Jessica Hurtado	87	Proyecto BPP/Componente 4/Informes técnicos y registros/2021/Componente 2/Avances de plantaciones/Avances de plantaciones Jun 2021

N°	Document	N°	Document
20	Proyecto BPP/Datos del Equipo del proyecto/Jessica Hurtado	88	Proyecto BPP/Componente 4/Informes técnicos y registros/2019
21	Proyecto BPP/Datos del Equipo del proyecto/Maria Priscilia Peña	89	Proyecto BPP/Componente 4/Informes técnicos y registros/2019/Informes
22	Proyecto BPP/Datos del Equipo del proyecto/Maria Priscilia Peña	90	Proyecto BPP/Componente 4/Informes técnicos y registros/2019/Talleres y visitas
23	Proyecto BPP/Datos del Equipo del proyecto/María A. Brito	91	Proyecto BPP/Componente 4/POA y Presupuestos/POA y Medidas Estratégicas 2021
24	Proyecto BPP/Datos del Equipo del proyecto/María A. Brito	92	Proyecto BPP/Componente 4/POA y Presupuestos/Borrador POA 2022
25	Proyecto BPP/Datos del Equipo del proyecto/Jorge Soto	93	Proyecto BPP/Componente 4/POA y Presupuestos/POA 2020
26	Proyecto BPP/Datos del Equipo del proyecto/Jorge Soto	94	Proyecto BPP/Componente 4/POA y Presupuestos/POA 2020
27	Proyecto BPP/Datos del Equipo del proyecto/Katarzyna Grasela	95	Proyecto BPP/Componente 4/Informes de Evaluaciones/Scorecard
28	Proyecto BPP/Datos del Equipo del proyecto/Katarzyna Grasela	96	Proyecto BPP/Componente 4/Informes de Evaluaciones/Scorecard/Entrevistas
29	Proyecto BPP/Datos del Equipo del proyecto/Julio Porfirio Roman Peña	97	Proyecto BPP/Componente 4/Informes de Evaluaciones/Scorecard/Entrevistas/Ministerio de Medio Ambiente
30	Proyecto BPP/Datos del Equipo del proyecto/Julio Porfirio Roman Peña	98	Proyecto BPP/Componente 3/TdR Planes de Negocio
31	Proyecto BPP/Información Administrativa y Financiera/CDR del proyecto	99	Proyecto BPP/Componente 3/Potencial Ecoturístico
32	Proyecto BPP/2022/Componente 4/M&E	100	Proyecto BPP/Componente 3/Potencial Ecoturístico
33	Proyecto BPP/2022/Componente 4/Comunicación y diseño	101	Proyecto BPP/Componente 3/Potencial Ecoturístico
34	Proyecto BPP/2022/Componente 3/ECA's Técnicos	102	Proyecto BPP/Componente 3/Módulos de emprendimiento y empoderamiento
35	Proyecto BPP/2022/Componente 1/PMD	103	Proyecto BPP/Componente 3/Análisis de medios de Vida
36	Proyecto BPP/2022/Componente 2/Avances de plantaciones en el proyecto	104	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 1
37	Proyecto BPP/2022/Componente 2/Avances de plantaciones en el proyecto/Aportes UTEPDA	105	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 1
38	Proyecto BPP/2022/Componente 2/Avances de plantaciones en el proyecto/Aportes UTEPDA	106	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 2
39	Proyecto BPP/2022/Componente 2/Avances de plantaciones en el proyecto/La Descubierta	107	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 2
40	Proyecto BPP/2022/Componente 2/Brigadas de bomberos forestales	108	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 2
41	Proyecto BPP/Acuerdos/INDOCAFÉ - BPP	109	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 3
42	Proyecto BPP/Acuerdos/Plan de Trabajo Departamento de Cacao	110	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 3
43	Proyecto BPP/Acuerdos/Borrador de acuerdo MA-MAgri	111	Proyecto BPP/Componente 3/Levantamiento debilidades asociaciones de caficultores/Fase 3

N°	Document	N°	Document
44	Proyecto BPP/Acuerdos/VRF y BPP	112	Proyecto BPP/Componente 3/Escuelas de Campo/Lista de Productores Escuelas de Campo
45	Proyecto BPP/Acuerdos/GIZ-PNUD-INDOCAFE	113	Proyecto BPP/Componente 3/Escuelas de Campo/Lista de Productores Escuelas de Campo/Escuelas de Campo SJO
46	Proyecto BPP/Acuerdos/FAO-PNUD	114	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
47	Proyecto BPP/Acuerdos/CIEPO-BPP	115	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
48	Proyecto BPP/Aportes del proyecto a las metas presidenciales 2021	116	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
49	Proyecto BPP/Informes PNUD/INFORME ANUAL 2021	117	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
50	Proyecto BPP/Informes PNUD/INFORMES TRIMESTRALES PNUD/2019/Julio-septiembre 2019	118	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
51	Proyecto BPP/Informes PNUD/INFORMES TRIMESTRALES PNUD/2021/Informe Q1 2021	119	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
52	Proyecto BPP/Informes PNUD/INFORMES TRIMESTRALES PNUD/2020	120	Proyecto BPP/Componente 3/Escuelas de Campo/guias cacao para impresion
53	Proyecto BPP/Informes PNUD/INFORME ANUAL 2019	121	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
54	Proyecto BPP/Informes PNUD/INFORME ANUAL 2019/Anexos	122	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
55	Proyecto BPP/Informes PNUD/INFORME ANUAL 2020 PNUD	123	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
56	Proyecto BPP/Informes PNUD/INFORME ANUAL 2020 PNUD/Anexos	124	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
57	Proyecto BPP/Informes PIR/PIR 2020	125	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
58	Proyecto BPP/Informes PIR/PIR 2021	126	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
59	Proyecto BPP/Informes PIR/PIR 2021/Mapas	127	Proyecto BPP/Componente 3/Escuelas de Campo/Guías de Café
60	Proyecto BPP/Comunicación/Estrategia de Comunicación	128	Proyecto BPP/Componente 2/Avances de plantaciones en el proyecto 2019-2021
61	Proyecto BPP/Comunicación/Acciones de comunicación y diseño proyecto BPP	129	Proyecto BPP/Componente 2/Propuestas de Brigadas de Incendios Forestales
62	Proyecto BPP/Prodac	130	Proyecto BPP/Componente 2/Producción de plantas
63	Proyecto BPP/Componente 4/Tracking Tools/Primer PIR 2020	131	Proyecto BPP/Componente 1/Línea Verde
64	Proyecto BPP/Componente 4/Tracking Tools/Primer PIR 2020	132	Proyecto BPP/Componente 1/Consejos de cuenca
65	Proyecto BPP/Componente 4/Tracking Tools/Tracking Tool 2021	133	Proyecto BPP/Componente 1/Análisis ODS-COVID-Medios de vida
66	Proyecto BPP/Componente 4/Reuniones de Comité Asesor/Reunión 2021	134	Proyecto BPP/Componente 1/SESA
67	Proyecto BPP/Componente 4/Reuniones de Comité Asesor/Reunión 2019	135	Proyecto BPP/Componente 1/Agendas Ambientales
68	Proyecto BPP/Componente 4/Informes técnicos y registros	136	Proyecto BPP/Componente 1/Sistema de Monitoreo de BD
		137	Proyecto BPP/Componente 1/Reserva de Biósfera Madre de las Aguas

Anexo 7: Code of Conduct for UNEG Evaluators

Independence implies the ability to evaluate without undue influence or pressure from either party (including the procurement unit) and to provide evaluators with free access to information on the subject of the evaluation. Independence provides legitimacy and ensures an objective perspective of assessments. An independent evaluation reduces the potential for conflicts of interest that could arise with self-reported qualifications by those involved in the management of the project being evaluated. Independence is one of the ten general principles for evaluations (along with internationally agreed principles, goals and objectives: usefulness, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities and professionalism).

The evaluators:

1. They must present complete and fair information in their assessment of strengths and weaknesses, so that the decisions or measures taken have a good foundation.
2. They must disclose all the results of the evaluation together with information about its limitations, and allow access to this information to all those affected by the evaluation who have express legal rights to receive the results.
3. They must protect the anonymity and confidentiality of individual informants. They must provide maximum notices, minimize time demands, and respect people's right not to participate. Evaluators should respect the right of individuals to provide information on a confidential basis and should ensure that confidential information cannot be traced back to its source. They are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes, they must disclose evidence of transgressions when they conduct assessments. These cases should be reported discreetly to the relevant investigating body. Evaluators should consult with other relevant supervisory entities when there are doubts about whether and how certain issues should be reported.
5. They must be sensitive to beliefs, ways and customs, and act with integrity and honesty in relationships with all stakeholders. According to the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-esteem of those they come into contact with in the course of the assessment. Because they know that evaluation could adversely affect the interests of some stakeholders, evaluators must conduct the evaluation and communicate the purpose and results in a way that clearly respects the dignity and self-worth of the stakeholders.
6. They are responsible for their performance and their products. They are responsible for the clear, accurate and fair presentation, orally or in writing, of limitations, results and recommendations of the study.
7. They should reflect sound descriptive procedures and be prudent in the use of evaluation resources.

Evaluation consultant's agreement form¹

Agreement to abide by the Code of Conduct for Evaluation in the United Nations System

Consultant Name: Jorge Leiva Valenzuela

Name of consultative organization (where applicable):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed in Santo Domingo, Dominican Republic, *December 17, 2021*

Signature:

¹ www.unevaluation.org/unegcodeofconduct

Anexo 8: Tracking tools
(see in separated files)