



Empowered lives.
Resilient nations.

ASSESSMENT OF DEVELOPMENT RESULTS **DOMINICAN** EVALUATION OF UNDP CONTRIBUTION **REPUBLIC**



HUMAN DEVELOPMENT effectiveness COORDINATION
efficiency COORDINATION AND PARTNERSHIP sus
NATIONAL OWNERSHIP relevance MANAGING FO
sustainability MANAGING FOR RESULTS responsiveness
DEVELOPMENT responsiveness NATIONAL OWNER
NATIONAL OWNERSHIP effectiveness COORDINATION
efficiency COORDINATION AND PARTNERSHIP sus
NATIONAL OWNERSHIP relevance MANAGING FO
sustainability MANAGING FOR RESULTS responsiveness
HUMAN DEVELOPMENT effectiveness COORDINATION



*Empowered lives.
Resilient nations.*

ASSESSMENT OF DEVELOPMENT RESULTS **DOMINICAN** EVALUATION OF UNDP CONTRIBUTION **REPUBLIC**

REPORTS PUBLISHED UNDER THE ADR SERIES

Afghanistan	Gabon	Peru
Albania	Georgia	The Philippines
Algeria	Ghana	Rwanda
Angola	Guatemala	Sao Tome and Principe
Argentina	Guyana	Senegal
Armenia	Honduras	Serbia
Bangladesh	India	Seychelles
Barbados and OECS	Indonesia	Sierra Leone
Benin	Iraq	Somalia
Bhutan	Jamaica	Sri Lanka
Bosnia and Herzegovina	Jordan	Sudan
Botswana	Kenya	Syrian Arab Republic
Brazil	Lao PDR	Tajikistan
Bulgaria	Liberia	Tanzania
Burkina Faso	Libya	Thailand
Cambodia	Malawi	Timor-Leste
Chile	Malaysia	Tunisia
China	Maldives	Turkey
Colombia	Moldova	Uganda
Croatia	Mongolia	Ukraine
Dominican Republic	Montenegro	United Arab Emirates
Democratic Republic of Congo	Morocco	United Republic of Tanzania
Republic of the Congo	Mozambique	Uruguay
Costa Rica	Nepal	Uzbekistan
Côte d'Ivoire	Nicaragua	Viet Nam
Djibouti	Niger	Yemen
Ecuador	Nigeria	Zambia
Egypt	Pacific Islands	Zimbabwe
El Salvador	Papua New Guinea	
Ethiopia	Paraguay	

ASSESSMENT OF DEVELOPMENT RESULTS: DOMINICAN REPUBLIC

Copyright © UNDP 2016

e-ISBN: 978-92-1-057866-0

Manufactured in the United States of America.

Printed on recycled paper.

The analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme, its Executive Board or the United Nations Member States. This is an independent publication by UNDP Independent Evaluation Office.

ACKNOWLEDGEMENTS

This evaluation was conducted by the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) under the responsibility of Roberto La Rovere, evaluation manager. The evaluation team was composed of Leticia Ayuso (responsible for the areas of poverty, social inclusion and HIV/AIDS), Gemma Bardají (governance and gender), Daniel Abreu (environment and climate change) and Vita Randazzo (risk and disaster management).

We thank UNDP partners in the Dominican Republic, especially the members of the Dominican Government, civil society, the international development community, the United Nations agencies and beneficiaries who were interviewed for this Assessment of Development Results (ADR) for their support. Their collaboration was constructive and allowed the evaluation team to carry out its work independently.

We would especially like to extend our gratitude for the support of Lorenzo Jimenez de Luis, UNDP Resident Representative and UN Resident Coordinator in the Dominican Republic, Luciana Mermet, Deputy Resident Representative, and Cesar Ivan Gonzalez,

Monitoring and Evaluation Officer and focal point for ADR monitoring, as well as for the administrative support of Sofia Lopez – essential to the success of this evaluation. We are grateful to all of the country office staff for their commitment, cooperation and support during the field visits and the evaluation in general. We also thank Yvett Subero, Monitoring Director of the United Nations System of the Directorate-General for Multilateral Cooperation (DIGECOOM), for her willingness and permanent collaboration and the reference group for its observations. In addition, we would like to thank the Regional Bureau for Latin America and the Caribbean in New York for its contribution to the process.

The quality enhancement and administrative support provided by our colleagues at the IEO was vital to the evaluation. Ximena Rios and Miguel Székely, member of the IEO Evaluation Advisory Panel, conducted an external review of the document. Michael Craft supported the preparatory phase and analysis of administrative components and preliminary research for this evaluation. Antana Locs provided logistical and administrative support. Sasha Jahic managed the production of the report.

FOREWORD

The Assessment of Development Results (ADR), one of the main areas of work of the Independent Evaluation Office (IEO), systematically and independently analyses the progress of the United Nations Development Programme (UNDP) interventions at the national level.

This ADR, the first UNDP has carried out in the Dominican Republic, was conducted with the collaboration of a reference group, which provided feedback during the preparation of the terms of reference, the validation of the main findings and in this final report. We hope the group's input will contribute to the credibility of the results and their use by national partners. The evaluation process was led by the IEO, carried out by a team of independent consultants led by a member of the IEO and supported by the UNDP country office and the Regional Bureau for Latin America and the Caribbean (RBLAC), the primary users of the ADR. This approach made it possible for both the Government of the Dominican Republic and the IEO to ensure compliance with standards of independence, impartiality and methodological rigour, characteristic of ADRs.

The UNDP programme in the Dominican Republic was an effective instrument in helping to achieve the country's goals. Its flexibility and adaptability in the processes of institutional and programmatic reforms of the country were appreciated. UNDP also invigorated participation and institutional dialogue processes, which had proved difficult for other cooperation organizations and agencies. The human development framework added value to the public debate on social and environmental policies in the country. UNDP stood out for its articulation of stakeholders in carrying out various initiatives.

UNDP's neutrality, its capacity for technical and knowledge production, as well as its performance as a global governance entity and its sound management capacity contributed to its positive image.

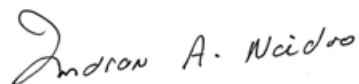
UNDP performance in general was assessed as high or very high in most thematic and crosscutting areas, including gender, human rights and the Millennium Development Goals. UNDP also facilitated synergies between stakeholders and coordination on democratic governance issues and strengthening of human rights, by mainstreaming the issue in policymaking. In some cases, the visibility of UNDP results was considered limited and the process evidenced the lack of knowledge by certain actors about UNDP's role in achieving political or national goals. There is room for growth in these areas. More and improved results could also be achieved through South-South cooperation, which could well be addressed as a crosscutting area in the future, and in the area of productive diversification.

It is hoped that the findings and recommendations of this ADR will be used by the UNDP country office in the Dominican Republic, RBLAC and UNDP headquarters to discuss the lessons learned and opportunities for the new cooperation framework, taking into account the added value of UNDP's work in the context of upper-middle-income countries, the country office cooperation strategy and its ability to monitor development results. The IEO hopes that the results of this evaluation will allow UNDP to expand and improve its support to the Government of the Dominican Republic and other national partners in terms of sustainable human development. We also hope to contribute to UNDP's future strategy and that

recommendations will lead to programme management and implementation actions.

We believe that this assessment was positive and timely as it coincided with a strategic planning process in the country, the new programme cycle for the Dominican Republic and the

development of innovative processes for a more secure and sustainable future in the country.

A handwritten signature in black ink that reads "Indran A. Naidoo". The signature is written in a cursive style with a large initial 'I'.

Indran A. Naidoo,
Director of the Independent Evaluation Office

CONTENTS

Abbreviations and Acronyms	ix
Executive Summary	xiii
Chapter 1 Introduction	1
1.1 Objectives of the Evaluation	1
1.2 Scope of the Evaluation	1
Chapter 2 National Development Context	9
2.1 Demographic and Geographic Background	9
2.2 Political and Economic Context	10
2.3 Human Development, MDGs and National Development Strategies	11
2.4 Development Cooperation	15
Chapter 3 UNDP Strategic Responses	17
3.1 Intervention Strategies and Programme Cycles	17
3.2 UNDP Programme Evolution and Management in the Country	19
3.3 Coordination and Cooperation Between UNDP and UNS	21
Chapter 4 UNDP Contribution to Development Results	23
4.1 Democratic Governance (Outcomes 35 & 36)	24
4.2 Economic and Social Inclusion (Outcome 38)	29
4.3 Economic and Social Inclusion (HIV/AIDS, Outcome 41)	34
4.4 Empowerment and Rights of Women and Vulnerable Groups (Outcomes 42 & 43)	39
4.5 Empowerment and Rights of Women and Vulnerable Groups (Outcome 44)	43
4.6 Sustainable Environmental Management (Outcome 45)	45
4.7 Sustainable Management and Risk Management: Mitigation and Adaptation to Climate Change (Outcome 46)	49
4.8 Sustainable Development and Risk and Disaster Management (Outcome 47)	53
4.9 Gender Mainstreaming	58
Chapter 5 UNDP's Strategic Positioning	63
5.1 Alignment of the Cooperation Programme 2012-2017 with the UNDP Strategic Plan 2014-2017	63
5.2 Strategic Relevance and Resilience	65
5.3 Impact of Administrative Management Practices	68
5.4 Ability to Capitalize on Networks and Strengths	69
5.5 Promotion of United Nations Values	70
Chapter 6 Conclusions and Recommendations	75
6.1 Conclusions	76
6.2 Recommendations	79

Annexes

Annex 1. List of Projects	83
Annex 2. References	87
Annex 3. Persons Consulted	91
Annex 4. Management Response	97

Tables

Table 1. Programme Budget and Expenditure According to Results (2007-2014)	4
Table 2. Summary of Demographic, Economic and Social Indicators	9
Table 3. Strategy and Outcomes of UNDP Country Programme, 2012-2016	17
Table 4. Joint Programmes Executed by UNDP, 2012-2016	22
Table 5. Correspondence between the Outcomes of the UNDP Programme 2012-2017 and the Strategic Plan 2014-2017	64

Figures

Figure 1. Real GDP Growth Rate, 2002-2014	11
Figure 2. Percentage of Population Living in General and Extreme Poverty by Area of Residence, Based on a Survey, 2000-2015	12
Figure 3. Evolution of the Human Development Index, 1990-2014	13
Figure 4. Ratio ODA/GNI, 2002-2012	15
Figure 5. Evolution of Budget, Expenditure and Implementation Rate	19
Figure 6. Evolution of Expenditure by Programme Area, 2007-2014	20
Figure 7. Evolution of Expenditure by Origin of Resources, 2007-2014	21
Figure 8. Evolution of the Resources of the UNDP Country Office in the Dominican Republic, 2007-2015	21
Figure 9. Distribution of the Gender Equality Indicator by Project, 2014	60
Figure 10. Distribution of the Gender Equality Indicator by Programme Unit and Project, 2014	61

ABBREVIATIONS AND ACRONYMS

ADESS	Administradora de Subsidios Sociales [Administrator of Social Subsidies]
ADOZONA	Asociación Dominicana de Zonas Francas [Dominican Association of Free Zones]
AECID	Agencia Española de Cooperación Internacional para el Desarrollo [Spanish Agency for International Development Cooperation]
AIDS	Acquired immunodeficiency syndrome
ART	UNDP initiative in Support of the Thematic and Territorial Networks for Development
ARV	Antiretroviral drugs
BCPR	Bureau for Crisis Prevention and Recovery (of UNDP)
CCA	Common Country Assessment
CCM	Country Coordinating Mechanism for Global Fund Projects to address AIDS, TB and Malaria
CERF	Central Emergency Response Fund
CMB	Comisión Mixta Bilateral [Bilateral Joint Commission]
CNC	Consejo Nacional de Competitividad [National Competitiveness Council]
CNCCMDL	Consejo Nacional para el Cambio Climático y Mecanismo de Desarrollo Limpio [National Council for Climate Change and Clean Development Mechanism]
CNE	Comisión Nacional de Emergencias [National Emergency Commission]
CNSS	Consejo Nacional de Seguridad Social [National Social Security Council]
COA	Chart of Accounts
CODIA	Dominican Association of Engineers, Architects and Land Surveyors
COIN	Centro de Orientación e Investigación Integral [Centre for Integral Orientation and Investigation]
CONAVIHSIDA	Consejo Nacional para el VIH y el SIDA [National Council for HIV and AIDS]
COPRECOS	Comité de Prevención y Control del VIH SIDA [Committee on HIV/AIDS Prevention and Control]
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DGA	Dirección General de Aduanas [Directorate-General for Customs]
DGODT	Dirección General de Ordenamiento y Desarrollo Territorial [Directorate-General for Planning and Territorial Development]
DIGECCOM	Dirección General de Cooperación Multilateral [Directorate-General for Multilateral Cooperation]
DIGEIG	Dirección General de Cooperación Multilateral [Directorate for Government Ethics and Integrity]

DIGEPRES	Dirección General de Presupuesto [Directorate-General for Budget]
DIM	Direct implementation modality
DIPECHO	Disaster Preparedness European Commission Humanitarian Office
DPP	Disaster Prevention and Preparedness
DU	Drug Users Community
ECHO	European Commission's Humanitarian Aid and Civil Protection Department
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
END 2030	Estrategia Nacional de Desarrollo 2030 [National Development Strategy 2030]
ENDESA	Encuesta Demográfica y de Salud [Demographic and Health Survey]
ENI	Encuesta Nacional de Inmigrantes [National Immigration Survey]
EOC	Emergency Operations Centre
EU	European Union
EWS	Early Warning Systems
FAO	Food and Agriculture Organization
GCPS	Gabinete de Coordinación de Políticas Sociales [Office for Social Policy Coordination]
GDP	Gross domestic product
GEF	Global Environment Fund
GII	Gender Inequality Index
GIZ	German Agency for International Cooperation (Gesellschaft für Internationale Zusammenarbeit)
GRUNEEED	Grupo Nacional para la Erradicación de toda forma de Estigma y Discriminación [National Group for the Elimination of All Forms of Stigma and Discrimination]
HCFC	Hydrochlorofluorocarbons
HDI	Human Development Index
HIV	Human immunodeficiency virus
IDAC	Instituto Dominicano de Aviación Civil [Dominican Civil Aviation Institute]
IDEICE	Instituto Dominicano de Evaluación e Investigación de la Calidad Educativa [Dominican Institute for Research and Evaluation on Educational Quality]
IEO	Independent Evaluation Office (of UNDP)
IHDI	Inequality-adjusted Human Development Index
ILO	International Labour Organization
INDOCAL	Instituto Dominicano para la Calidad [Dominican Institute for Quality]
IOM	International Organization for Migration
ISF	Integrated Strategic Framework
ISFODOSU	Instituto Superior de Formación Docente Salomé Ureña [Salomé Ureña Higher Institute of Teacher Education]

IUCN	International Union for the Conservation of Nature and Natural Resources
IVACC	Índice de Vulnerabilidad a Choques Climáticos [Climate Shock Vulnerability Index]
LDA	Local Development Agencies
LGBT	Lesbian, gay, bisexual and transgender
MAF	MDG Acceleration Framework
MDGs	Millennium Development Goals
MEPyD	Ministerio de Economía, Planificación y Desarrollo [Ministry of Economy, Planning and Development]
NAMAs	Nationally appropriate mitigation actions
NGO	Non-governmental organization
NIM	National implementation modality
ODA	Official development assistance
ODHGV	Observatorio de Derechos Humanos para Grupos Vulnerabilizados [Human Rights Observatory for Groups made Vulnerable]
ONESVIE	Oficina Nacional de Evaluación Sísmica [National Seismic Evaluation Office]
PAE	Programa de Alimentación Escolar [School Meals Programme] AFUNAIDS Programme Acceleration Fund
PAHO-WHO	Pan American Health Organization-World Health Organization
PEG-MT	Plan Estratégico de Género del Ministerio de Trabajo [Gender Strategic Plan of the Ministry of Labour]
PEI	Poverty-Environment Initiative
PEN	Plan Estratégico Nacional para la Prevención y el Control de las ITS y el VIH-SIDA 2007-2015 [National Strategic Plan for the Prevention and Control of STIs and HIV-AIDS 2007-2015]
PER	Programa de Electrificación Rural [Rural Electrification Programme]
PLANEG	Plan Nacional de Igualdad y Equidad de Género [National Plan for Gender Equality and Equity]
PLD	Partido de Liberación Dominicana [Dominican Liberation Party]
PMR	Prevention, Mitigation and Response
PNPSP	Plan Nacional Plurianual del Sector Público [Multi-Year National Public Sector Plan]
PPP	Purchasing Power Parity
PRD	Partido Revolucionario Dominicano [Dominican Revolutionary Party]
PROSOLI	Programa Progresando con Solidaridad [Progressing with Solidarity Programme]
RBLAC	Regional Bureau for Latin America and the Caribbean
RBM	Results-based management

RNE	Registro Nacional de Establecimientos [National Register of Establishments]
ROAR	Results-oriented annual report
SDGs	Sustainable Development Goals
SE4ALL	Sustainable Energy for all
SGN	Servicio Geológico Nacional [National Geological Service]
SGP	Small Grants Programme
SHD	Sustainable Human Development
SIDS	Small Island Developing States
SIGOB	Information System for Democratic Governance
SINAP	Sistema Nacional de Áreas Protegidas [National System of Protected Areas]
SISALRIL	Superintendencia de Salud y Riesgos Laborales [Department of Health and Labour Risks]
SIUBEN	Sistema Único de Beneficiarios [System of Beneficiaries]
SNIP	Sistema Nacional de Inversión Pública [National System of Public Investment]
SSC	South-South cooperation
TRAC	Target for resource assignment from the core
UASD	Universidad Autónoma de Santo Domingo [Autonomous University of Santo Domingo]
UNS	United Nations System
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAW	Violence against Women
WFP	World Food Programme

EXECUTIVE SUMMARY

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts Assessments of Development Results (ADR) to collect and share evidence of the contribution of UNDP to development results in the countries where it operates, and of the efficiency of its strategies to facilitate and mobilize national efforts to achieve these results. The responsibility of the IEO is two-fold: (a) to provide the Executive Board with valid and credible information obtained from assessments to ensure accountability, inform decision-making and corporate improvement, and (b) to strengthen the independence, credibility and usefulness of the evaluation function, as well as its consistency, harmonization and alignment in support of the UN reform and national ownership. This is the first ADR to be conducted in the Dominican Republic and was carried out in close collaboration with the Directorate-General for Multilateral Cooperation (DIGECOOM) of the Dominican Government, the UNDP country office and the Regional Bureau for Latin America and the Caribbean (RBLAC).

The ADR assessed two programme cycles in the country: the current cycle and the previous one. During the preparatory mission in Santo Domingo (from 9 to 14 February 2015), it was agreed with partners that the ADR would focus on the last three and a half years of activity in the current programme cycle (2012-2016, which will be extended to 2017), with 30 June 2015 as the deadline for the assessment of results, and major projects and activities developed during the previous programme cycle (2007-2011). The evaluation reviewed a sample of 53 projects and activities from both the past and current cycle, including interagency activities, since new and current projects are often based on past results and lessons.

The assessment examined the contribution of UNDP against a set of outcomes and assessed its performance against those results. In the case of the Dominican Republic, the outcomes articulated in the Country Programme Action Plan (CPAP) (11 in the current cycle) and cross-cutting issues of human development, gender equality and HIV/AIDS are managed by the programme areas, based on the office structure.

The assessment will serve as an input to inform the next Country Programme Document (CPD), which will be aligned with the new national planning cycle, and as a strategic input for several key processes, including discussions with the Government and national partners on the post-2015 agenda. Partners expressed, both in the reference group and interviews, that the ADR may be useful in reflecting and learning about strategic issues, such as the structure of the UNDP country office which faces new challenges and programmatic shift with the organization's Strategic Plan 2014-2017.

The assessment methodology has two components: i) the assessment of UNDP contribution to the programme or thematic areas, and ii) the assessment of the quality of its contribution in the context of development results in the country. The ADR presents its findings and assessment in accordance with the evaluation criteria listed below, based on an analysis by CPD and CPAP result areas, in order to generate conclusions and recommendations for future action.

The ADR first assessed the effectiveness of UNDP contribution to development results in the Dominican Republic through its programme activities. To do so, the evaluation paid particular attention to the contribution related to the general vision of UNDP in terms of poverty reduction and the promotion of gender equality and the empowerment of women.

The ADR also assessed the quality of the contribution of UNDP based on the following three criteria:

- **Relevance** of the UNDP results for country needs and national priorities.
- **Efficiency** of UNDP interventions in terms of use of human and financial resources.
- **Sustainability** of the results to which UNDP has contributed.

The ADR assessed the factors that explain UNDP performance and the principles of participation defined in the Strategic Plan. For example, in addition to assessing the contribution of UNDP to **gender equality** and the empowerment of women, the ADR valued gender as a factor influencing the performance of the organization. This included, for each programme outcome in the country, an analysis of how UNDP has mainstreamed gender in its programmes and operations. The ADR also analysed **UNDP's strategic positioning** from the perspective of the organization's mandate, as well as the established and emerging development needs and priorities in the Dominican Republic. This implied a systematic analysis of UNDP positioning in the area of development and national policy, and of the strategies adopted by the organization to optimize its contributions. The ADR specifically studied good practices and lessons learned from cooperation that takes place outside of projects (*soft*) – widely associated with the UNDP contribution through its strategic positioning, which can be applied to other contexts, countries and regions. Finally, the ADR considered the impact of management practices on achieving programme objectives.

In doing so, the **country-specific factors** that influenced UNDP performance were identified:

- The added value of UNDP considering the status of the Dominican Republic as an upper-middle-income country, the role of the UNDP Resident Representative as Coordinator of the United Nations System (UNS) and its responsiveness to emerging national development priorities.

- The role and results of UNDP support activities that are not projects (soft type).
- The institutional context, the different interests of social policy and civil society.
- The 2010 earthquake in Haiti and disasters linked to climate change vulnerability, which intensified the flows of persons across the border and affected the operations of UNDP and the dynamics of bilateral relations.
- Development dynamics. The country has grown in economic terms, but with limited income redistribution, and gender gaps remain, as well as the need to include natural resource management and risk management in a programmatic agenda aimed at promoting sustainable development.
- The added value of UNDP and comparative advantages in the Dominican Republic in the context of participation in the process of harmonization with the National Development Strategy.

The ADR assessed the results of the 2012-2017 CPD linked to the results of the previous programme cycle, in particular, relevant projects and support activities for the current country programme. To do this, outcome documents were produced, examining the progress of the programme in relation to each outcome and the contribution of UNDP to that change since 2007. In addition, maps of the assumptions made about the desired change and causal links expected for some outcomes in the 2012-2017 programme were designed for some outcomes in the UNDP country programme, which served as the basis for data collection and for testing the theories that supported the changes found. The emphasis of this ADR is both on accountability and strategic perspectives for the future, using lessons learned.

The presence of sufficient programme **evaluability** made it possible to assess the contribution of UNDP to achieving results at the programme level and compare baselines and targets for outcome indicators in the CPD 2012-2016. The advances reported concern the degree of achieve-

ment of the targets by the deadline of 30 June 2015. Since progress in achieving results often takes time, the quantitative assessments at the programme level are supported by qualitative assessments to improve inclusion of UNDP contributions beyond projects. The assessments explain the contributions of the various partners, identifying those in which UNDP has played a leading role, carried out with national partners and emphasizing the case of interagency programmes and projects. The thematic focus of the results framework has been consistent over the two periods assessed. The results of the current period were aligned with UNDP's four focus areas. The outcome statement for 2007-2011 was formulated in terms of general institutional changes through capacity strengthening and, in most cases, lacks measurable indicators. Conversely, outcomes in the current period are time-bound, concentrated and have specific target populations. CPD and CPAP outcome indicators are reflected in the results-oriented annual reports (ROAR) but are not always consistent.

Most existing assessments focus on environment-related areas at the project level. There was little evaluative data available in the areas of vulnerable groups and empowerment of women outside of a few national macro indicators. In the area of democratic governance, the work was focused on supporting government agencies and included some recent studies that are project outputs. Good context data was available. According to the World Bank scoring system, the Dominican Republic has improved source data and frequency, which is above the regional average. This is reflected in the amount and regularity of social development data accessible to the public through the National Statistics Office, including statistics on poverty and inequality, demographic and health surveys and demographic information. A good historical memory about the country programme was also available since most programme officers have been in their positions or with UNDP for periods ranging between five and 20 years.

The final sample of projects reviewed for the ADR was established based on two criteria: an

intentional list proposed by the UNDP country office and another semi-intentional list randomly established by the evaluation team, ensuring a balanced representation based on (a) programme coverage (projects covering different components and crosscutting areas); (b) budget elements (wide range of projects, from large ones to smaller pilots); (c) geographical coverage (national projects, projects based in the capital city or other major cities, regional and local projects); (d) maturity (completed and active projects); (e) coverage of the previous (2007-2011) and the current (2012-2016) cycles; and (f) successful and challenging projects, especially in cases that may be used as good practices and provide lessons learned. In the end, 53 projects and initiatives were assessed. Data collection was based on a methodological triangulation with quantitative and qualitative methods, including: 105 interviews (individual and focus group discussions totalling about 150 people between implementation partners and beneficiaries, and including field visits to projects and in strategic areas with representatives of government, civil society organizations (including some journalists), academia, UN agencies and donors in the country programme; and field observation in selected project and activity sites to obtain first-hand observation.

All findings of the evaluation were supported with evidence to ensure a coherent and consistent analysis of the issues subject to evaluation by means of triangulation. Attention has also been paid to identifying the factors that influenced UNDP performance.

A participatory approach was adopted in the design, implementation and presentation of the process and report. In order to facilitate and strengthen ownership, DIGECCOM, part of the Ministry of Economy, Planning and Development (MEPyD), was the national focal point for the ADR and part of a reference group. The group also included representatives of civil society, academia, other UN agencies and donors, who participated actively and made important contributions to the ADR process.

CONCLUSIONS AND RECOMMENDATIONS

The Dominican Republic is classified by the World Bank as an upper-middle-income country, and UNDP has placed it for the first time among countries with a high Human Development Index (HDI). This means less access to funding sources and, therefore, poses the challenge of optimizing cooperation resources. However, there are challenges that are typical of developing countries rather than of an upper-middle-income country. *“Human development is about much more than the rise or fall of national incomes. It is about creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests.”* (ECLAC report, 2012).

The Dominican Republic exhibits relevant inequalities and challenges that – despite the considerable efforts of the Government and its partners, and significant support of UNDP – still need time, effort and resources to be resolved satisfactorily. It is very difficult to agree with the country classification of medium-high-income economy given the large disparities in income distribution. Further, it fails to capture the socioeconomic inequalities that remain as major development challenges. In addition, the Dominican Republic shares the island territory with Haiti, a country with not only development but emergency challenges, and whose population continues to migrate to the Dominican Republic in an attempt to overcome scarcity.

UNDP should work on the identification of the main gaps in national development in order to propose initiatives as an alternative to the classification as an upper-middle-income country, so that national partners can establish a dialogue at the international level with proposals for innovative development mechanisms. There is a great contrast in the country between the most modern and distinguished neighbourhoods and areas with tourist potential, on one side, and major pockets of poverty on the other. A significant part of the Dominican population is still developing their capacities, livelihoods and living environ-

ments, which requires major efforts in the area of poverty and human development. Public policies that target vulnerable groups through the life cycle (children, youth, especially young job seekers, women and the elderly) are still needed. This is an important challenge for UNDP, since it suggests that the same lines of past and current programme be maintained, as also expressed in the UNDAF, while new opportunities and strategic directions are explored. This is also a huge opportunity for UNDP and of becoming a successful example of a country that will have achieved full development.

To help meet the challenges posed by the great social and economic disparities, as well as environmental challenges, UNDP, including its country office staff, should reflect upon this diversity to ensure the relevance of its efforts in overcoming these challenges. This includes the need to continue efforts in the areas of human development and poverty within the next UNDAF and UNDP CPD.

CONCLUSIONS

Conclusion 1. There is broad recognition of the contribution of UNDP to the Dominican Republic, highlighting the value added of its contribution to political dialogue and the facilitation of the design and implementation of public policies and national, institutional and legal frameworks, with a focus on human rights and sustainable human development.

Conclusion 2. The performance of the UNDP country office in the Dominican Republic during the evaluation period (2007-2015) was generally very good. In particular, relevance was valued as very high, effectiveness as high, efficiency as high in most cases and sustainability as medium to high. The greatest opportunities for improvement, in order to maintain results in the future, are in the areas of ownership and sustainability of the interventions supported by UNDP.

Conclusion 3. Significant progress was recognized in the work of United Nations Country Team (UNCT) Resident Coordinator and other donors. Following the leadership assumed for

humanitarian aid after the 2010 Haiti earthquake, the Resident Coordinator's Office has played a key role as spokesperson for the UN system, based on the separation of the roles of UNDP Resident Representative and Resident Coordinator, and the respect for the spaces of the areas of intervention of each UN agency.

Conclusion 4. The support of the Dominican Republic to Haiti in crisis management and recovery has been and will remain crucial for both countries. These actions already show a shift in the national interest on the issue of comprehensive risk management and the relations between the two countries after the earthquake.

Conclusion 5. There is evidence of relevant initiatives in South-South cooperation; however, further efforts are required to take advantage of the UNDP knowledge network at the international level and, in particular, in the Latin American and Caribbean region, which is considered one of the main added values of UNDP.

Conclusion 6. UNDP makes a significant contribution to institutional strengthening and gender and human rights mainstreaming; however, outcomes in these areas can be improved.

Conclusion 7. The Dominican Government appreciates UNDP support in monitoring compliance with the commitments made by the country in international conferences, such as Rio+20 and the Millennium Development Goals, as well as its participation in the definition process of the Sustainable Development Goals (SDGs).

Conclusion 8. The UNDP country office is changing its structure to meet the challenge of contributing to eradicating poverty and reducing inequality and exclusion through the new paradigm of sustainable human development, combining sustainable employment with human development.

Conclusion 9. The UNDP cooperation programmes have been flexible in incorporating changes resulting from the political situation.

RECOMMENDATIONS

Recommendation 1. Identify new and innovative ways to ensure ownership and sustainability in the implementation of plans, programmes and projects under the paradigm of Sustainable Human Development (SHD) and the SDGs, as well as initiatives and processes supported by UNDP, both with the Dominican Government and civil society and non-governmental organizations (NGOs).

Management Response: To ensure the sustainability of actions, it is crucial to develop alliances and maintain close working relationships with government agencies that have a mandate in the areas of intervention and strengthen their capacities in order to increase their empowerment. Similarly, collaboration with civil society organizations and NGOs with key influence on issues and areas prioritized by UNDP should be strengthened through institutional strengthening and knowledge transfer to improve national capacities.

Recommendation 2. For the next programming cycle, keep the focus on SHD, an area in which UNDP has national leadership and brings added value.

Management Response: In response to national priorities, strengthen inclusion, specifically, actions on multidimensional poverty, with a special focus on vulnerable groups such as children, adolescents, youth and the elderly, with gender mainstreaming and respect for human rights (economic, political, social, civil and cultural) to ensure equality and inclusion. Specific actions in the area of gender equality and empowerment of women are also relevant, as well as in the area of environment and integrated risk management. It is important to schedule actions in the area of job creation (market and trade) and sustainable livelihoods, as mechanisms for economic growth and inclusive development, and to increase governance levels in aspects of social policy, justice and development in the context of the SDGs in an integrated manner.

It is also important to position SHD and SDGs through knowledge management initiatives that include research and development of national capac-

ity for managing the new development paradigm promoted by UNDP. In addition, it is important to use national instruments to focus the interventions, and maintain their support for the formulation and implementation of Territorial Planning and Land Use Plans and the approval of the Unique Planning Regions, in order to optimize development results.

Recommendation 3. Define a strategy for gender mainstreaming in the country office that is aligned with the UNDP Gender Equality Strategy (2014–2017), defining the office’s gender priorities, and design instruments for its implementation in all programme areas, in line with corporate strategy.

Management Response: In this context, UNDP can explore different lines of action: i) develop a roadmap for the design of projects that ensure gender mainstreaming throughout the project cycle; ii) identify national bodies or partnerships that promote gender equality in all programme areas, not only because they support the execution and implementation of UNDP projects on gender, but because, in turn, gender skills and capacities are installed in institutional dynamics; iii) include qualitative gender indicators in monitoring systems; iv) provide gender training tailored to specific areas of work of the staff, i.e., that they can apply the knowledge acquired in their daily work; v) ensure that, to the extent possible, all programme areas have staff trained and/or with experience in gender issues and, when hiring new staff, consider making training and experience in gender a prerequisite; vi) prepare gender-sensitive budgets (for example, an initial proposal could be to have a percentage of each programme area for a gender component), and vii) prepare an annual report on the gender marker that evidences the progress or setbacks in this area by programme area.

Recommendation 4. Develop a conceptual framework that unifies the criteria to address institutional strengthening, for all UNDP programme areas, and defines clear guidelines for action (standards, rules, procedures, values, etc.) in the implementation of institutional strengthening efforts with a focus on human rights and gender.

Management Response: The projects aimed at institutional strengthening encompass a broad and diverse thematic framework. It would be advisable to define a clear profile with specific guidelines on how to strategically address institutional strengthening based on a human rights and gender approach. This involves working not only with governmental actors, which without any doubt are central to ensuring that social needs and demands are met, but also with other key social and economic stakeholders with the capacity to demand rights, duties and responsibilities in the political sphere. Defining a conceptual framework in this regard will make it possible to better identify the specific problems of the target population and context of the relationships of all key stakeholders, in order to understand the extent and impact of processes. It will also make it possible to know what institutions need more support, how and what specifically (standards, rules, procedures, values, etc.). Also, establishing strategic intervention guidelines will facilitate the measurement of progress, detection of obstacles, and checks and balances between the various parties involved. It is important to note that these types of projects, by their nature, are more process-oriented than short-term results. Therefore, a more strategic and process-oriented vision will ensure that external factors that usually affect these interventions at many levels, especially in terms of sustainability, are not underestimated. A broader vision framework will support the design of output strategies more consistent with their context.

Some lines of action in this regard include: i) establish basic criteria, defined by UNDP, for the timely contracting of national or international technical assistance, or capacity development of staff from institutions, so that decisions are made based on institutional criteria that respond to a strategy of ownership and strengthening of national capacities for institutions to sustain results over time; ii) establish basic criteria for intervention approaches that are not affected by changes in the technical staff of UNDP, to avoid unnecessary delays in project implementation, and iii) establish criteria for the design of projects related to the optimization of national planning and budgetary allocation; for example when an initiative links government agencies with counterpart contributions, it must be ensured that

the project is coded in the National Public Investment System (SNIP code). It is also appropriate to establish an accounting system adapted to the demands of donors from the outset.

Recommendation 5. Maintain the strategic alliances in multiple working areas developed by UNDP with the Government, donors and other partners, and at the same time strengthen their relationship with the direct beneficiaries. The level of UNDP collaboration with the Government is high and is estimated at about three quarters of the UNDP programme. Equally relevant is the contribution of UNDP to the administration of the resources provided to the country by other donors. In this context, it is important that UNDP continue its efforts to mobilize resources in order to cope with the reduction of UNDP core funding, especially now that the country is classified as upper-middle-income.

Management Response: Very few UNDP initiatives are direct execution, therefore, in nationally executed projects it is important to clearly define a component on UNDP visibility with partners and beneficiaries, so that direct beneficiaries recognize the support of the organization in its development process and facilitate UNDP accountability at the corporate level.

It is important to strengthen UNDP's role as facilitator in the formulation, implementation and evaluation of projects with major institutions and stakeholders to clearly establish the expectations and scope of support, based on a more consultative and participatory process in the design of projects with key partners. Similarly, the scope of UNDP cooperation in initiatives in which the organization assumes a role in analysing and responding to conflict resolution must be better defined.

Recommendation 6. UNDP in the Dominican Republic needs a better strategy to take advantage of its potential country networks. It is important to promote South-South cooperation in both directions, so that Dominican projects can benefit from the experiences of

other countries and for UNDP to promote the systematization of the development results of its projects to identify good practices that can be replicated in other countries.

Management Response: For example, UNDP must work on sharing good local management practices in the country office between the various areas of cooperation because some projects have had valuable community work practices, such as ART and SGP, that can be used by other projects. Similarly, there are significant challenges in integrated risk management and post-disaster recovery that can benefit from greater SSC efforts.

Recommendation 7. Continue to institutionalize the resident coordination role of the UNCT to optimize the coordination of agencies, funds and programmes, project a comprehensive vision of the UN system before the Dominican Government and facilitate dialogue with the UNCT-Haiti so that efforts continue to include the binational issue in UNCT programming in general and UNDP programming in particular, in order to improve the analysis of the development problems and challenges common to the two countries, in support of binational initiatives led by the Dominican Republic to address the Haiti challenge.

Management Response: The Resident Coordinator has been successful in identifying mechanisms to differentiate its role within the UNCT and as UNDP representative. However, it is important to institutionalize these mechanisms to effectively articulate the response of the UN system, which will facilitate the ability to dialogue with the Dominican Government and other national institutions, as well as with the UNCT in the Dominican Republic and the UNCT in Haiti. The development of the UNDAF 2017-2022 provides a good opportunity in this regard. It is also important that the UNCT in the Dominican Republic has a comprehensive vision and a clear definition of the priorities to facilitate dialogue with the UNCT in Haiti on specific topics, in addition to being creative in identifying opportunities for the development of both countries, drawing on the experiences of agencies that, individually, have initiatives

in Haiti. It is necessary to find areas of shared benefits in which both UNCTs can focus and work together. Some relevant areas that are being addressed, such as the environment (reforestation) and documentation of immigrants, should continue; others, such as customs management, employment and development of markets and shops across the border, are potential areas for the work of the United Nations.

Recommendation 8. Work on the definition of the main development gaps at the national level in order to identify innovative mechanisms to address development challenges.

Management Response: It is necessary to address the remaining tasks regarding the distribution of income and multidimensional poverty and inequalities at the socioeconomic level, which remain major development challenges despite the classification of the country as upper-middle-income by the World Bank and its high UNDP Human Development Index. The country's classification as upper-middle-income means that there will be less access to funding sources and, therefore, poses the challenge of optimizing cooperation resources.

Recommendation 9. Continue to optimize the organizational and functional structure of the country office to provide a qualitative response to new corporate challenges facing UNDP and the Dominican Republic as an upper-middle-income country, to think as One United Nations and become its technical and operational expression in implementing the paradigm of SHD.

Management Response: In this context, it is important to continue to strengthen the competence of the country office to participate in the national debate on sustainable human development and the 2030 Agenda, with the SDGs as country commitments to be monitored by UNDP, and position these concepts to achieve their ownership in the national development agenda. Sustainable development is complemented and reinforced by the concept of human development and focuses on the concept of expanding people's choices, considering both the formation and

use of new human capacities. UNDP formulations of the UNDAF and CPD for the next cooperation cycle provide an excellent opportunity to strategically reflect with key stakeholders on the substantive contribution of UNDP to national development.

It is equally important to strengthen the technical capacities of the country office in the areas of job creation and sustainable livelihoods for poverty reduction; gender equality, empowerment of women and other vulnerable groups, with particular attention to people living with HIV/AIDS and their economic, political, social, civil and cultural rights, as well as mainstreaming gender and institutional strengthening as essential principles of sustainable human development; and democratic governance to ensure social and economic inclusion. Training in effective conflict resolution for binational work may also be relevant. In addition, it is important to improve the institutional effectiveness of the country office by strengthening its operational capacity to effectively implement programmes while maintaining flexibility in programmatic and operational processes, which is an important added value of UNDP's work.

Another aspect to consider is to continue investing in the development of technical leadership for the most important issues of the UNDP programme, maintaining the capacity to coordinate with high-level stakeholders, especially the Government, who are very satisfied with the monitoring and administrative support provided by UNDP (for example, in the areas of sustainable development and climate change). In this sense, we must continue working to identify and strengthen the capacity of UNDP technical staff, taking into account the diversity and composition of the country in economic, social and cultural terms. In this sense, these professionals serve as reference points on issues that the organization wants to position on the national agenda in order to project the broad technical expertise that UNDP has to address national development priorities, and remembering that senior staff with a strong academic background and strong knowledge of the Dominican reality, contribute to facilitating high-level dialogue with technicians in the Dominican Government on the implementation of projects.

Chapter 1

INTRODUCTION

1.1 OBJECTIVES OF THE EVALUATION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts Assessments of Development Results (ADR) to collect and share evidence of the contribution of UNDP to development results in the countries where it operates, and of the efficiency of its strategies to facilitate and mobilize national efforts to achieve these results. The purposes of the ADR are to:

- Provide substantive support to the Administrator's accountability function in reporting to the Executive Board;
- Support greater UNDP accountability to national stakeholders and development partners;
- Serve as a means of quality assurance for UNDP interventions in the country;
- Contribute to corporate, regional and national learning, and to develop the new country programme.

ADRs are independent evaluations performed under the general provisions of the UNDP evaluation policy. The IEO is independent of the UNDP administration and is led by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is twofold: (a) to provide the Executive Board with valid and credible information obtained from assessments to ensure accountability, inform decision-making and corporate improvement, and (b) strengthen the independence, credibility and usefulness of the evaluation function, as well as its consistency, harmonization and alignment in support of the UN reform and national ownership. The IEO develops the ADRs in collaboration with the Government of the country and other rele-

vant national partners. This is the first ADR to be conducted in the Dominican Republic and was carried out in close collaboration with the Dominican Government, the UNDP country office and the Regional Bureau for Latin America and the Caribbean (RBLAC).

1.2 SCOPE OF THE EVALUATION

The ADR assessed two programme cycles in the country: the current cycle and the previous one. During the preparatory mission in Santo Domingo (from 9 to 14 February 2015), it was agreed with partners that the ADR would focus on the last three and a half years of activity in the current programme cycle (2012–2016, which will be extended to 2017), with 30 June 2015 as the deadline for the assessment of results, and major projects and activities developed during the previous programme cycle (2007–2011). The evaluation reviewed a sample of 53 projects and activities from both the past and current cycle, including interagency activities, since new and current projects are often based on past results and lessons.

The final sample of projects reviewed for the ADR was established based on two criteria: an intentional list proposed by the UNDP country office and another semi-intentional list randomly established by the evaluation team, ensuring a balanced representation based on (a) programme coverage (projects covering different components and crosscutting areas); (b) budget elements (wide range of projects, from large ones to smaller pilots); (c) geographical coverage (national projects, projects based in the capital city or other major cities, regional and local projects); (d) maturity (completed and active projects); (e) coverage of the previous (2007–2011) and the current (2012–2016) cycles; and

(f) successful and challenging projects, especially in cases that may be used as good practices and provide lessons learned. The first sample originally included approximately 40 projects but was expanded during the assessment mission to 53 projects and initiatives that were considered necessary in order to include and validate more areas of UNDP intervention, as well as additional projects and activities that helped to provide a comprehensive view of the programme.

The assessment examined the contribution of UNDP against a set of outcomes and assessed its performance against those results. In the case of the Dominican Republic, the outcomes articulated in the Country Programme Action Plan (CPAP) (11 in the current cycle) and cross-cutting issues of human development, gender equality and HIV/AIDS are managed by the programme areas, based on the office structure, as shown in Table 1.

The assessment will serve as an input to inform the next Country Programme Document (CPD), which will be aligned with the new national planning cycle, and as a strategic input for several key processes, including discussions with the Government and national partners on the post-2015 agenda. Partners expressed, both in the reference group¹ and interviews, that the ADR may be useful in reflecting and learning about strategic issues, such as the structure the UNDP country office needed to face the new challenges and programmatic with the organization's Strategic Plan 2014-2017.

The assessment methodology has two components: i) the assessment of UNDP contribution to the programme or thematic areas and ii) the assessment of the quality of its contribution in the context of development results in the country. The ADR presents its findings and assessment

in accordance with the evaluation criteria listed below, based on an analysis by CPD and CPAP result areas, in order to generate conclusions and recommendations for future action.

The ADR first assessed the **effectiveness** of UNDP contribution to development results in the Dominican Republic through its programme activities. To do so, the evaluation paid particular attention to the contribution related to the general vision of UNDP in terms of poverty reduction and the promotion of gender equality and the empowerment of women.

The ADR also assessed the quality of the contribution of UNDP based on the following three criteria:

- **Relevance** of the UNDP results for country needs and national priorities.
- **Efficiency** of UNDP interventions in terms of use of human and financial resources.
- **Sustainability** of the results to which UNDP has contributed.

The evaluation uses a scoring system based on the measurement of satisfaction through ADR standard evaluation criteria (effectiveness and quality, including relevance, efficiency and sustainability). The operational definitions of scores are qualitative and certain scores use proportions to define the programme's performance. In determining the score, evaluators may use weights; for example, the weights of larger activities over the smaller ones in the context of a specific outcome².

The ADR assessed the factors that explain UNDP performance and the principles of participation defined in the Strategic Plan. For example, in addition to assessing the contribution of UNDP to **gender equality** and the empower-

1 The reference group consisted of Ivett Subero (DIGECO-MEPyD), Sixto Incháustegui (Jaragua Group/IUCN), Rafael Toribio (INTEC), Carlos Cano (AECID) and Eduardo Gallardo (UNICEF).

2 See https://info.undp.org/sites/ieo/adr/_layouts/15/WopiFrame.aspx?sourcedoc=/sites/ieo/adr/Shared%20Documents/Templates%20and%20examples/ADR%20Rating%20System.docx&action=default.

ment of women, the ADR valued gender as a factor influencing the performance of the organization. This included, for each programme outcome in the country, an analysis of how UNDP has mainstreamed gender in its programmes and operations. The ADR also analysed UNDP's **strategic positioning** from the perspective of the organization's mandate, as well as the established and emerging development needs and priorities in the Dominican Republic. This implied a systematic analysis of UNDP positioning in the area of development and national policy, and of the strategies adopted by the organization to optimize its contributions. The ADR specifically studied good practices and lessons learned from cooperation that takes place outside of projects (*soft*³) – widely associated with the UNDP contribution through its strategic positioning, which can be applied to other contexts, countries and regions. Finally, the ADR considered the impact of management practices on achieving programme objectives. In doing so, the country-specific factors that influenced UNDP performance were identified:

- The added value of UNDP considering the status of the Dominican Republic as an upper-middle-income country, the role of the UNDP Resident Representative as Coordinator of the United Nations System (UNS) and its responsiveness to emerging national development priorities.
- The role and results of UNDP support activities that are not projects (soft type).
- The institutional context, the different interests of social policy and civil society.
- The 2010 earthquake in Haiti and disasters linked to climate change vulnerability, which intensified the flows of persons across the border and affected the operations of UNDP and the dynamics of bilateral relations.
- Ruling 0168-13 of the Dominican Constitutional Court, which has implications retroactive to 1929 on the nationality of the descendants of Haitian migrants, the implementation of the National Plan for the Regularization of Foreigners (PNRE) (Decree No. 327-13) and law No. 169-14 and its Implementing Regulations (Decree No. 250-14), which establishes a special regime for the benefit of non-resident foreigners born in the country between June 1929 and April 2007. All this represented a significant and un-programmed workload for UNDP and the Resident Coordinator.
- Development dynamics. The country has grown in economic terms and has increased social spending, especially in recent years; however, progress in income redistribution is slow because, although improvements in poverty reduction are reported, the country has no systematic wealth redistribution policies to tackle inequality. Similarly, gender gaps remain, as well as the need to include natural resource management and risk management in a programmatic agenda aimed at promoting sustainable development.
- The added value of UNDP and comparative advantages in the Dominican Republic in the context of participation in the process of harmonization with the National Development Strategy.

The ADR assessed the results of the 2012-2017 CPD linked to the results of the previous programme cycle. To do this, outcome documents were produced for the results in Table 1, examining the progress of the programme in relation to each outcome and the contribution of UNDP to that change since 2007. Maps of the assumptions made about the desired change⁴ and causal links expected for

3 The ADR has specifically studied good practices and lessons learned from soft interventions, which support, facilitate and promote development processes and strengthen public policies and institutions. It typically takes these processes more time to become established and operational, and are often outside the scope of specific projects, widely associated with the contribution made by UNDP through its role of strategic positioning and that can be replicated in other countries and regions.

4 Also known as Theory of Change.

some outcomes in the 2012-2017 programme were designed for some outcomes in the UNDP country programme, which served as the basis for data collection and to test the theories that supported the changes found. The emphasis of this ADR is both on accountability and strategic perspectives for the future.

The presence of an ideal context in terms of programme **evaluability** made it possible to assess

the contribution of UNDP to achieving results at the programme level and compare baselines and targets for outcome indicators in the CPD 2012-2016. The advances reported concern the degree of achievement of the targets by the deadline of 30 June 2015. Since progress in achieving results often take time to materialize, the quantitative assessments at the programme level are supported by qualitative assessments to improve inclusion of UNDP contributions beyond projects.

Table 1. Programme Budget and Expenditure According to Results (2007-2014)⁵					
2007-2011			2012-2017		
UNDAF/UNDP CPAP Outcomes	CPAP budget (US\$)	Expenditure 2007-2011 (US\$)	UNDAF/UNDP CPAP Outcomes	Budget CPAP (US\$)	Expenditure 2012-2014 (US\$)
Area 1: Social and economic inclusion					
26 – Political commitment and national capacities strengthened to guarantee all citizens the right to prevention and the right to receive care for people living with HIV/AIDS and individuals infected with the virus.	11,000,000	2,632,676	41 – By 2016, Dominicans, especially vulnerable groups, have greater access to comprehensive quality health services within a framework of inclusive policies and a human rights-based approach.	15,900,000	5,782,021
34 – National capacities strengthened, at the local and central level, to ensure quality, access and management of social services.	13,000,000	150,269			
28 – Appropriate development model to meet emerging international challenges in the context of human development and a knowledge-based society.	0	4,993,807	38 – By 2016, the poor benefit from sustainable economic growth with equal opportunities.		51,791,258
29 – National capacities strengthened at the local and central level, for increased and sustainable social investment, improved management and efficient budget allocation and use towards achieving the MDGs.	3,457,000	28,005,567			
Subtotal	27,457,000	35,782,319		15,900,000	57,573,280

(continued)

⁵ This table shows data available through the end of December 2014. The ADR takes into account figures updated to June 2015.

Table 1. Programme Budget and Expenditure According to Results (2007-2014)

2007-2011			2012-2017		
UNDAF/UNDP CPAP Outcomes	CPAP budget (US\$)	Expenditure 2007-2011 (US\$)	UNDAF/UNDP CPAP Outcomes	Budget CPAP (US\$)	Expenditure 2012-2014 (US\$)
Area 2: Empowerment of women and vulnerable groups⁶					
			42 – By 2016, women enjoy equal access and opportunities for insertion in the labour market, with advances towards guaranteeing the rights of women workers in the informal sector of the economy.	1,450,000	183,914
			44 – By 2016, the Dominican population groups in situations of vulnerability advance the exercise of their rights without discrimination.		80,292
			43 – By 2016, the State and society advance the promotion of public awareness and the development of effective tools to prevent and combat violence against women.		10,000
			Subtotal	1,450,000	274,206
Area 3: Democratic governance					
32 – Civil society and political parties strengthened to be able to demand respect for human rights and participate in the mechanisms of social, political and economic governance.	800,000	2,181,008	35 – By 2016, Dominicans have more effective and efficient institutions at the central and local level, as well as transparent accountability mechanisms.	16,750,000	16,551,385
33 – State strengthened at the central and local level, and greater efficiency, equity and transparency in achieving the MDGs.	550,000	3,299,016			
31 – Sustainable public policies and capacities established to promote the rule of law in the context of human rights, gender equality and reduced disparities at the central and local level.	2,300,000	7,488,877			

(continued)

6 Specific instruments will be used to capture the ‘crosscutting’ element in this area, which is inherent in other areas.

Table 1. Programme Budget and Expenditure According to Results (2007-2014)

2007-2011			2012-2017		
UNDAF/UNDP CPAP Outcomes	CPAP budget (US\$)	Expenditure 2007-2011 (US\$)	UNDAF/UNDP CPAP Outcomes	Budget CPAP (US\$)	Expenditure 2012-2014 (US\$)
Area 3: Democratic governance (continued)					
			36 – By 2016, the Dominican Republic has a justice and security system that guarantees respect for rights and compliance with the law.		15,998
			37 – By 2016, children, adolescents and young people have mechanisms for social, political and institutional participation, to build a progressive citizenship and create a new leadership.		967
Subtotal	3,650,000	12,968,901		16,750,000	16,568,350
Area 4: Sustainable development and risk management					
30 – National capacity strengthened to manage the environment.	19,996,000	8,824,717	45 – By 2016, the State and civil society participate in and benefit from sustainable management of the environment.	27,225,000	9,123,768
			46 – By 2016, the Dominican Republic will have strengthened its capacity to mitigate and adapt to climate change.		2,390,822
24 – Improve the national and local capacity for risk reduction, prevention and preparedness, including a plan for emergencies and disasters.	7,373,000	12,302,475	47 – By 2016, the Dominican Republic will have reduced the effects of disasters on the population and strengthened its ability to manage risk in a coordinated and integrated manner.		4,924,943
Subtotal	27,369,000	21,127,192		27,225,000	16,439,533
TOTAL	58,476,000	69,878,413		61,325,000	90,855,370

Sources: UNDP UNDAF and CPAP for Dominican Republic; Atlas (2015)

The assessments explain the contributions of the various partners, identifying those in which UNDP has played a leading role, carried out with national partners and emphasizing the case of interagency programmes and projects. The thematic focus of the results framework has been consistent over the two periods assessed. The results of the current period were aligned with UNDP's four focus areas. The outcome statement for 2007-2011 was formulated in terms of general institutional changes through capacity strengthening and, in most cases, lacks measurable indicators. Conversely, outcomes in the current period are time-bound, concentrated and have specific target populations. CPD and CPAP outcome indicators are reflected in the results-oriented annual reports (ROAR) but are not always consistent.

Most existing assessments⁷ focus on environment-related areas at the project level. There was little evaluative data available in the areas of vulnerable groups and empowerment of women outside of a few national macro indicators. In the area of democratic governance, the work was focused on supporting government agencies and included some recent studies that are project outputs.

Good context data was available. According to the World Bank scoring system, the Dominican Republic has improved source data and frequency, which is above the regional average. This is reflected in the amount and regularity of social development data accessible to the public through the National Statistics Office, including statistics on poverty and inequality, demographic

and health surveys and demographic information. A good historical memory about the country programme was also available since most programme officers have been in their positions or with UNDP for periods ranging between five and 20 years.

In general, ROARs are complete since 2008. There are almost no outcome indicators data for 2008-2010, but since then, the data has improved despite the changing nature of indicators. The UNDP website in the Dominican Republic (www.do.undp.org) includes examples and links to project documentation and, in some cases, lists of results for projects at an advanced stage. The country office has produced reports on the work of UNDP in the Dominican Republic. These include the Human Development Reports, the review of UNDP interventions in the Dominican Republic over the last 12 years with a focus on poverty reduction, the study called 14 years of UNDP in the Dominican Republic (more focused on poverty), a case study on UNDP's work in the area of poverty, annual reports (including 2014), which summarize achievements in all programme areas, and a record of the former country office management in 2009-2010. Several socioeconomic research studies conducted in the Dominican Republic were also consulted due to the interest raised by its recent economic success, and the gap between growth and inequality.

Data collection was based on a methodological triangulation with quantitative and qualitative methods, including:

- Review of documents and reference material: country programme documents, UNDP and

7 The list of completed evaluations consulted and used by the ADR is: 00070445 - Fortalecimiento de la Cadena de Valor del Banano [Strengthening the banana value chain]; 00078678 - Evaluación Operativa del PPS-RD [Operational Evaluation of SGP-RD]; 00047680 - Demostrando manejo sostenible de tierras en las cuencas altas de la presa de Sabana Yegua [Demonstrating sustainable land management in the upper basins of the Sabana Yegua dam]; Evaluación de Efectos Ambiente, Energías Renovables y Gestión de Riesgos 2007-2011 [Environment, Renewable Energy and Risk Management Outcome Evaluation 2007-2011]; 2007-2011 UNDAF Evaluation; 00047680 - MTE Sabana Yegua; 00047486 - Manejo Sostenible de la Tierra [Sustainable Land Management]; 00062831 - Impacto de proyectos para la recuperación [Impact of recovery projects]; 00075062 - Instituciones nacionales preparadas y comunidades resilientes a sismos y tsunamis en entornos urbanos de la provincia de Puerto Plata [National institutions prepared for and communities resilient to earthquakes and tsunamis in urban areas of the province of Puerto Plata. It also includes the midterm review of the CPD and CPAP Action Plan 2012-2017, as well the UNDAF. Source: <erc.undp.org> (May 2015).

Government projects and reports, UNDP corporate documents (e.g. Global Staff Survey [GSS], the Strategic Plan, MYFFs and ROARs), past project evaluation reports, research papers and publications available for the country to compare indicators and targets.

- 105 interviews (individual and focus group discussions with the persons listed in Annex 3), totalling about 150 people between implementation partners and beneficiaries, and including field visits to projects and in strategic areas with representatives of government, civil society organizations (including some journalists), academia, UN agencies and donors in the country programme. Phone interviews with former representatives of the country office and other people with monitoring and evaluation functions were also conducted, as well as with people in Haiti.
- Field observation: the evaluation team conducted field visits to selected project and activity sites to obtain first-hand observation. Particular attention was paid to regions with high concentrations of activities and projects with partners from civil society, those where critical projects are implemented and in border areas with Haiti. Thus, interviews with beneficiaries and counterparts were performed in Mao, Community Los Miches (Dajabón), Salto de Damajagua (Puerto Plata),

Lake Enriquillo National Park (La Descubierta), Puerto Plata, Jimani, Guaraguao, Barahona (La Hoya, Bombita), Los Bateyes of Altigracia and Olivares.

All findings of the evaluation were supported with evidence to ensure a coherent and consistent analysis of the issues subject to evaluation by means of triangulation. Attention has also been paid to identifying the factors that influenced UNDP performance.

A participatory approach was adopted in the design, implementation and presentation of the process and report. In order to facilitate and strengthen ownership, DIGECOOM, part of the Ministry of Economy, Planning and Development (MEPyD⁸) was the national focal point for the ADR and part of a reference group for this ADR. The group also included representatives of civil society, academia, other UN agencies and donors, who participated actively and made important contributions to the ADR process.

This report contains an introduction to the development context and challenges in the country (Chapter 2), a review of UNDP strategies and responses to this situation (Chapter 3), a description of the results in terms of contribution to development (Chapter 4), an analysis of the positioning of UNDP (Chapter 5), and conclusions and recommendations (Chapter 6).

8 The Ministry of Economy, Planning and Development (MEPyD), the key partner of UNDP in the Dominican Republic, coordinated the process leading to the adoption of the law on the National Development Strategy (END). The MEPyD has been mandated, among other things, to lead and coordinate the development, management, monitoring and evaluation of macroeconomic policies and sustainable development. The MEPyD is the governing body of the National Planning and Public Investment System, created by Law 498-06 in 2006, as the national framework for the development and assessment of economic policies, objectives and development priorities in the country.

Chapter 2

NATIONAL DEVELOPMENT CONTEXT

2.1 DEMOGRAPHIC AND GEOGRAPHIC BACKGROUND

The Dominican Republic is a nation of 48,192 square kilometres, located in the Caribbean, on the island of Hispaniola, which it shares with Haiti. As of 2014, the country has a population of 10.40 million, of which 3 million live in the metropolitan area of Santo Domingo.

According to the National Immigrant Survey (2012), 5.4 percent of the population living in

the Dominican Republic (524,632 people) were born in another country; of these, 87.34 percent (458,233 people) were born in Haiti, the poorest country in the region (Table 2).

The country is vulnerable to natural disasters because of its geographical location in the 'hurricane corridor', and in a seismically active zone. Tropical storms, floods and hurricanes have had a major impact and have historically affected thousands of lives and caused severe damage to the

Table 2. Summary of Demographic, Economic and Social Indicators

Indicators	Data
Population (estimated 2014)	10,405,943
Area (km ²)	48,192
Population growth rate (% annual average, 2010-2015)	1.2
Population 0-14 years (% , 2013)	30.2
Urban population (% , 2013)	70.8
Fertility rate, total (births per woman, 2010-2015)	2.5
Life expectancy at birth (2014)	72.8
Public expenditure on education (% of GDP, 2015)	4.1
Public health expenditure (% of GDP, 2013)	1.6
Total population born in other countries (people, 2012)	524,632
Seats held by women in national parliaments (% , 2014))	20.8
GDP per capita (current US\$, 2014)	6,147
Debt to GDP (% , 2014)	48.5
Extended/open unemployment rate (% , 2014)	14.5/6.4
Women's extended/open unemployment rate (% , 2014)	23.1/9.5
Men's extended/open unemployment rate (% , 2014)	8.7/4.5
Percentage of people living in extreme/general monetary poverty (official line, 2015)	5.8/32.1

Source: MEPyD; ONE; and World Bank. Website <http://datos.bancomundial.org/indicador/NY.GDP.PCAP.CD>

country's infrastructure. The island is located on several plates that represent a direct seismic hazard, capable of producing high-magnitude earthquakes, such as the most recent earthquake, of magnitude 7, which occurred in Haiti in 2010.⁹ Between 1980 and 2008, 40 events affected 2.65 million people with economic losses estimated at US\$2,560 million. A recent assessment of vulnerability to climate change suggests that it is possible that systems with already sensitive conditions are disproportionately affected as a result of the frequency and intensity of floods caused by the combination of more intense storms and environmental degradation.

2.2 POLITICAL AND ECONOMIC CONTEXT

POLITICAL CONTEXT

Since the 1990s, the Dominican Republic has continued to consolidate its democratic institutions. In 1996, Leonel Fernandez of the Dominican Liberation Party (PLD) succeeded Joaquin Balaguer (head of State in the periods 1966-1978 and 1986-1996) as president. Hipolito Mejia of the Dominican Revolutionary Party (PRD) was elected for the next presidential term (2000-2004) and was succeeded, in 2004, by Fernandez, who returned to power for two consecutive terms (2004-2008 and 2008-2012). Danilo Medina (PLD) assumed the presidency in 2012, after winning 53.8 percent of the vote. General elections are scheduled for 2016 (presidential, congressional, municipal and overseas deputies). This is the first time in 20 years¹⁰ that all authorities will be elected simultaneously

because, since 1996, the presidential election and congressional and municipal elections were held two years apart.

ECONOMIC CONTEXT

In the last two decades, the country has registered one of the highest rates of economic growth in the region, which has led the Dominican Republic to achieve the status of an upper-middle-income country. Between 1991 and 2013, the country had an average GDP growth of 5.5 percent, along with a steady increase in per capita GDP, surpassing US\$12,000 in 2014¹¹. After a decade of growth and relative macroeconomic stability in the 1990s, the Dominican economy experienced several crises, including the banking crisis in 2003, which involved a drop in GDP growth and increased poverty (Figure 1).

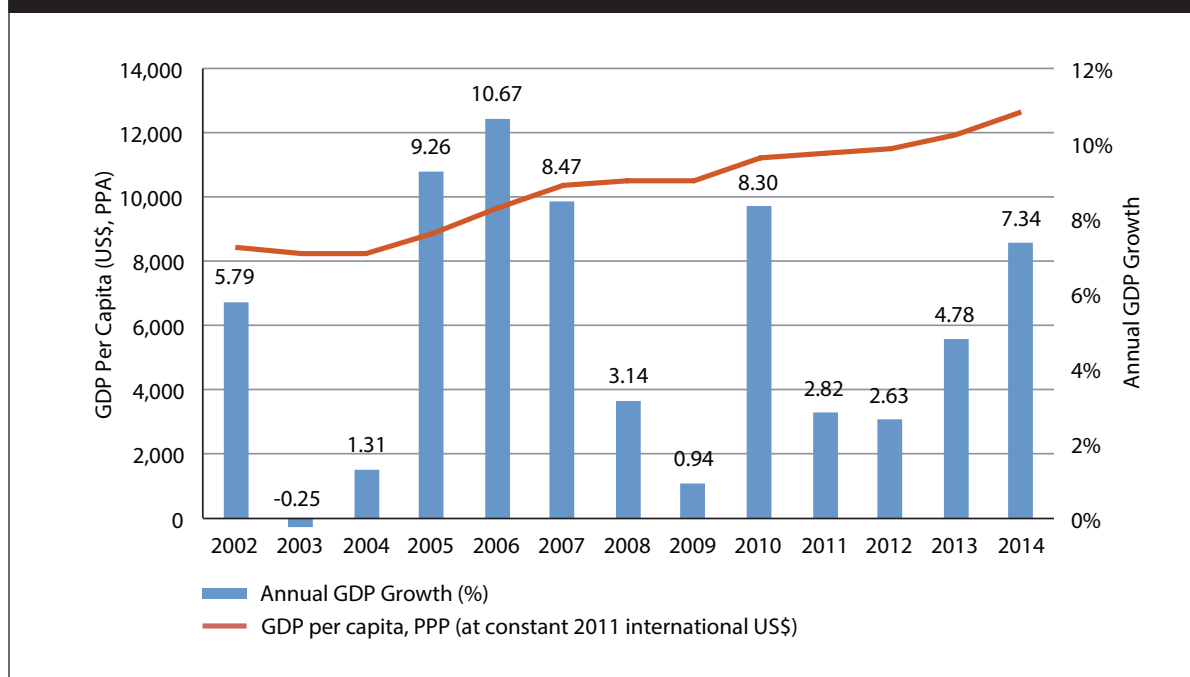
The Dominican economy has gone from a strong dependence on exports of raw materials (sugar, coffee and snuff) to diversification through tourism and manufacturing. Foreign direct investment (FDI) has increased since the late 1980s, based on a low labour cost and tax incentives, exceeding one billion dollars annually in the last decade and representing a percentage of GDP much higher than development aid. The employment rate is lower than the regional average, but 'general' unemployment remained at around 14 percent in the last decade, indicating a low workforce participation. Employment characteristics have moved from wage labour and minimum wages to an employment that is more precarious, of low productivity and informal, reflecting the overall transition from manufacturing to services in employment.

9 World Bank, 'Disaster Risk Management in Latin America and the Caribbean Region: GFDRR Country Notes, Dominican Republic', Global Facility for Disaster Reduction and Recovery, 2012. Available at: <www.gfdr.org/sites/gfdr.org/files/documents/DominicanRepublic-2010.pdf>.

10 The 1994 constitutional reform separated presidential elections and congressional and municipal elections for the first time. The 2010 constitutional reform brought them together again.

11 World Bank data, Available at: <<http://datos.bancomundial.org/indicador/NY.GDP.PCAP.PP.CD>>.

Figure 1. Real GDP Growth Rate, 2002-2014



Source: World Bank, WDI (2015)

2.3 HUMAN DEVELOPMENT, MDGS AND NATIONAL DEVELOPMENT STRATEGIES

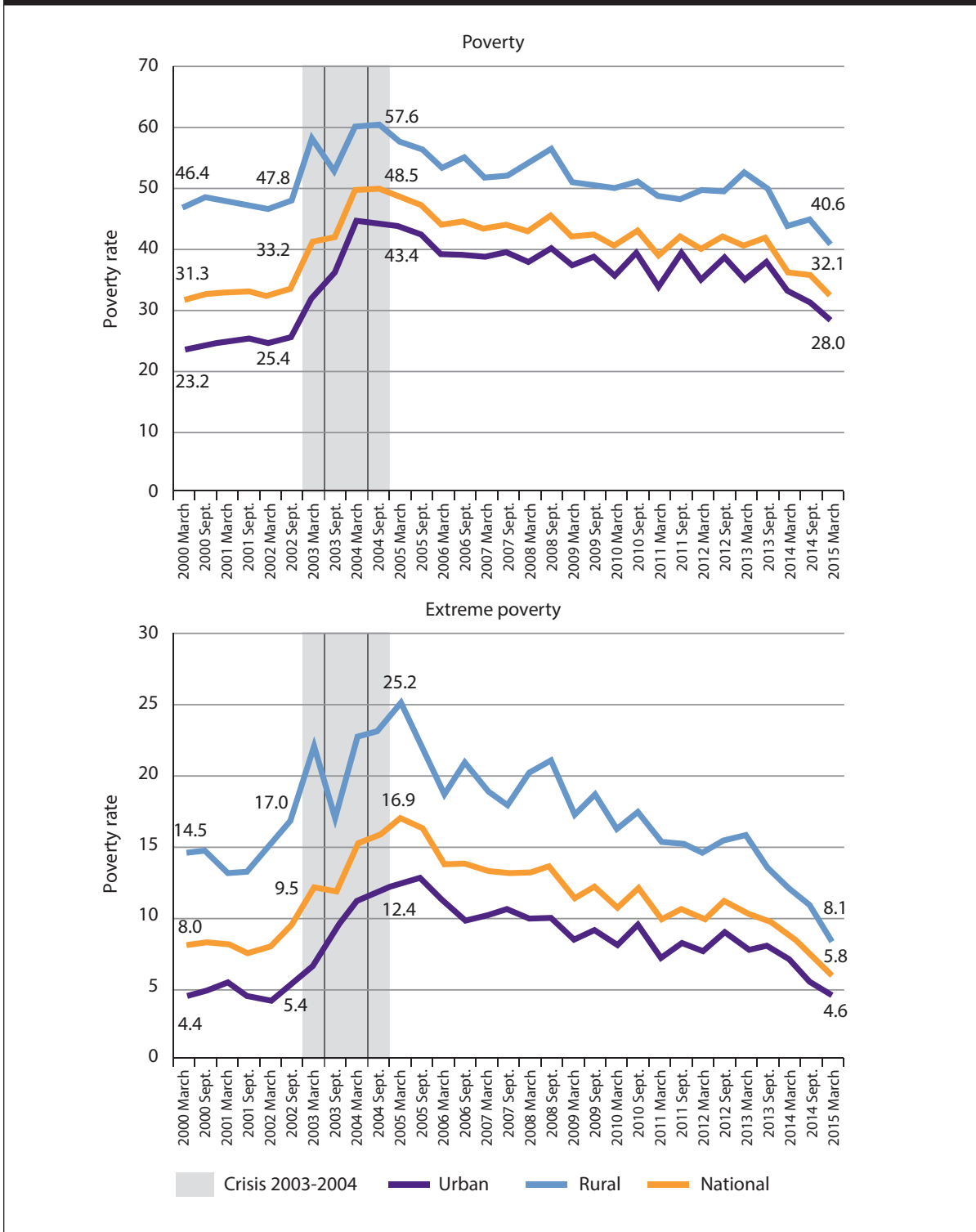
The Dominican economy has maintained its performance levels. Although little progress in income distribution is reported, the country has consolidated the implementation of a social policy to reduce poverty through an effective system of social protection. Between 2004 and 2015, the overall percentage of the poor population has been declining, from 49.9 percent to 32.1 percent. Between 2013 and 2014, the country achieved the largest decline in overall poverty levels since 2000 (Figure 2); extreme monetary poverty has dropped from 11.1 percent (2012) to 5.8 percent (2015). The analysis by area of residence indicates that poverty in rural areas is higher than in urban areas.¹²

In 2013, the Dominican Republic had a Human Development Index (HDI) of 0.700 and ranked 102nd of 187 countries indexed, thus passing to the category of high human development. However, high levels of inequality characterize the country: when adjusting the development to inequality (IHDI), the indicator falls by 23.6 percent to 0.535 (see Figure 3).

The country's economic growth also had a cost in terms of sustainable development. Most productive economic sectors – particularly tourism, agriculture and manufacturing – have exerted combined pressure on environmental systems. The exploitation of natural resources has resulted in the degradation of forests and river basins, as well as the destruction of coral reefs. In addition, public health risks remain due to the lack of access to potable water and adequate sanitation, despite an increase of about 20 percent in access to drinking water from 1991 to 2007.

¹² Government of the Dominican Republic, Boletín de Estadísticas Oficiales de Pobreza Monetaria, MPEyD, Unidad Asesora de Estudios Económicos y Sociales, September 2015.

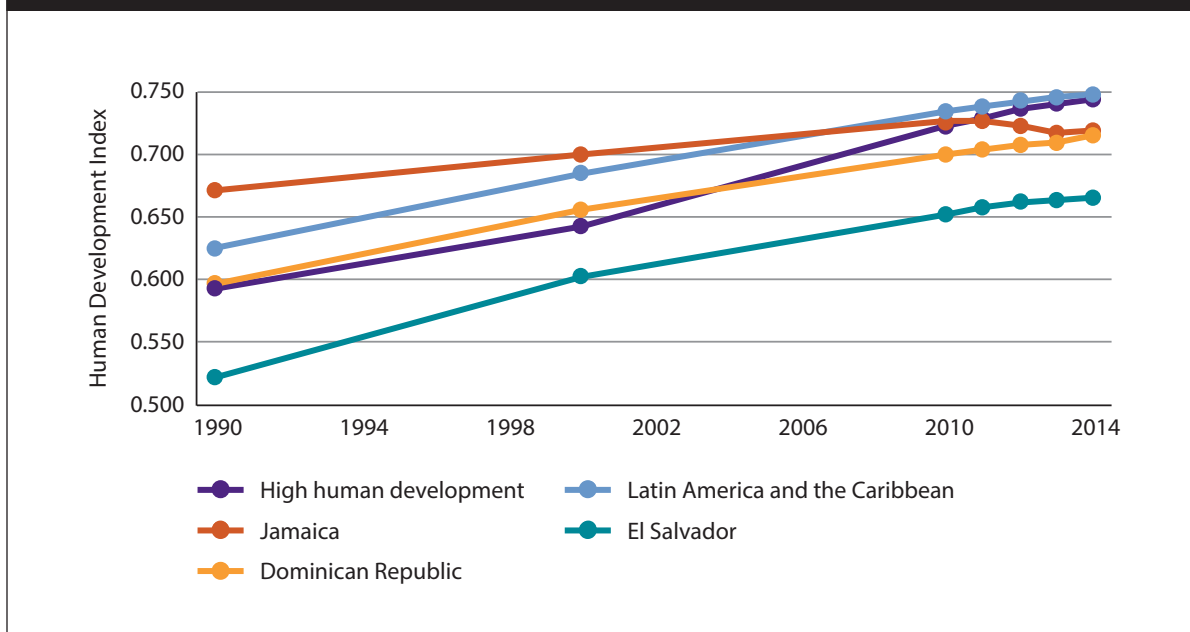
Figure 2. Percentage of Population Living in General and Extreme Poverty by Area of Residence, Based on a Survey, 2000-2015



Source: Ministry of Economy, Planning and Development (2015)¹³

¹³ Based on the processing of microdata from the Encuesta Nacional de la Fuerza de Trabajo (ENFT) [National Survey of the Work Force] of the Central Bank, April 2000 to April 2015.

Figure 3. Evolution of the Human Development Index, 1990-2014



Source: Office of Human Development Report, UNDP

MILLENNIUM DEVELOPMENT GOALS (MDGS)

The Dominican Republic reported significant progress regarding compliance with the targets of the Millennium Development Goals (MDGs).¹⁴ With regard to MDG 1 – eradicate extreme poverty and hunger – the goal of reducing the percentage of hungry people by half was achieved (which required the rate to be lowered to 17.2 percent). In 2014, the percentage of the population below the minimum level of dietary energy consumption was 12.5 percent, and the proportion of underweight children under the age of five was 5 percent in 2013 (the goal was to reduce it to 5.2 percent). In addition, the country was close to achieving the goal of reducing the proportion of the population with incomes below US\$1 (PPP). In 2014, it was 1.2 percent (the target was 1.05 percent) and recorded progress in the percentage of the population living in extreme poverty, which had declined to 7.9 percent in 2014 (for a target of 5.4 percent).

Although significant gaps between urban and rural areas persist in all regions of the country, extreme poverty has decreased between 2006 and 2014, even in the poorest areas. However, the country still lags behind in relation to the attainment of full and productive employment and decent work for all, including women and youth, as the employment rate remained virtually unchanged over the past 12 years. In 2014, the rate stood at 49 percent, with a gap of 27.3 percentage points between the occupation of men (62.7 percent) and women (35.4 percent).

Regarding MDG 2 – ensure that children everywhere, boys and girls alike, will be able to complete a full course of primary schooling – the country reported significant progress in achieving universal education at the primary level, with a net enrolment rate of 96.9 percent in 2014. Similar progress was recorded for the target of achieving a 100 percent literacy rate among people ages 15 to 24, reaching 97.7 percent in 2014.

¹⁴ Advances are available on the MDGs website: <www.odm.gov.do>; <<http://interwp.cepal.org>>; <<http://mdgs.un.org>>.

Regarding MDG 3 – promote gender equality and empower women – data on parity in primary, secondary and higher education show that the relationship between the enrolment rates of girls and boys have remained almost unchanged since 2009 and was 93 percent in 2013, failing to reach the accepted level of parity (97 percent to 103 percent). However, the percentage of women far exceeds that of men for the enrolment rate in secondary and higher education. Regarding the rate of participation of women in non-agricultural work, there is a long-term growth trend, increasing from 38.9 percent in 2000 to 41.8 percent in 2013. Finally, the increased political representation of women in Congress has been gradual and sustained, but at a very slow pace. Today, 12.5 percent of members in the Senate are women, 20.8 percent in the House of Representatives, and 7.7 percent in the mayors' offices. Although the percentage of women employed in the central government is 63.9 percent, only one in five positions (17.6 percent) with greater decision-making power is held by a woman.

With regard to MDG 6, the country has halted and begun to reverse the spread of HIV/AIDS. In 2014, the prevalence in the population ages 15 to 24 was 0.37 percent, which exceeds the target set of 0.6 percent for this population group. In 2014, the number of people with universal access to HIV/AIDS treatment was 63 percent, still below the target set for 2015 of 80 percent.

As for MDG 7, according to the MDGs report prepared in 2015 by the MEPyD, the country achieved the goal for the proportion of households using improved drinking water sources (92.7 versus 92.2 percent set as target).¹⁵ The country also met the target for sanitation: the proportion of the population using improved

sanitation facilities has increased from 73 percent in 1990 to 82 percent in 2015.¹⁶

NATIONAL DEVELOPMENT STRATEGIES

The 2010-2030 National Development Strategy (END 2030), mentioned above, defines the nation's long-term vision. It was appended to the Constitution of the Dominican Republic in 2010 and was developed through a process of consultation with the social and political sectors, the result of which was submitted to and approved by Congress in January 2012. The CPD and CPAP were aligned with the bill in 2011. In the last 10 years, the country has improved the efficiency and effectiveness of social protection through the establishment of the Single System of Beneficiaries (SIUBEN) – as an instrument to focus and increase the efficiency of public social spending – and the Administrator of Social Subsidies (ADESS) – as a payment mechanism. In addition, the Government has strengthened the Office for Social Policy Coordination (GCPS) as the coordinating body for innovative social protection programmes – such as Progressing with Solidarity (PROSOLI), an instrument for the financial inclusion of the population – which focuses on service delivery and has provided opportunities to populations identified as most vulnerable to overcome shortages. In December 2014, a total of 945,463 people had benefited from GCPS social protection programmes.

For the first time, the budget revenue and expenditure for 2013 allocated the equivalent of 4 percent of GDP to the education sector, as established by Education Law 66-97 (4.3 percent in 2014 and 4.1 percent in 2015). An extensive programme for building new and repairing existing schools is being implemented, as well as the *Quisqueya Empieza Contigo* programme, aimed at

15 According to UN statistics, the proportion of the population using an improved source of drinking water has decreased from 87.3 in 1990 to 84.7 percent in 2015. UNICEF and WHO, 'Progress on sanitation and drinking water. 2014 Update', Geneva: UNICEF and WHO, 2014.

16 Government of the Dominican Republic. According to the MEPyD report, the Dominican Republic recorded significant progress in fulfilling MDG targets, MEPyD. Information published on September 24, 2015, Available at: <<http://economia.gob.do/mepyd/noticias/segun-informe-del-mepyd-dominicana-registro-importantes-avances-en-cumplimiento-metas-de-los-odm/>>.

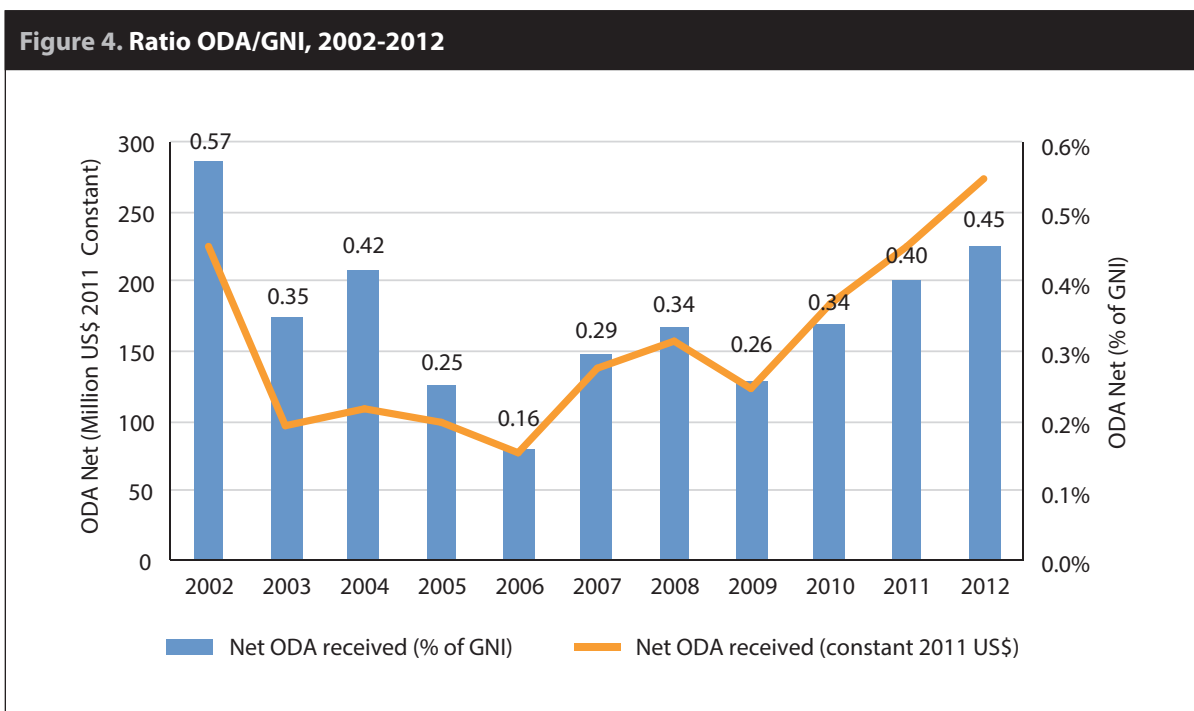
children between the ages of 0 and 5, strengthening existing and building new childcare facilities to increase access to education. Similarly, the adult literacy programme *Quisqueya Aprende Contigo* on illiteracy eradication is in its final phase. However, the quality of access to electricity, water and sanitation infrastructure, based on affordability and consistent supply, remains a major challenge.

The Government has taken steps to prevent and mitigate the impact of natural disasters on the island. Storms Noel and Olga in 2007, followed by the 2010 Haiti earthquake, were a reminder of the vulnerability of the island. These phenomena helped motivate the necessary political interest on the importance of having national plans, strategies, policies and tools to better manage disaster risk.

2.4 DEVELOPMENT COOPERATION

While the proportion of official development assistance (ODA) to the gross national product is low (0.45 percent in 2012), there has been a significant increase in real terms (from US\$77 million in 2006 to US\$261 million in 2012, with a subsequent drop to US\$148 million in 2013). The Ministry of Economy, Planning and Development is the focal point of international cooperation and is responsible for monitoring reform and social development policies (Figure 4).

In this context, UNDP and the UN system, along with other development partners, intervene to help the Dominican Republic face these challenges.



Source: World Bank, World Development Indicators (2014)

Chapter 3

UNDP STRATEGIC RESPONSES

3.1 INTERVENTION STRATEGIES AND PROGRAMME CYCLES

UNDP has been part of the United Nations Country Team (UNCT) since 1964. On 11 June 1974, the Basic Cooperation Agreement was

signed with the Dominican Republic to establish the UNDP assistance framework.¹⁷ DIGE-COOM is the government agency responsible for the preparation, submission, evaluation, coordination, monitoring and evaluation of technical and financial cooperation programmes and pro-

Table 3. Strategy and Outcomes of UNDP Country Programme, 2012-2016

CPD/CPAP Programme Areas	CPAP Outcomes
Social and economic inclusion	38 - By 2016, the poor benefit from sustainable economic growth with equal opportunities.
	41 - By 2016, Dominicans, especially vulnerable groups, have greater access to comprehensive quality health services within a framework of inclusive policies and a human rights-based approach.
Empowerment of women and vulnerable groups	42 - By 2016, women enjoy equal access and opportunities for insertion in the labour market and progress is achieved towards guaranteeing the rights of women workers in the informal sector of the economy.
	44 - By 2016, the Dominican vulnerable population groups achieve progress towards the exercise of their rights without discrimination.
	43 - By 2016, the State and society achieve progress in promoting public awareness and the development of effective tools to prevent and combat violence against women.
Democratic governance	37 - By 2016, children, adolescents and young people have mechanisms for social, political and institutional participation, to build a progressive citizenship and create a new leadership.
	36 - By 2016, the Dominican Republic has a justice and security system that guarantees respect for rights and law enforcement.
	35 - By 2016, Dominicans have more effective and efficient institutions at the central and local level, as well as a transparent accountability mechanisms.
Sustainable development and risk management	45 - By 2016, the State and civil society participate in and benefit from sustainable management of the environment.
	46 - By 2016, the Dominican Republic will have strengthened its capacity to mitigate and adapt to climate change.
	47 - By 2016, the Dominican Republic will have reduced the impact of disasters on the population and strengthened its ability to manage risk in a coordinated and integrated manner.

Source: UNDP Country Programme Action Plan (CPAP), 2012-2016

¹⁷ This assistance is divided according to the modalities of UNDP support, including: a) consultants or expert advisers (companies or organizations selected by UNDP); b) operational experts; c) United Nations Volunteers; d) equipment and supplies not available in the country; e) capacity-building activities; f) schooling arrangements; g) other assistance as needed. Basic Agreement between the Government of the Dominican Republic and UNDP, 11 June 1974, published in the Official Gazette 9350 of 25 November 1974.

jects from multilateral organizations, including UN agencies, funds and programmes.

UNDP identified four strategic programme areas of intervention and 11 general outcomes (see Table 3), based on national policy and planning tools, as well as the Common Country Assessment (CCA) analysis in 2011.

In the last two programming periods, the UNDP country programme has been guided by the United Nations Development Assistance Framework (UNDAF 2007-2011 and 2012-2017), which defines the common responses of the United Nations to national development challenges based on national priorities, the Millennium Declaration and the MDGs.

During the 2007-2011 period, UNDP identified four strategic programme areas based on the CCA process and the UNDAF: i) democratic governance; ii) equitable growth and development; iii) quality social services for all; and iv) sustainable environmental management and disaster management.

In 2012-2016, UNDP continued with the four areas and increased its focus on women: the programme contains 11 general outcomes (Table 1), based on the national priorities set forth in the planning instruments, the 2011 CCA and 2012-2017 UNDAF. This approach is also reflected in the structure of the country office and includes the following areas of cooperation:

- **Democratic governance:** Strengthening governance is a priority to promote human development and achieve the MDGs in the country. Building a better society requires the effective involvement of all citizens in the process of finding collective solutions to the problems they all face as individuals. UNDP is committed to working on strengthening institutional capacity to enable the provision of more and better services to citizens.
- **Social and economic inclusion:** UNDP has played a leading role in the development and coordination of strategies and policies

for poverty reduction, largely concentrating its support on the process of conceptualization and development of systems to provide education, health and social services. The strategy has followed this line to focus on supporting the State in building and strengthening a social protection system. The focus and multidimensional measurement of poverty has also increased through the integration of climate change, the environment, risk and vulnerability in projects focusing on the poor.

- **Empowerment of women and vulnerable groups:** Based on UNDAF 2012, it was decided to include a specific area on this topic as a strategy to improve UNDP performance and contributions in regard to gender equality, both as an individual area and crosscutting issue. This area has implemented several independent projects and mainstreaming activities with other thematic area programmes. The establishment of a gender team has led to the development of programmes promoting the political participation of women in elected office, mainstreaming gender in public policies and national statistical systems and advocacy for gender equality. Most such activities focused on the empowerment of women and vulnerable groups, and governance to reduce gender gaps.
- **Sustainable development and risk management:** This area has traditionally included projects to support the national government in the implementation of multilateral environmental agreements. The portfolio has expanded the strategic approach in the current programme to include sustainable economic development, with a focus on sustainable tourism, sustainable agriculture and actions to ensure the sustainability of extractive sectors. Work on disaster risk management has focused on providing support to communities affected by tropical storms, especially Noel and Olga (2007), and the 2010 Haiti earthquake, particularly those who fled to the border area. UNDP has contributed to the Government's development

policies on disaster preparedness and emergency response.

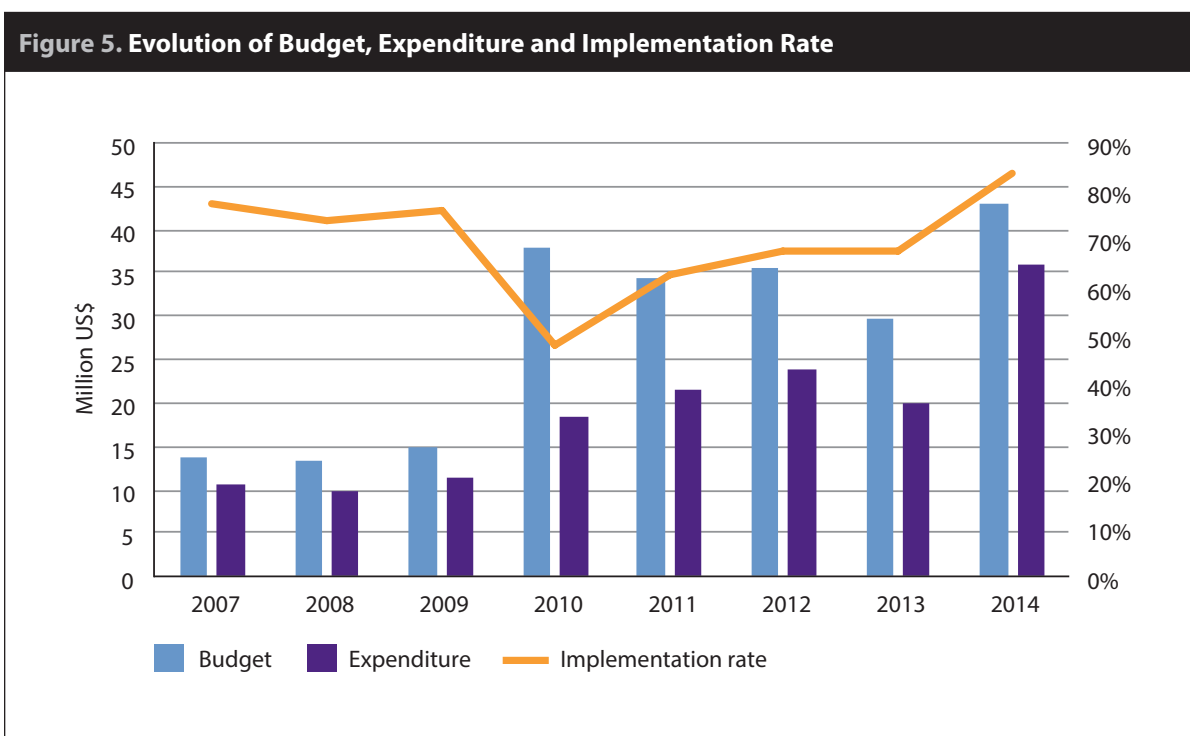
Human rights, gender equality and HIV/AIDS are included in the programme areas as cross-cutting issues within the overall context of the UNDP programme in the country.

3.2 UNDP PROGRAMME EVOLUTION AND MANAGEMENT IN THE COUNTRY

UNDP country office resources and expenditures increased progressively during the period 2007-2014, except for a small decrease in 2013. After the earthquake in Haiti, resources more than doubled compared to those at the beginning of the period, when the office implementation rate dropped drastically from 76 percent in 2009 to 48 percent in 2010 (Figure 5). Since then, the rate

of fund utilization has returned to previous levels (82 percent in 2014). On average, national implementation (NIM) projects have an implementation rate of 62 percent, compared to 54 percent for direct implementation (DIM) projects implemented in 2007-2014.¹⁸ The highest expenditure and level of execution in the reporting period were in 2014.

In terms of spending by programme area during the evaluation period (Figure 6), 57 percent of total expenditure between 2007 and 2014 was allocated to social and economic inclusion, followed by sustainable development and risk management (24 percent), and democratic governance (19 percent). Social programmes for education and support for social protection policies, including projects supporting SIUBEN, the Primary Care Units and the Solidarity Programme¹⁹, represented a significant source of expense. Spending



Source: Atlas (2015)

18 These estimates are an average of the implementation rate of the entire programme based on the complete list of projects, covering budget and expenditure over the period 2007 to 2014, including projects outside the sample.

19 The two national executed programmes with the greatest expenditure were the System of Beneficiaries (US\$17 million) and Primary Care Units (US\$12.7 million).

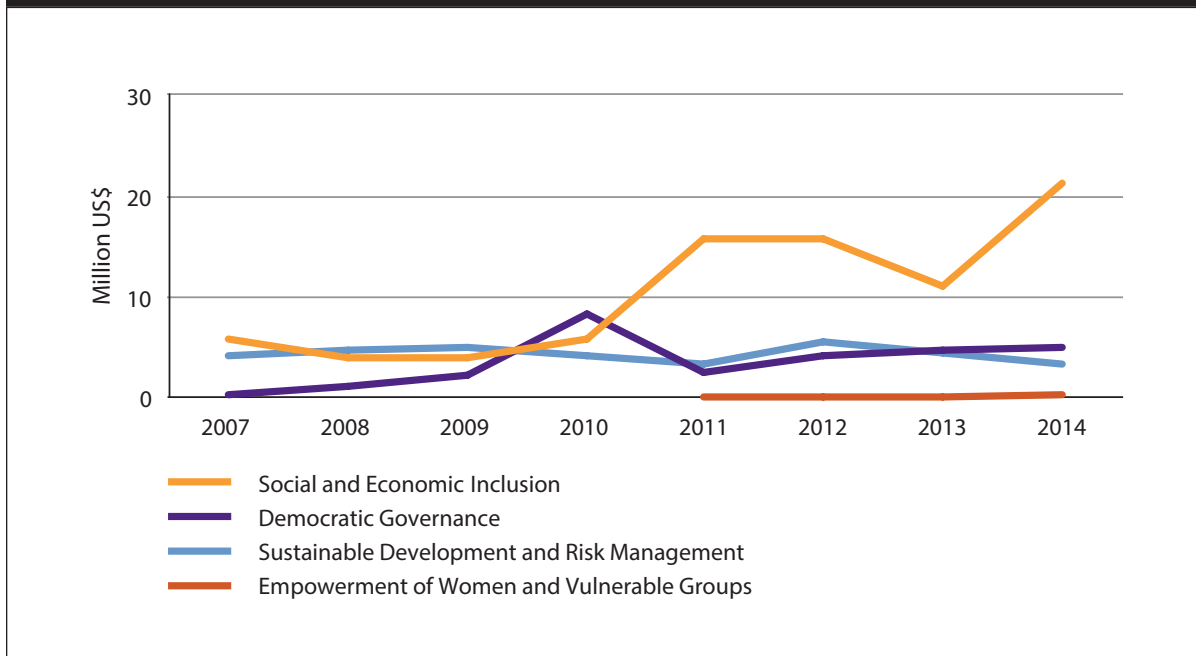
has been lower in the area of empowerment of women and vulnerable groups because it is a new area that is in the process of consolidation since its inception in 2012, reflecting its first phase as a programme area.

Economic progress and institutional capacity development in the country have contributed to a substantial change in the services that UNDP provides to the Government (Figure 7). Since 2010, local resources provided by the national Government have represented the largest share of funding for the programme (focused on the social policy programmes mentioned above). UNDP has assumed the role of service provider with operational support on many of the major government-funded programmes, particularly national implementation projects by government partners. The proportion of co-sharing funds provided by the Government increased in 2007

approximately from half of total spending to 70 percent of spending in 2014.

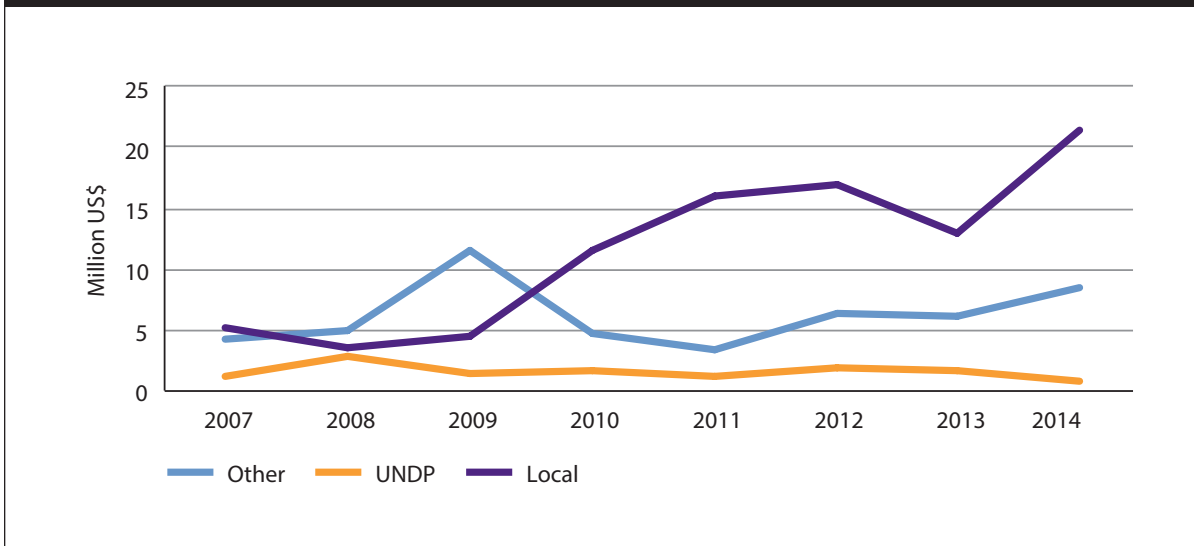
Other donors funded about one third of the total contribution of the country office during the 2007-2014 period. Within this group of external partners, the vast majority of spending came from institutions of the European Union, the European Commission and the European Commission's Humanitarian Aid and Civil Protection Department (29 percent) and environmentally oriented trust funds (Global Environment Facility, Montreal Protocol) (21 percent). In addition, the Spanish Agency for International Cooperation for Development (AECID) contributed about 7 percent of UNDP resources. There is a significant reduction in the proportion of core funds in the period, from 10 percent of the total budget in 2008 to 1 percent in 2015 (Figure 8).

Figure 6. Evolution of Expenditure by Programme Area, 2007-2014



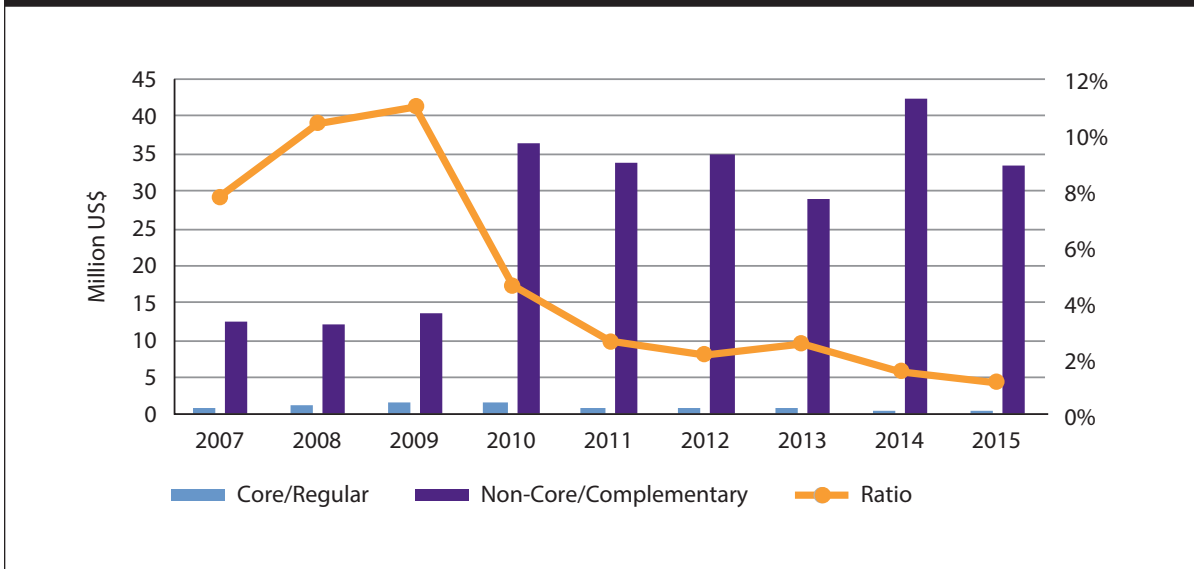
Source: Atlas (2015)

Figure 7. Evolution of Expenditure by Origin of Resources, 2007-2014



Source: Atlas (2015)

Figure 8. Evolution of the Resources of the UNDP Country Office in the Dominican Republic, 2007-2015



Source: Atlas (2015)

3.3 COORDINATION AND COOPERATION BETWEEN UNDP AND UNS

Seventeen UN agencies, funds and programmes are operating in the Dominican Republic. The coordination, harmonization and alignment of development activities of the United Nations sys-

tem in the country are established in the United Nations Development Assistance Framework (UNDAF). The Dominican Government and the UN signed an initial UNDAF for the 2007-2011 period. The current UNDAF 2012-2017 was the result of a participatory process between the UN system, the Dominican Government and civil society, taking into account the results

of the draft law of the National Development Strategy 2030.

The UNDAF 2012-2017 includes four cooperation areas: 1) promotion of social and economic inclusion; 2) empowerment and rights of women; 3) protection of the rights of children, adolescents and youth; and 4) environmental sustainability and comprehensive risk management.

In the context of the UNDAF, the UNCT implements joint programmes, including three executed by UNDP on: 1) human security; 2) social protection and gender; and 3) assessment of presidential initiatives. During the two programming periods, UNDP has also been a partner in the implementation of other joint programmes (see Table 4).

Table 4. Joint Programmes Executed by UNDP, 2012-2016				
Project	Duration	Partners	Donor(s)	Total budget (US\$)
Strengthening the banana value chain through the growth of inclusive markets	2009-2013	FAO, ILO, UNFPA, UNAIDS, WFP, WHO	MDG Fund	4,699,999
Improving working conditions and productivity of the banana value chain	2013-2017	ILO	European Union	3,978,780
Contribution to the quality and impact of the School Meals Programme of the Ministry of Education	2010-2013	UNICEF, WFP	Government of the Dominican Republic	607,573
Strengthening local response and risk management capacities for seismic events in the provinces of Puerto Plata and Santiago	2011-2013	IOM, UNICEF	DIPECHO	1,302,000
Promoting human security in selected bateyes	2012-2015	UNICEF, UNHCR	UN Trust Fund for Human Security	2,500,000
Urban communities and institutions resilient to seismic hazards and tsunamis (province of Puerto Plata)	2013-2014	IOM, UNESCO	DIPECHO, ANESVAD	1,080,106
Minimum social protection floor and gender	2013-2015	ILO, GCPS, UN Women	GCPS, ILO, UNDP, UN Women	102,500
Impact assessment of the presidential initiatives	2014-2015	FAO	UNDP	468,197

Source: Office of the UN Resident Coordinator, Dominican Republic

Chapter 4

UNDP CONTRIBUTION TO DEVELOPMENT RESULTS

This chapter analyses the main contributions of UNDP to the various expected results as well as the relevance, effectiveness, efficiency and sustainability of contributions to the development outcomes of the Dominican Republic, following the structure of the UNDP country programme and its results framework. The specific results are analysed by programme outcome and crosscutting area. These are discussed in detail in relation to the evaluation criteria, as explained in Chapter 1, with references to the most illustrative projects and strategic activities, prioritizing an approach that is based on strategic activities over projects. Due to the large number of activities and results, and to the large sample of projects and activities reviewed in the assessment, only the main types of results are referenced for each thematic area and outcome (without entering into details, available in several UNDP studies and ROARs), focusing on the most informative results.

The 2007-2015 period chosen for this ADR comprises two UNDP programming cycles in the Dominican Republic: 2007-2011 and the first 3.5 years of the 2012-2017 cycle. These two cycles are characterized by a certain degree of continuity, as the main areas of cooperation were unchanged. In fact, during the period 2007-2011, the UNDP programme was structured around the main thematic areas, namely, social and economic inclusion; empowerment of women and vulnerable groups; democratic governance; sustainable development and risk management. However, gender equality was considered a crosscutting area in both periods but has had greater relevance for the UNDP programme in the second period assessed, as explained in Chapter 3. The programme areas covered in the period 2012-2017 are the same. Currently, the UNDP country programme is led by different groups

that reflect its four primary areas: social and economic inclusion; empowerment of women and vulnerable groups; democratic governance; and sustainable development and risk management. Gender equality as a component of the country programme is discussed for each thematic area in this chapter, while gender mainstreaming is addressed in section 4.9.

With regard to gender mainstreaming, it should be mentioned that while the 2007-2011 CPAP and UNDAF had four thematic areas (democratic governance, growth and equitable development, quality social services for all; and risk management and sustainable environmental management), the 2012-2016 CPAP and UNDAF include a separate area for the empowerment of women and vulnerable groups. Whereas gender equality and empowerment of women is integrated in only some results in the 2007-2011 cycle, the establishment of a specific area for the empowerment of women and vulnerable groups has led to a greater investment of resources for specific and crosscutting actions that help transform gender inequalities in the country. In addition, gender was incorporated in the other areas, although further efforts are necessary for more effective mainstreaming.

In the last cycle, there were projects and funds dedicated to the promotion of gender, but this was not enough. A new area of intervention was opened in the current cycle. For gender equality, this implies a major change with an impact at the organizational level, as the Gender Unit has become more relevant within the office and with the other agencies, for its leading role within the UN system on a number of issues such as the political participation of women.

4.1 DEMOCRATIC GOVERNANCE (OUTCOMES 35 & 36)

Strengthening governance is a priority to promote human development and achieve the Millennium Development Goals (MDGs) in the Dominican Republic. Building a better society requires the effective involvement of all citizens in the process of finding collective solutions to the problems they all face as individuals.

In 2007, UNDP formally created the Democratic Governance Unit in order to support and accompany the strengthening process of national institutions, both central and local, in their capacity to provide more and better services to citizens through actions that will contribute to strengthening democratic governance.

The formulation of the results for the two programme cycles under assessment maintains the same purpose, but each cycle has emphasized different aspects of governance.

The first UNDAF programming cycle 2007-2011 (outcomes 31, 32 and 33) had a specific programme area on democratic governance in line with the UNDP strategic documents (CPD and CPAP). Actions in this area primarily focused on supporting capacity-building of political and state institutions in the country in order to promote the improvement of social services. The first period focused on three major components: 1) **consolidation of democracy** through the promotion of sustainable public policies and capacity-building to promote the rule of law in the context of human rights, equality and reduction of gender disparity, both at the central and local level (outcome 31); 2) **full observance of the rule of law** by strengthening civil society oversight and transparency and participation of party structures of social, political and economic management mechanisms (outcome 32); and 3) **improve public management and administration**, strengthening the State at the central and local level with greater efficiency, equity and transparency (outcome 33). Work in this area addressed a wide

range of central and local institutions in order to improve their capacity to implement the mandates for an equitable provision of public services.

The transition to the second programme cycle 2012-2017 (outcomes 35 and 36) was externally influenced by the intense process of constitutional reform and institutional modernization. Thus, UNDP has placed greater emphasis on supporting these processes in order to achieve a more effective and efficient management aimed at programmes related to the governance of central institutions, such as the role of the Ombudsman, judicial and legislative institutions (Constitutional Court and Chamber of Deputies). However, UNDP has also worked on other particularly important topics in the country, such as citizen security, relations with Haiti and, in particular, development planning systems related to the implementation of the END.

The UNDAF did not identify democratic governance as an area of strategic contribution in this new cycle. However, two results (one less than in the previous cycle) were selected in this area, included in the strategic priority of promoting social and economic inclusion.

In order to respond to the challenges in this new cycle, the Democratic Governance Unit has focused its efforts on three strategic areas of intervention: institutional strengthening and transparency, citizen security, and political participation of citizens.

Institutional strengthening and transparency. UNDP has supported the development of institutional capacities of key national control bodies such as the Chamber of Accounts and the National Congress, in order to improve efficiency and transparency in governance. In addition, UNDP has encouraged the implementation of an integrated territorial development approach, through capacity development in local government institutions and Development Councils for the implementation of the National System of Planning and Public Investment and

articulation of territorial networks, paying particular attention to development in the Dominican-Haitian border²⁰.

An important achievement was the creation of Local Development Agencies (ADL, *Agencias de Desarrollo Local*), which has enabled the implementation of national public policies related to local economic development of the five key ministries (Ministry of Economic Planning and Development, Ministry of Industry and Trade, Ministry of Agriculture, Ministry of Tourism and Ministry of the Presidency) in six pilot provinces (Dajabón, Monte Plata, El Seibo, Valverde, Bahoruco and Sanchez Ramirez), creating jobs and increasing family income. In addition, the projects of 43 entities were aligned with the National System of Planning and Public Investment, and policies and programmes of 10 ministries and national entities. It also included a presidential goal for 2016 to create additional ADLs, an instrument made available by the ART GOLD/UNDP Programme and later used by the Local Transborder Development Programme (PDLT).

This new programme cycle also addressed the important issue of relations with Haiti. UNDP has directed its efforts to support the mechanism of the Joint Bilateral Commission in the Dominican Republic and its Executive Secretariat as a forum for dialogue and consultation with a view to facilitating coordination on issues of mutual interest and to establish a common agenda for both countries.

Citizen security. UNDP contribution has focused on supporting the implementation of the Citizen Security Plan, which aims to address citizen security from a preventive approach and improve institutional response capacities, ensur-

ing human rights. In this regard, significant progress has been made in improving the strategy for addressing State citizen security, through the creation of an Observatory on Citizen Security.

Political participation of citizens. UNDP has focused on promoting the creation of mechanisms for the integration of young people and women in political parties and in decision-making spaces through the establishment of discussion groups, dissemination of tools to promote dialogue and the exchange of experiences. Apparently, this issue has declined in terms of programme activity because some of the projects inherited from the previous cycle were completed between 2012 and 2014.²¹ Also, UNDP has emerged as a benchmark in the promotion of women's leadership for participation in national politics through specific interventions, such as Political Participation of Women (implemented by the Gender Unit).

Finally, it is important to note that the country office underwent a process of internal restructuring during the ADR in order to align its organization with the CPAP programme areas. Previously, both the Unit for Sustainable Human Development and the Gender Unit were administratively part of the Democratic Governance Unit, but since the end of 2014, these units operate with different portfolios.

4.1.1 RELEVANCE

Relevance has been high. Overall, UNDP intervention has focused on the development challenges and priorities of the country during the periods evaluated. Similarly, the thematic areas addressed and actions taken responded to strategic issues, and their contents and intervention strategies have been highly relevant and consistent with the country's problems.

20 Country Programme Document (CPD) 2012-2016.

21 The projects completed are: Apoyo al proceso de modernización del sistema de partidos políticos de República Dominicana (2008-2012) [Support for the process of modernization of the political party system in the Dominican Republic (2008-2012)] and Fortalecimiento institucional y operativo de la Cámara de Diputados (2007-2014) [Institutional and operational strengthening of the Chamber of Deputies (2007-2014)].

The thematic areas and strategies outlined in the UNDP programme (governance, security and justice, local development and decentralization) are **highly relevant**. The CPD and CPAP for the period 2012-2016 were aligned with the first and second priority areas of the National Development Strategy 2030. Priority Area 1, entitled Institutional Development, proposes objectives for building a democratic State of law, and Priority Area 2 on Social Development, provides goals to achieve a society with equal rights and opportunities. In addition, both priority areas correspond to programme area 1 in the UNDAF 2012-2017 – focused on the promotion of social and economic inclusion – through direct outcomes 5 and 6, on more effective, efficient and transparent institutions, and a justice system to ensure respect for the rights of citizens and the enforcement of the rule of law, respectively. It is also aligned with programme area 3 – on the protection of the rights of children, adolescents and youth – through direct outcome 5, which refers to social and institutional participation for the exercise of a progressive citizenship. Regarding the Presidential Goals 2012-2016, the areas of governance are aligned – to ensure transparency of quality public spending that strengthens an austere, professional and effective governance and citizen security – with the implementation of an Observatory on Citizen Security to guide and support actions and policies for the prevention, reduction and control of crime and violence.

The vast majority of projects are perfectly aligned with the END 2030, as well as institutional strategic and operational plans. Some of the projects work with government institutions, not for the strategic contribution to the development of the country, but at the express request of the institution, as in the case of the Dominican Institute of Civil Aviation (FAA) and the Ministry of the Presidency to assess the impact of presidential visits.

4.1.2 EFFECTIVENESS

The effectiveness of interventions supported by UNDP is high. The country has made progress in modernizing its State structure, ensuring greater transparency in its operations and better performance. The Government ordered an increase in budget items for the Chamber of Accounts of the Republic, which is complemented by the increasing relevance this institution. In the same vein, a number of decrees have been issued to promote accountability, decentralization and efficiency in spending, such as the adoption of a Code of Ethical Guidelines and the creation of the Directorate of Government Ethics and Integrity (DIGEIG)²². This strengthens the fight against corruption and ensures free access to information in the country.

UNDP developed, jointly with the Chamber of Accounts, a situational analysis for municipalities, which illustrated the financial management of municipalities and municipal districts of the country. The study became an important input for the design of strategies to build capacity and increase transparency in the area of those territories in order to prevent administrative corruption.

Moreover, the growing interest of government institutions in implementing management systems for transparent accountability and efficient information management is evident. Significantly, the Government launched a fiscal reform in order to obtain the financial resources necessary to transparently and effectively fulfil the commitments expressed in the END.

At the local level, the Directorate-General for Land Management (DGODT) continues its work to establish Municipal Development Councils and strengthen governance at the municipal level. In addition, there has been progress in the process to strengthen Local Development Agencies and to facilitate the articulation of the various policies, programmes and projects in line

22 For more information, see: <<http://digeig.gob.do/j/>>.

with the National System of Planning and Public Investment, creating an operating mechanism for this purpose.

From the legislative point of view, UNDP has contributed to improving the management and legislative capacities of the Chamber of Deputies. It is important to note that a Standing Committee on Human Development was established in the Chamber of Deputies (unique in the region), responsible for ensuring that public policies incorporate the human development approach.

UNDP has also provided specialized technical support to other standing committees, with an emphasis on Interior and Police, Gender, Youth and Health. With respect to the Commission of Interior and Police, it is important to note efforts towards the disarmament of the population, as well as the comprehensive reform of the National Police and the 911 emergency system, among others.

The Gender Commission undertook an institutional assessment of the Chamber of Deputies with a focus on gender. This led to the consideration of a series of recommendations and guidelines, such as the mainstreaming of the gender perspective in the first Chamber's Institutional Strategic Plan 2012-2016 and the adoption of a resolution establishing the gender mainstreaming strategy in legislative production. However, the agreements necessary for the formation of the Technical Unit for Gender Mainstreaming within the Chamber and the creation of a Bicameral Caucus to promote gender equality are still pending.

The area has also supported various legislative reform processes in favour of women's rights, such as the criminalization of femicide in the Penal Code as an autonomous offence, making

the Dominican Republic one of the few countries in the region to achieve this important milestone. In addition, training has been provided to technical personnel in the Domestic Violence and Sexual Abuse Care and Prevention Units, under the National Office for Victims of the Attorney General's Office. Finally, it should be recognized that there is an effort to support gender mainstreaming, but most projects require further action, especially concrete actions clearly aimed at transforming unequal gender relations.

With regard to bilateral relations with Haiti, the Dominican Republic has taken important steps towards more efficient binational dialogue, strongly influenced by major political events that have hampered the proper use of the mechanism of the Joint Bilateral Commission (CMB). Ruling 0168-13²³ by the Dominican Constitutional Court (TC) represented a severe blow to Haitian-Dominican relations, with retroactive implications to the condition for Dominican nationality for descendants of migrants, particularly the offspring of the Haitian migrant population. For six months, the decision of the TC paralysed the efforts of both governments to support the regularization of Haitian migrants in the Dominican Republic.²⁴ However, the project to support the CMB has been successful with regard to strengthening its Executive Secretariat. Although the Joint Bilateral Commission is not fully carrying out its role as binational facilitator, progress has been achieved on some issues²⁵, such as the agreement reached with the Organization of American States (OAS) to define a plan for documenting Haitian migrants in Dominican territory. It is also worth noting that two high-level meetings were held in 2014 to achieve a rapprochement between the technical ministries of the two countries with the aim of signing cooperation agreements, as was effectively the case in the fight against drug trafficking and cooperation in the areas of police,

23 Ruling TC 0168-13 establishes the removal of Dominican nationality of persons born in Dominican territory with parents of Haitian origin if they do not have legal residency in the Dominican Republic, even if they have been registered in the Dominican civil registry. The decision is retroactive to 21 June 1929.

24 Annual Report 2013-2014 of the project of the Joint Binational Commission.

25 Ibid.

customs, environment, animal health (3 February 2014) and tourism (8 May 2014).

On the other hand, major advances were reported in the safety of civil aviation through the strengthening of the IDAC (leading institution in the sector in the Dominican Republic), contributing to improved control in the fight against drug trafficking and safety in air transport.

Finally, various documents for the formulation of provincial and national development strategies were drafted, which have been publicized and will inform the formulation of local plans: nine provincial profiles and the National Human Development Map, which calculates the provincial HDI, the inequality-adjusted HDI and the Gender Inequality Index (GII).

4.1.3 EFFICIENCY

Efficiency is high. In most of the projects assessed, resources were used satisfactorily, mainly focusing on the set of activities planned. However, in some cases, certain limitations, mainly connected with the management of administrative procedures, generated delays in the implementation of some of the project activities.

Some of the partners interviewed expressed that in certain cases, technical consultancies facilitate the integration of knowledge in institutions because they are quick and punctual. As a recommendation, they proposed granting greater recognition to the potential already established in the institutions and to improve detection of particular institutional needs in order to ensure ownership of these needs and therefore sustainability. In this regard, some interviewees felt that the economic investment allocated to these types of consultancies is excessive and would be better invested in the human capital of national institutions to facilitate ownership and contribute to sustainability. There is an external factor of additional pressure on the efficiency of many of the projects of the Democratic Governance Unit. Changes of Government, with the conse-

quent rotation of personnel, directly or indirectly affect the implementation and continuity of several projects supported by UNDP, both at the national and local level.

4.1.4 SUSTAINABILITY

Sustainability is medium-high. In general, UNDP initiatives in democratic governance demonstrate sustainable benefits in a variety of areas, but due to the nature of the topics covered and susceptibility of the context, the sustainability of certain aspects of some projects cannot be guaranteed.

UNDP has helped to disseminate capacity and knowledge within the State, both at the central and subnational level, as well as the creation of institutional bodies and mechanisms and strategic alliances that support the sustainability of projects.

However, there are a number of external factors that significantly affect the sustainability of projects, which are listed below:

- Delays in the contributions by partners can generate a high risk for project sustainability. This circumstance is also linked with the design of the national budget and how it affects the entire national planning system.
- Sustainability of staff. One of the biggest challenges facing the country is the implementation of the Law on Administrative Career and Public Service, which is still partially and gradually being applied, thus hindering the ownership of capacity by the institutions, and undermining the efficiency and transparency thereof.
- Because of the political-electoral context, work is slow a year prior to elections as the national staff is more focused on campaigning to maintain their own positions. After the elections, there is a turnover of much of the institutional staff, implying a loss of installed capacity and having to begin the process again.

- Sometimes, institutions do not have the financial resources needed to sustain certain project actions. Despite having the infrastructure, equipment and digital platforms, it is most difficult to maintain the necessary staff to provide continuity for certain results. This is mainly due to two issues: the high degree of specialization required and the difficulty of finding profiles with the required characteristics and because, usually, government institutions cannot provide the salaries that exist in the private sector.

4.2 ECONOMIC AND SOCIAL INCLUSION (OUTCOME 38)

UNDP's strategy focused on strengthening national capacities for the articulation of a long-term development vision, the design of medium-term public policies and the development of plans, programmes and projects aligned with the country's priorities. UNDP supported the development of the END through the preparation of the report '*Políticas sociales: capacidades y derechos*' ['Social Policies: capacities and rights'], whose recommendations were comprehensively integrated into the END, making human rights a crosscutting area of this strategy, which also provides for the mainstreaming of gender issues and aspects related to the link between poverty and the environment. It also supported the monitoring and tracking of indicators that will make it possible to assess the implementation of the END, strengthening national statistical systems, the direct work with the MEPyD team – especially with DIGE-COOM – and interagency coordination at the government and UN system level.

UNDP has promoted the paradigm of human development through the work of the Human Development Unit, which supports the strengthening of national capacity for formulation, implementation and monitoring of inclusive policies to advance human development at the national and local level.

Part of UNDP's strategy has focused on promoting public-private dialogues for the analysis

of the post-2015 agenda. UNDP also collaborated in monitoring compliance with MDG targets, preparation of follow-up reports in 2010 and 2013 and the implementation of the MDG Acceleration Framework in 2014.

To address the equitable distribution of economic growth, UNDP focused on three strategic aspects: social policy, social protection and economic growth.

Social policy. UNDP contribution is based on strengthening national capacities to improve the impact of social policy and public policies to streamline public spending and achieve a more equitable tax collection. In this context, UNDP has provided administrative support to the implementation of social protection and equipment programmes to improve the provision of education services for the most vulnerable populations. These initiatives are the result of a significant policy for poverty reduction in the country and constitute a source of income for UNDP. UNDP also supported the improvement of state capacity to raise funds that can, in turn, be distributed more equitably by promoting quality public expenditure.

In the context of promoting public policies, UNDP has worked since 2008 to strengthen the National statistics Office in order to implement the Structural Statistics System of Economic Activity and the completion of the National Register of Establishments (RNE).

Social protection. UNDP has contributed to the development of the design of interventions and the means of implementing social protection programmes since 2006, including the development of transparent and efficient instruments for monetary transfers, such as the design of an integrated social protection monitoring and evaluation system; social protection impact assessments, and audits for verification of compliance with responsibilities of the conditional cash transfer programme in the beneficiary households.

The payment system of social benefits for the implementation of social programmes has been

established, with the implementation of significant improvements to the process of gathering socioeconomic data at the household level, incorporating georeferenced systems and the use of mobile data capture devices to improve the national database used to concentrate social policy on the poorest populations. In the context of the UNDP project, SIUBEN has expanded its scope of measurement, including not only the Quality of Life Index (QLI) but also the design and calculation of the Vulnerability to Climate Shocks Index (IVACC)²⁶, which makes it possible to focus social interventions in homes most vulnerable to hydrometeorological effects, and the design of the Multidimensional Poverty Index, whose data collection and calculation is scheduled for this year. This indicator will mark a turning point in social policy, because of the integration of additional variables that provide a broader definition of the population's welfare. Based on this indicator, which seeks to complement the data on monetary poverty in the country, the type of care required by each population group will be advanced by analysing the social needs of the people, beyond the lack of income.

UNDP has provided technical support for the development of social protection programmes, strengthening the PROSOLI programme and the Administrator of Social Subsidies (ADESS). The indicators on the beneficiaries of social programmes indicate that, given the conditionality of the transfer, there is an impact on reducing the dropout rate in secondary education, where the highest levels are recorded, and improving the health profile of the youngest population. By increasing verification capacity by 98 percent compared to 2012, an increase of health checks, both in children 0-5 years and pregnant women, is reported, with UNDP having contributed to the commissioning and installation of computer equipment of primary care centres to facilitate and record health conditionalities.

In addition, UNDP supported the National Institute of Student Welfare (INABIE) in the development of specific studies to improve the School Meals Programme (PAE), such as the micronutrients survey, with a nationwide sample to assess the nutritional status of schoolchildren. In addition, UNDP has contributed with the Dominican Institute for Research and Evaluation of Educational Quality (IDEICE) to several studies that have provided quantitative and qualitative information for the implementation of the national education policy of the Dominican Government, including the initial evaluation of the Extended Day, the study on the supply and demand of early childhood services and the study on the anthropometric nutritional status of children. Studies were also conducted with IDEICE on the curriculum and violence in schools, which have been considered in educational policies.

Regarding the generation of initiatives to promote the economic integration of vulnerable groups, UNDP, through the PEI REGATTA project, has promoted training in credit management, entrepreneurship, production techniques and climate change for around 100 people affected by the flooding of Lake Enriquillo. PEI REGATTA created two revolving funds to facilitate access to credit for families affected by the flooding.

The interventions carried out by UNDP with seven associations of organic banana producers through direct technical assistance and training, have strengthened their administrative capacity and increased productivity. UNDP's timely contribution to the banana sector was crucial to meeting the fair trade criteria, required by Europe, as it is the only sector that is directly accountable for the ethical treatment of workers, most of them Haitian migrants. The project came at a time when both the international community and the country demanded a regularization programme²⁷ and respect for the right

26 Initially called Environmental Vulnerability Index (EVI).

27 Article 151 of the Migration Act No 285-04, approved in 2004, established the preparation of a national plan for the regularization of illegal aliens residing in the country.

of Haitian migrant workers to Dominican social security, as well as compliance with international treaties on human rights and immigration. In this context, the country approved the National Plan for the Regularization of Foreigners (PNRE) by the end of 2013, through Decree 327-13, which was implemented between June 2014 and June 2015. In addition, the National Immigration Council, in its resolution No 01-14, ordered measures to prioritize the inclusion of seasonal workers in the PNRE and to establish rules allowing for the incorporation of regular foreigners that meet the requirements of the Dominican Social Security System (SDSS).

Economic growth. UNDP contributed with the Directorate-General for Customs (DGA) to the development of the tariff reform proposal of 2013, including collections. UNDP also supported the development of the macroeconomic framework, in collaboration with the MEPyD and the Superintendency of Banks, with the completion of three impact reports on the key measures of economic policies on monetary and fiscal stimulus. It also contributed to the institutional strengthening of the DGA by encouraging the establishment of the Economic Research Unit, in charge of study management in the area of statistics and of studies. The production of statistics and reports on customs activity, in the DGA, made it possible to improve the efficiency of tax collection.

In terms of budget management, UNDP supports the Directorate-General for Budget (DIGEPRES) in the implementation of information systems that facilitate the required degree of efficiency and transparency. As a result, a Computer and Situational Census was launched, which deepened knowledge on the conditions of municipalities for the implementation of a unified budgetary information system, and a new budget classifier was designed that is being used on a pilot basis. As part of this project, interventions related to transparency and accountability have been prioritized, such as the development of a Citizens Budget for two consecutive years, 2013 and 2014, as a more publicly accessible version

than the national budget. UNDP is also supporting DIGEPRES in the design and implementation of a New Budget Model, managed by multiannual horizon programming processes and results-oriented budgetary evaluation and monitoring mechanisms, interoperating with other administrative systems.

In terms of budget execution during the 2007-2014 period, 57 percent of the total budget was allocated to the thematic area of social and economic inclusion in outcome 38 of the Cooperation Programme 2012-2017, and its predecessors, outcome 28 and outcome 29 of the Cooperation Programme 2007-2011. The biggest budgetary contributions are found in national execution projects in education, capacity building and support for social policies of social protection programmes, including PROSOLI, SIUBEN and ADESS, in addition to the project to support Primary Care Units. In 2014, projects in the area of social and economic inclusion accounted for 86 percent of the total executed. These projects are cost-sharing initiatives with the Government and are implemented with the support of UNDP technical staff, in accordance with the operational mechanisms of this organization, to ensure a transparent implementation of resources.

4.2.1 RELEVANCE

Relevance was very high. The projects have been aligned with the END, CPDs 2007-2011 and 2012-2017, institutional strategic plans and institutional assessments developed before or at the beginning of projects. In addition, special considerations on MDG 1 – eradicate extreme poverty and hunger – and MDG 2 – ensuring universal primary education – the post-2015 agenda and the proposed SDGs were mentioned. In the case of direct beneficiaries, their economic security needs and environment were considered, as established in community assemblies.

In addition, the CPD and CPAP 2012-2017 were aligned with the National Development Strategy (END) 2030, specifically with focus area 2 on Social Development, and the general objec-

tives of education, health and social security, and equal rights and opportunities. The objectives of the UNDP programme are included in the END, because UNDP provided technical support at the stage of consultation and development of national goals with studies that informed the formulation of the END. To a large extent, the UNDP programme and the END are aligned, since UNDP participated in the consultation processes and these in turn contributed to the development of the national strategy.

Subsequently, the Multi-Year National Public Sector Plan (PNPSP) 2013-2016 was developed, originally aligned with the END and then modified to incorporate the Presidential Goals 2012-16, which specifically references the areas of education, health, and social protection.

UNDP programmes and projects also fall within the UNDAF 2012-2017, aligned with the END, in the area of promotion of social and economic inclusion, and the UNDP Strategic Plan 2014-2017, for the following results: inclusive and sustainable growth and development incorporating productive capacities that generate employment and livelihoods for the poor and excluded; country institutions are strengthened to progressively deliver universal access to basic services; and country capacity to reduce the likelihood of conflict and reduce the risk of natural disasters, including those caused by climate change.

UNDP has aligned its cooperation programme with the END, helping to socialize the strategy. In practice, many institutions are assimilating the END in their proposals through project documents. In addition to the alignment efforts, UNDP has the flexibility to include mandates that arise after the formulation of the END,

which are priorities for the Presidency of the Republic and, therefore, have been incorporated into the PNPSP.

4.2.2 EFFECTIVENESS

Effectiveness is high because most of the project results have been achieved, which means an adequate level of compliance. National targets originally set for the percentage of the population below the extreme poverty and general poverty lines have already been fulfilled. However, the country still needs to reduce extreme poverty levels below five percent in at least two regions of the country, which poses significant challenges in terms of income distribution. Overall, UNDP projects have improved the scope, efficiency, transparency and effectiveness of the social protection system and access of the target population to quality education and health services. Meanwhile, a monitoring system of tax collection and a new budget system are in the design phase.²⁸

The political will of institutions and the support of implementing partners are cited as factors of achieving the objectives. On the other hand, resistance to change, especially in the administrative area, and the economic interests of specific sectors are mentioned as factors that sometimes limit the effectiveness of interventions. Occasional delays in the implementation as a result of the operational-administrative procedures of UNDP and funding agencies, such as the European Union, are also cited.

Regarding gender issues, PROSOLI considers gender mainstreaming as a crosscutting approach, facilitated by UNDP support for a gender analysis that helped identify gaps in the merging of *Programa Solidaridad* and *Progresando*. Adjustments

28 The institutional strengthening process produced several outputs, including: the Environmental Vulnerability Index (EVI) - innovation; Multidimensional Poverty Index (MPI) - innovation; Household Socio-Economic Survey; Quality of Life Index (ICV) - measurement of welfare; Economic Research Unit of the DGA + Increase; ISO 9001-2008 ADESS Certification; MDG Progress Report 2010 and 2013 and the Final MDG Report (in progress); MDG Monitoring Platform; Citizen budgeting; increased verification PROSOLI co-responsibility, from 30 percent to 98 percent; 23 research studies in education (including Evaluation of the Extended Day, in progress); Study of the supply and demand for educational services for early childhood and the National Register of Establishments (RNE) - 65 percent of registered provinces.

have been made to the programme and new components were inserted, such as super entrepreneur women. This served as a basis for the redesign of policies. Similarly, international consultants conducted training courses on gender awareness for staff of social protection programmes. Some 77 percent of PROSOLI beneficiary families have a female head of household.²⁹ Initiatives have been designed to focus on vocational technical training for women. Efforts are also under way to develop the areas of artisanal crafts, as well as a training and employment programme focused on women and mothers followed by internship programmes that assume the payment of social security and part of the salary.

In the context of PROSOLI, the Families for Peace initiative to reduce domestic violence emerged to raise awareness of the social and economic empowerment of women. In most cases, it supports local capacity, office relocation, improvements in beneficiaries' management and knowledge management and consultants at the national level. In 2014, awareness-raising activities were conducted with families about the importance of gender equality in schools. In total, 653,674 families were advised on gender equality.

PROSOLI has initiatives aimed at empowering poor women who have opened microbusinesses to escape poverty and reduce dependence on transfers. It also seeks to strengthen the self-esteem of poor women, who are normally kept in the circle of poverty due to lack of financial capacities and opportunities. Support is provided to improve their skills and independence, addressing sensitive cases of women who have been victims of violence. Others improve their living conditions thanks to solar panels or access to credit by solidarity banks and affiliated insti-

tutions. Work has also been done to improve the involvement of men to promote greater family co-responsibility with women.

With the support of UNDP, PROSOLI presented in June 2013, the subregional report 'Fighting inequality from the basics: The social protection floor and gender equality', a joint initiative of UNDP, UN Women and the International Labour Organization (ILO). Approximately 200 people attended the presentation organized by the three sponsoring agencies together with the Ministry of Women, the Office of Social Policy, the Ministry of Labour and the Ministry of Health. In addition, a parallel agenda was set to further discuss the proposals and results of the study with the Government, civil society and academia.

Poverty in the country has a greater impact on female-headed households. The data gathered by SIUBEN provides sex-disaggregated information about the living conditions of households to inform the gender analyses required for PROSOLI interventions.³⁰ For example, to calculate the IVACC, disaggregated information helps to understand the different effects of climate change on households by gender of household head. Through the implementation of a revolving fund in the context of a UNDP project in one of the poorest areas in the country (Lago Enriquillo), access to credit to households affected by climate change was granted to finance productive initiatives, with emphasis on those developed by women.

Gender issues in the field of educational research carried out by the IDEICE have been structured so that statistics are disaggregated by gender. Girls and boys are always differentiated; for example, in the anthropometric study, there is

29 In male-headed households, it is encouraged that women receive PROSOLI resources. This decision was prompted by the efficiency of the work carried out by the women of the beneficiary households for the fulfilment of PROSOLI co-responsibilities.

30 Sex-disaggregated statistics are produced to encourage the design of gender-sensitive policies and programmes and increase the visibility of gender dynamics in the context of poverty.

specific information about acceleration in the development of girls, which should be further addressed. The database of students is nominal and this facilitates the development of studies. Importantly, the study should explore why more boys than girls are sent to school at the early educational level. In addition, the evaluation of the Salomé Ureña Higher Institute of Teacher Education (ISFODOSU), a school for the training of education professionals, shows greater attendance of women than men.

4.2.3 EFFICIENCY

Efficiency is high. Most resources were used in a satisfactory manner and within the time-frames with high levels of independence and transparency in the procurement and acquisition processes, as evidenced in budgetary execution and the achievement of project objectives. However, the operational requirements (forms) and the number of projects handled by UNDP officials were cited as limitations, as these sometimes delay compliance with the deadlines.

Implementing partners mentioned that the financial structure of the projects jointly implemented with government resources are managed with UNDP forms, representing a double accounting for partners. On this subject, it was recalled that the Dominican Government is currently undergoing a process of budget reform, also supported by UNDP, which has established a new budget classification manual and a new results-based budget formulation process. National institutions that allocate resources for UNDP projects must be accountable to the Government's accounting structure, not that of UNDP. If resources are drawn from the national budget, they must be reported to the government accounting system to facilitate accountability and ensure transparency in spending. On the other hand, the type of contract of the General Project Coordination by UNDP was assessed as positive, provided the technicians are recruited directly by the institution so they can stay on after project completion.

4.2.4 SUSTAINABILITY

Sustainability is medium-high. The achievements are embedded in the institutions responsible for managing and tracking them. During the execution of many projects, changes in management and/or administration of the institutions were recorded but the effectiveness of the results was not affected. However, **while the development of management capacities at the institutional level was assessed as positive, since the capacity development efforts carried out in the context of UNDP projects were part of institutional strengthening, it was stressed that, for specific procurement projects, knowledge transfer is not always present to ensure operational management once the project is completed. Also, it was pointed out that technicians are sometimes trained by the Government and then recruited by UNDP, which limits national capacity-building and ownership.**

The creation of special units within institutions to channel specific tasks was also highlighted, because it guarantees the sustainability of the intervention. Similarly, work on the structures, procedures and institutional standards, ensures the continuity of the process.

4.3 ECONOMIC AND SOCIAL INCLUSION (HIV/AIDS, OUTCOME 41)

UNDP's strategy to increase access to comprehensive and quality health care within an inclusive and human rights-based policy framework has been implemented through the empowerment of Primary Care Units, the gateway to the National Health System's primary care and where the co-responsibilities of the social protection system – also supported by UNDP – are reported. This support is provided through the Office for Social Policy Coordination and the Progressing with Solidarity programme, as well as for the institutional strengthening of the agencies responsible for the National Response to HIV/AIDS – such as CONAVIHSIDA and the Directorate-General for the Control of Sexually Transmitted

ted Infections and AIDS (DIGECITSS), of the Ministry of Health – the promotion of opportunities for dialogue between the Government, civil society and people living with HIV/AIDS (PLWHA) for the formulation of public policies and advocacy activities to ensure the human rights of the most vulnerable to the disease. In the area of primary care, UNDP supported the Ministry of Public Health in equipping primary care centres, which were renovated and incorporated into the National Health System and have served as a platform to increase the verification capacity of co-responsibility of health controls, both for children of 0-5 years and pregnant women.

UNDP also supported the Department of Health and Labour Risks (SISALRIL), providing technical and logistical support for equipping and strengthening the computing platform and for personnel training to increase the company's effectiveness in monitoring the issues related to coverage and quality of services offered by the subsidized health system.

UNDP has strengthened national capacities to achieve greater coordination of the national response to HIV/AIDS and greater involvement of civil society and PLWHA. Since 2002, UNDP supported the institutional strengthening of CONAVIHSIDA³¹ with the goal that it would contribute effectively to strengthening the political commitment and national capacities to ensure the right to prevention, treatment and care for all citizens. Institutional support activities include the following projects: *Yo soy, yo puedo* [I am, I can], which provided leadership and empowerment tools for people living with HIV; Strengthening the Committee for Prevention and Control of HIV/AIDS (COPRE-COS) of the Armed Forces and National Police, with funding from UNAIDS; and Gender-Based Violence and HIV, which was implemented jointly with UNAIDS and UNFPA.

The permanent strengthening of CONAVIHSIDA has enabled a national response to sexually transmitted infections (STIs), HIV and AIDS, involving a wide range of governmental actors, civil society and the UN system, and further progress towards the goals set forth in the National Strategic Plan 2007-2015.

UNDP supported the completion of a financial feasibility study for the inclusion of antiretroviral drugs (ARV) in the National Social Security System (SNSS) and is working on the definition of a technical and administrative management model for the inclusion of ARVs in the Family Health Insurance scheme. Complementarily, UNDP supported the creation of the Action Plan for MDG targets 6A and 6B, in the context of the MDG Acceleration Framework (MAF), which identified the non-inclusion of ARVs in Social Security and compliance actions as challenges.

Thanks to UNDP technical support, PLWHA are now integrated into the PROSOLI programme. Together with the UNDP Regional Centre based in Panama, UNDP is committed to the development of a research study to identify challenges and opportunities created by social protection programmes that are sensitive to HIV in Latin America and the Caribbean. UNDP has also worked on the review of HIV and AIDS municipal strategies and the development of comprehensive plans and action plans for populations in vulnerable situations, as well as on the implementation of a pilot project in the municipality of Boca Chica, which is poised to become the first municipality with a municipal non-discrimination standard.

UNDP also led the National Dialogue on HIV/AIDS, which has resulted in a higher level of understanding and acceptance of human rights of population groups vulnerable to HIV/AIDS, which in turn, has improved the coverage and quality of comprehensive health services tailored

31 CONAVIHSIDA (Decree No. 135-11) was created in 2011; part of its functions belonged to the Presidential Council on AIDS (COPRESIDA), in force since 2001 by Decree No. 32-01.

to the needs of these groups. For the first time, the call to dialogue mobilized local and national decision-makers, civil society and beneficiaries, under the coordination of CONAVIHSIDA, with the support of UNDP and the Human Rights Observatory for Vulnerable Groups. This level of awareness of human rights facilitated the inclusion of a strategic area on human rights in the new National Strategic Plan 2015-2018 to address the issue in the context of people living with and vulnerable to contracting HIV/AIDS. The Dialogue experience was systematized in a consultation process which now serves as a baseline to guide future work.

One of the recommendations of the Dialogue paved the way for the Human Rights Observatory for Vulnerable Groups (ODHGV), consisting of 26 governmental and civil society organizations, which has become a platform for registering complaints, monitoring and raising awareness of human rights violations against vulnerable groups in order to present complaints to the competent authorities for sanctioning.

Another recommendation of the Dialogue was the need for legislative reform to eliminate discriminatory aspects in Law No 135-11 on HIV/AIDS (Articles 78 and 79) criminalizing HIV exposure and transmission. Regarding the legal framework for drug users (DU), in 2013, the National Drug Council, with support from UNDP, initiated the revision of Law 50-88 on Drugs with a view to modifying the contents concerning the victimization of this population and frame it within public health policies. In addition, UNDP is supporting CONAVIHSIDA in the process of developing and promoting an anti-discrimination law.

UNDP also collaborated with the preparation of the concept note for the Global Fund and the new National Strategic Plan for HIV and AIDS 2015-2018, and supports the Country Coordinating Mechanism (CCM) of the Global Fund as an alternate member.

UNDP also developed a Comprehensive Care Model for Drug Users with linkages to HIV/AIDS that aims to provide efficient responses to the needs of these people, understanding the link between HIV/AIDS and drug use, and facilitating the optimization of service quality and current coverage.³²

4.3.1 RELEVANCE

The relevance is very high because the alignment of UNDP initiatives corresponds to national priorities. In this context, UNDP's contribution has been important because it has allowed making visible issues that were not on the national agenda explicitly. HIV/AIDS initiatives have been aligned with the National Strategic Plan 2011-2015. The new National Strategic Plan 2015-2018 contains a chapter on human rights. The Dialogue outlined the lines of action in the field of human rights of vulnerable populations to HIV/AIDS.

The Dominican Republic, with the support of UNDP, made the exercise of the MAF for MDG 6 and has a plan of action for targets 6A and 6B for compliance in 2015. This is a very useful tool and the current context provides a momentum to contribute significantly to the achievement of reducing new infections and increase life expectancy for people living with HIV/AIDS.

4.3.2 EFFECTIVENESS

Effectiveness is high because the results planned by UNDP in the context of the national response to HIV/AIDS have exceeded the targets planned in terms of impact with the National Dialogue and technical support, facilitating the inclusion of ARVs in the Dominican Social Security system. However, this inclusion of ARVs remains a major challenge in the UNDP cooperation programme. Additional challenges include the improvement of the quality of health services for the populations most vulnerable to HIV/AIDS

32 The Comprehensive Care Model for Drug Users, developed in the context of the UNDP initiative, is being considered for integration in the National Health System.

and the promotion of legal instruments to ensure the human rights of people living with HIV and vulnerable groups.

The National State-Civil Society Dialogue on HIV, led by CONAVIHSIDA and UNDP, has been an extraordinary success due to the dynamics, strategy and methodology used. The Dominican Republic was the fourth country in the region to successfully carry out the Dialogue, which outlined the lines of action in the field of human rights for populations vulnerable to HIV/AIDS and generated key findings, recognized at the national level³³.

As a result of the Dialogue, which brought together 53 representatives of civil society, 48 government officials and 6 delegates from donor agencies to analyse 53 cases of exclusion and violation of human rights, national awareness on human rights of vulnerable populations has been raised. The lesbian, gay, bisexual and transgender (LGBT) community, drug users and sex workers are perceived as vulnerable to HIV/AIDS, with human rights that must be respected. This effort has been materialized in forums on human rights and HIV, and human rights and sex work. The Gay Pride Parade, which was also supported the UNDP, now has a variety of donors and increased visibility at the national level.

Another recognized result of the Dialogue was the development of mechanisms to enable populations in vulnerable conditions to receive guidance through the conceptualization and implementation of ODHGV, a space that monitored and raised awareness of the issue to the point of obtaining a favourable ruling against employment discrimination from the Supreme Court, which ordered the reinstatement of a person living with HIV who had been dismissed from his job, in addition to compensation payment.

With regard to improving access to health services for vulnerable people, UNDP has worked

on the development of a comprehensive care model for drug users with links to HIV/AIDS, which aims to meet the needs of health services and coverage of DU in the context of social protection programmes.

Regarding the inclusion of ARVs in Social Security – an unmet goal of the National Strategic Plan 2011-2015 but included in the National Strategic Plan 2015-2018 – it has contributed to the development of a financial feasibility study, and an administrative feasibility study is underway.

Of particular note is the promotion of social participation as a process that involves and motivates stakeholders to generate the necessary changes. This social mobilization is a goal of the Ten-Year Public Health Plan 2006-2015 to promote the transformation of health in the area of HIV and AIDS with a focus on equity and social justice as a human right.

In terms of gender, women and adolescents have greater access to sexual and reproductive health through Primary Care Units, which were equipped and commissioned through a UNDP project, providing STI prevention services, family planning and prevention of cervical and breast cancer. Primary Care Units promote gender equality in access to health services. HIV initiatives have mainstreamed gender, so that access to ARVs is the same for men and women. To do this, all supporting studies and assessments have mainstreamed gender (analysis of disaggregated statistics and impacts on vulnerable populations) since the HIV epidemic in the Dominican Republic is characterized by being concentrated in the most at risk subpopulations, particularly in women without formal education, with a national prevalence of 5.4 percent. Similarly, the National Dialogue and forums have exhibited an inclusive language, including transgender people as a vulnerable group. Work has been carried out with sex workers who have been victims of rape and

33 Plan Estratégico Nacional (PEN) VIH/SIDA 2015-2018. Coordinated by CONAVIHSIDA. January 2015.

are being treated in the Victims Care Units of the Attorney General of the Republic. The ODHGV has specialized personnel that is trained in gender issues. Similarly, the CONAVIHSIDA has staff specialized in gender issues working in the area of educational strengthening.

4.3.3 EFFICIENCY

Efficiency is very high because, with very limited resources, UNDP has managed to become an important partner in the area of HIV/AIDS, becoming a benchmark in addressing the issue from a rights-based approach.

UNDP resources have been used strategically, both in support of government agencies, for example, in the institutional strengthening of CONAVIHSIDA and CNSS with feasibility studies for inclusion of ARVs in the Social Security system. Similarly, the role of UNDP is recognized in the context of the creation of the MAF, which helped identify bottlenecks in MDG national priorities, prioritize HIV/AIDS interventions to fulfil the goals set for halting and beginning to reverse the spread of HIV/AIDS (target 6A), and universal access to HIV/AIDS treatment (target 6B) by 2015³⁴.

UNDP technical assistance with the National Dialogue has been instrumental because it has helped to launch other initiatives, such as the ODHGV, which is based at the Centre for Integral Orientation and Investigation (COIN), and search for financial assistance with partners such as the UNAIDS Programme Acceleration Fund (PAF)³⁵. The resources provided by UNDP have not only been well used but have also served as a catalyst to mobilize additional resources and, with very few bureaucratic exceptions, they have been implemented in a timely manner.

4.3.4 SUSTAINABILITY

Overall, the sustainability of the results is high because there has been a process of national ownership of the results of UNDP initiatives in the area of HIV/AIDS, both by the Government and by the organizations representing most vulnerable groups where the epidemic is concentrated.

The work carried out with the support of UNDP is now part of the national development agenda and, in the case of Human Rights, of the National Strategic Plan (PEN) and legislative changes. The Observatory, which is operating as a complaint and legal support mechanism, is part of the institutional strengthening of COIN, within which it has been established and is mobilizing resources for its operational functioning.

In the national response, interagency technical working groups on specific topics have been formed that meet systematically to coordinate efforts: the Coordination Committee on Drug Users (DU), the Committee on the Link Between Violence Against Women (VAW) and HIV, the National Committee on the Elimination of Mother-to-Child Transmission of HIV and Congenital Syphilis, the Committee for the of inclusion of ARVs in Social Security, and the National Committee of Laboratories and Medicines Committee. In addition to these coordination mechanisms, a National Group on the Elimination of All Forms of Stigma and Discrimination (GRUNEEED) was formed.

Through national awareness and training on human rights, there has been a process of empowerment of vulnerable populations, who are now much more aware of their rights and have mechanisms to enforce them.

34 Plan Estratégico Nacional (PEN) VIH/SIDA 2015-2018. Coordinated by CONAVIHSIDA. January 2015.

35 ODHGV has received resources from the French AIDES association and Caribbean Vulnerable Communities Coalition (CVC).

However, UNDP should continue to support the identification of national resources and mechanisms to enable the Government to ensure financial sustainability of ARV supply, currently funded by the Global Fund.

4.4 EMPOWERMENT AND RIGHTS OF WOMEN AND VULNERABLE GROUPS (OUTCOMES 42 & 43)

UNDP has contributed to the promotion of gender and the empowerment of women at the national level from different perspectives and numerous approaches, both in public policies and specific actions. For UNDP, gender equality is a prerequisite for development and a fundamental issue of human rights and social justice. It is also one of the fundamental challenges for development and achieving the Millennium Development Goals.

The aim of the area of empowerment and rights of women and vulnerable groups is to improve the economic, social and political conditions of women, by promoting public policies and egalitarian practices in both the public and private sector, and ensuring greater participation of women in decision-making to achieve full citizenship and a stronger democracy.

The formulation of the UNDAF 2012-2016 coincided with a constitutional and institutional reform and modernization of the State that facilitated the alignment of the strategic planning process of the UN system with national priorities. The rights-based approach was used for the preparation of CPAP. This made it possible to identify the most disadvantaged and vulnerable groups, becoming the centre of the UN system intervention in the country. An exclusive objective for women is under consideration, as women are some of the most affected by inequalities and threats to their rights. Thus, the area of empowerment of women and vulnerable groups, which had no precedent in the previous UNDAF cycle, was included in this cycle. The CPD contained a specific area on the empowerment of women, which was developed in parallel with the UNDAF.

With the addition of this new programme area, the Gender Unit has had the opportunity to gain greater relevance and recognition both within and outside the office, with national partners and partners of other UN agencies.

UNDP strategies for this area have focused on promoting the economic empowerment of women and equal opportunities in the labour market; the political participation of women, and the redefinition of a social protection floor that takes into account the inequality in socio-economic and gender terms throughout their life cycle. There has also been a series of initiatives related to gender-based violence and the institutionalization of the strategy for gender mainstreaming in the State.

In order to promote economic empowerment and gender equality in the workplace, the Gender Equality Seal project has been implemented, aimed at guaranteeing the exercise of equal employment rights for women and men by awarding companies committed to human rights, decent work, social justice and gender equality with a certification. The Gender Equality Seal is an opportunity to advance gender equality in the economy by transforming the management of human resources in public and private companies and how they address their business.

The Dominican Republic belongs to the Regional Community of Practice of the Gender Equality Seal, coordinated by the gender practice area of the UNDP Regional Centre, based in Panama, which groups 13 countries, in addition to the Dominican Republic. South-South cooperation has been highly valued because it allows not only for the exchange of experiences with other countries, but also facilitates a more strategic approach, the identification of regional challenges and the unification of synergies.

Within the framework of the project, political dialogue boards for women politicians were organized with the support of the Standing Committee on Gender Affairs, in order to achieve inter- and intra-party agreements for the revi-

sion of the Draft Law on Political Parties.³⁶ The project and UNDP action gained strong visibility through dialogue and consultation meetings to promote a law on gender equality within political parties, television and radio programmes, and through interviews in print media.

The area of empowerment and rights of women and vulnerable groups worked on two initiatives that were included in the assessment. One is related to gender-based violence and intends to develop a baseline on the situation of violence against adolescent girls and young women at the secondary level in public and private schools. During 2014, this baseline study was designed and initiated to identify its causes, characteristics, manifestations, practices and beliefs. This study is the first of its kind in the country, and it is expected that results will provide a better understanding of the reality of secondary schools and address gender violence appropriately. At the time of the assessment, the study was still in progress.

Another initiative undertaken by the Gender Unit and evaluated here is the proposal to develop a costing plan for the National Plan for Gender Equality and Equity 2007-2017 (PLANEG II). This initiative was being implemented at the time of the evaluation. Its aim is to analyse the state of implementation, execution and management of PLANEG II and estimate the financial resources necessary to continue its implementation. Costing exercises seek to generate information on the financial dimension of developing (or not) a given intervention in the context of public policy. Therefore, costing exercises are an essential input to define the 'funding gap', as they make it possible to establish the cost of the actual needs for the achievement of certain equality objectives, and compare them against the resources actually allocated in the public budget.

Both are interagency initiatives, with technical participation and financial support from all

agencies, and coordinated by UNFPA. The gender violence baseline is implemented by UNFPA, UNICEF and UNDP in support of the Ministry of Education. For its part, the costing initiative is carried out by UNFPA and UNDP in support of the Ministry of Women.³⁷

4.4.1 RELEVANCE

The alignment of UNDP interventions with national priorities is very high. Both the CPD and CPAP 2012-2017 were aligned with the END 2030 through focus area 1 on Institutional Development, and focus area 2 on Social Development, specifically, through objectives related to violence against women and equal rights and opportunities, respectively. In addition to the lines of action, the END proposes seven cross-cutting policies that should be incorporated in all plans, programmes and projects, including the gender perspective in order to identify situations of discrimination between men and women, and take action to contribute to gender equality. The UNDP programmes and projects also fall within the UNDAF 2012-2017. Regarding the Presidential Goals, the programme is relevant in the area of social protection, with initiatives to strengthen the national response capacity for the prevention of domestic violence and women who are victims of violence.

In the case of the outcomes in the area of empowerment of women and vulnerable groups, UNDP is aligned with national priorities for reducing gender gaps as included in the National Plan for Gender Equality and Equity 2007-2017 (PLANEG II), Law 12-2000 and 13-2000, establishing a 33 percent quota, and the Strategic Gender Plan of the Ministry of Labour (PEG-MT) 2009-2013. UNDP seeks to incorporate gender in the objectives and functions of the Ministry of Labour, developing actions that promote gender equality and equity in the organizational and functional structure of the Minis-

36 Coordinated with the project for strengthening political parties, area of democratic governance.

37 The project on the social protection floor and gender is analysed later, as Outcome 44.

try; Law No. 24-97 introducing amendments to the Criminal Code and the Code for the Protection of Children and Adolescents, which regulates, inter alia, sexual assaults and attacks on the personality and dignity of the person.

4.4.2 EFFECTIVENESS

The effectiveness of interventions to which UNDP contributed is high. The efforts of UNDP to promote the economic empowerment of women have focused on promoting the development of a quality model with gender equity in companies in the private and public sector to integrate gender equality into their organizational management and eliminate gender gaps and inequalities.

So far, since it is still in the process of implementation, the project has succeeded in creating a Country Standard, approved by the Dominican Institute for Quality (INDOCAL), and confirming the commitment of several companies and institutions, such as Banco BHD/León, Industrias Nigua and the Dominican Association of Free Zones (ADO-ZONA), to obtain certification of equality; negotiations are underway with other companies (for example, Coca-Cola). Also, the IGUALANDO seal of the Dominican Republic was presented at the Regional Business Forum for Equality, where contacts with multinational companies based in the country were established. Project implementation partners are the Ministry of Women, the Ministry of Labour, the National Competitiveness Council (CNC) and INDOCAL).

As for the UNDP strategy to promote the political participation and leadership of women, it has focused mainly on capacity development, through the graduate course on Women and Politics, taught jointly with the Ministry of Women and the Autonomous University of Santo Domingo. A series of training workshops were organized with the Permanent Commission for Gender Affairs on political communication with a gender perspective for journalists, and advocacy and political leadership for women politicians from different geographical areas in the country. Due to the success of the workshops, the number of

geographical regions benefitting from the capacity-building had to be doubled, training a total of 500 women politicians. A contest was held among workshop participants in order to select a group of 45 women who will benefit from intensive training in preparation for elections next year (the project is still under implementation).

In addition, jointly with the Unit for Democratic Governance, awareness-raising and advocacy actions have been promoted to foster the political participation of women among the actors involved or with influence in politics, for example, administrators of electoral systems and political parties.

One of the comparative advantages of UNDP is its research capacity, particularly relevant to gender issues, which still require the deepening of knowledge in many areas. UNDP has launched studies on how electoral designs can affect the access of women to representative positions; right now, it is developing, as mentioned above, a baseline on gender-based violence in secondary education in public and private schools, which will be the first study of its kind and will represent an enormous contribution for the country.

UNDP also provides technical and financial support to the Ministry of Women, together with UNFPA, for the costing and analysis of the Second National Plan for Gender Equality and Equity (PLANEG II) 2007-2017, which is expected to be ready by mid-2016. It is noted that UNDP support has had an indirect impact on the recognition of the role of the Ministry of Women by other governmental and nongovernmental organizations to raise awareness and recognition of its role.

4.4.3 EFFICIENCY

The efficiency of UNDP programme has been rated as high. The management of assistance provided has been carried out as planned. However, there were some delays that affected the schedule of activities; mostly due to administrative procedures and procurement delays.

In the case of the Gender Equality Seals in Companies and Organizations project, there were delays in the receipt of funds committed by the Ministry of Women. Despite the continuous commitment and interest of the institution in this project, it is still insufficient to meet the expectations. The roles assumed by the Ministry of Labour and the National Competitiveness Council have not met expectations in providing a team of advisers to support companies in the process of implementing the model. The aim in 2015 was to focus efforts on these issues and assess the inclusion of new strategic partners that could ensure the achievement of goals, such as the integration of INDOCAL, which contributed to the training of a team of gender auditors, for which the institution assumed ownership.

Due to high demand by the beneficiaries, the project Political Dialogue on Gender was extended, the number of geographical regions doubled and new workshops proposed for 2015, exceeding project expectations.

Although the partners and beneficiaries assessed the results as positive in the various projects and initiatives, some noted that both financial and human resources were limited. Nevertheless, the ability to maximize resources by the various institutions involved was highly valued.

In this regard, it is worth mentioning that the Ministry of Women, as the governing body responsible for gender mainstreaming in government action and for the promotion of equality policies, received 0.1 percent of the total budget allocated for Executive Power in 2013. This could generate new thinking in order to advocate for a gender-based approach to the design of the national general budget, with the government assuming its constitutional responsibilities with regard to gender equality. As such, it is important to note that the budget designed for CPD and CPAP for the area on the empowerment of women accounts only for 2.36 percent of the total budget.³⁸

4.4.4 SUSTAINABILITY

Sustainability is high. Most projects are in line with the national standard and were incorporated into the legal framework and strategic planning of government partners.

- The Equality Seals project has strengthened national capacities and has managed to institutionalize the Country Seal. A Country Standard and instruments for capacity development and audits were developed and are available to the country for other initiatives. During the project implementation, interagency coordination mechanisms were established (Ministry of Women, Ministry of Labour, National Competitiveness Council [CNC] and INDOCAL), as well as agreements that allowed for management without the direct support from UNDP. Similarly, as a national standard endorsed by INDOCAL, this institution is now the body that audits and certifies the seal, which will support future programmes. In addition, the capacities of civil servants were strengthened through the UNDP project. Its implementation is part of one of the strategic areas of PLANEG II. For this reason, the Ministry of Women is responsible for the coordination of the project and has assigned staff to this project. An important factor is that interagency coordination as a working method is especially relevant to gender, as it implies that the various institutions not only made the commitments on gender, but also incorporate gender measures in their institutional dynamics, through the projects promoted by UNDP.
- The project Political Dialogue on Gender has focused especially on capacity development as a transformation mechanism that empowers women for greater political participation in the 2016 elections. It is expected that the project improve the leadership of women politicians in advocacy and decision-making positions to promote

38 Calculation based on the CPD and CPAP Scheduled Budget 2012-2016. Source: Mid-Term Review, UNDP Country Programme Document (CPD) and Action Plan (CPAP) 2012-2017.

and include gender interests and needs in the national political agenda. The impact of these will be assessed after the next elections in 2016. In turn, the project promotes changes in the electoral and political parties legislation to improve the political representation of women.

- In the case of PLANEG II costing, it is important to mention that the previous PLANEG (2000-2004) failed to materialize into national operational or sectoral plans, and that it did not have a monitoring and evaluation plan to measure progress. Thus, the aim of this initiative is: to ensure effective implementation, seeking to generate information on the financial dimension that implies the completion (or not) of a given intervention in the context of public policy, and to meet the need to enhance the visibility of budget lines allocated to gender policies. This exercise also involves a technical and political process that seeks to influence planning and public budgeting processes, so they contribute to the empowerment of women and closing gender inequality gaps. Therefore, costing exercises are an essential input to define the 'funding gap', making it possible to establish the cost of the actual needs for the achievement of certain equality objectives, and to compare these to the resources actually allocated in the public budget. This will assist the various bodies of the Executive Branch in understanding the resources needed for gender mainstreaming, which should be assumed in their strategic and annual planning.

4.5 EMPOWERMENT AND RIGHTS OF WOMEN AND VULNERABLE GROUPS (OUTCOME 44)

One of the strategies of the Gender Unit is to contribute to the redefinition of a social protection floor to consider the inequality of people, both in socio-economic and gender terms. The subregional report 'Fighting inequality from the basics: The social protection floor and gender equality', a joint initiative of UNDP, UN

Women and the International Labour Organization (ILO) was launched in June 2013. The report provided data on the low public investment in health, education and social security in the Dominican Republic and other Central American countries. This situation leads to high levels of social vulnerability in women and men, often worsening their poverty. Women are the most affected as they suffer from unequal relationships that put them in situations of greater vulnerability; have reduced access to social security in terms of the labour market; have the weight of family household responsibilities and largely work in position of care (domestic workers, for example); and experience social exclusion, due to their lower level of access to resources and power. The report proposes subregional analytical and methodological tools to promote research on the subject for mainstreaming gender in social policies and government initiatives.

The social protection floor is a means for overcoming gender and socioeconomic inequality between women and men. Thus, UNDP hopes to contribute to redefining a social protection floor that considers the inequality of people, both in socio-economic and gender terms, ensuring universality from a rights-based approach.

The goal is to have an overview that shows: what is being done in relation to social security; how programmes contribute to improving the living conditions of women and the poorest families; to what extent it guarantees the equal participation of women and men; and if it reproduces or transforms the sexual division of labour. This initiative is the first to be implemented among countries included in the study referred to above, and serves as a model for the others. It will contribute to a worldwide validation of the implementation of the social protection floor established by the United Nations.

ILO, UN Women and UNDP support the implementation process of the proposal with specialized staff in country offices and their regional experience, the networks established in different countries in the region with similar initiatives

and the development of national capacities. The best experiences and practices will be shared with other projects implemented by the three agencies in the country and the region both jointly and individually. Similarly, tools, studies and lists of experts, among others, will be made available to the project to facilitate and optimize the results of the implementation of the social protection floor with gender equality.

During 2014, the ‘Gender-sensitive mapping and analysis of social protection programmes and the social security system’ was developed to identify response scenarios for a first floor of social and gender protection. For this, a total of 27 initiatives were revised, including programmes and components of the Dominican Social Protection, both in the contributory and non-contributory scheme, in order to identify horizontal, vertical and gender gaps. In addition, a gender-based country profile, identifying progress and challenges to overcome was carried out. At the time of assessment, the project was being implemented.

4.5.1 RELEVANCE

The alignment of UNDP interventions with national priorities is very high. The objective and proposed actions of the ‘social protection floor’ initiative are aligned with the END 2030 and the National Plan for Gender Equality and Equity 2007-2017 (PLANEG II), led by the Ministry of Women. With regard to the National Development Strategy (END 2010-2030), the project falls under Article 12 of Law 01-12, which establishes that “all plans, programmes, projects and public policies must incorporate the gender perspective in their respective areas, to identify situations of discrimination between men and women, and take action to ensure gender equality and equity.” It is also aligned with focus area 2: a cohesive society with equal opportunities and low levels of poverty and inequality.

As for the National Plan for Gender Equality and Equity 2007-2017 (PLANEG II), the project contributes directly to focus area 2: Ensure

all the rights of women and the full exercise of their citizenship; focus area 3: Enhance economic empowerment and promote overcoming poverty among women, and focus area 5: Promoting access and control of women to quality goods and services. Indirectly, the project also impacts other areas of intervention and objectives defined in this national plan.

4.5.2 EFFECTIVENESS

The effectiveness of interventions supported by UNDP is high. As previously mentioned, this initiative emerged from a regional study that proposes a conceptual framework and methodological tools for implementing national social protection floors with a gender perspective. It is planned around two dimensions: horizontal – rapid implementation of national social protection floors to ensure access to essential health care and sufficient income – and vertical – achieve higher levels of social security. Both extensions of social security should have the active participation of the State. Recognizing the difficulty of achieving an immediate universal provision of social security, the expansion should prioritize excluded groups, such as women.

Project activities began under the guidelines of this methodological approach and following regional guidelines. During 2014, the ‘Gender-based mapping and analysis of social protection programmes and the social security system’ was developed. Furthermore, consensus and socialization activities were conducted, during which data that was later incorporated into the study was collected. These contributions informed the final version of the mapping, which was delivered to the national partner, the Office for Social Policy Coordination (GCPS).

As for the contribution to UNDP strategic outcomes in the country, this project responds to output 3 of the CPAP: improved State capacity to create and implement public policies and laws to ensure greater empowerment of women that respond to equitable relations between men and women.

Indicators include capacity development for management and technical personnel in the design and development of public policies to promote gender equality. Within the framework of the project, a workshop on protection and social security was organized for the technical personnel of programmes and institutions. The workshop sought to help improve and increase effective equality of rights on the first floor of social protection and especially mainstreaming gender in the development of social programmes of the social protection system, integrating the country's various assistance and social security programmes in the analysis.

The main conclusions of the mapping of social protection programmes and the social security system highlighted the current situation of vulnerability of Dominican women. They are highly disadvantaged because their access to social security programmes is unequal to that of men, primarily due to their reproductive and caregiver roles. The results also identified the urgency of prioritizing mechanisms and public policies that contribute to improving the situation of women. The research has been crucial to securing political commitment and the will of government partners for the continuity of the project.

4.5.3 EFFICIENCY

The efficiency of the UNDP programme has been rated high. The interventions planned were significantly delayed due to lack of records, databases and sex-disaggregated data from the various institutions. This resulted in the unexpected extension of consultancy deadlines. Despite this fact, alternative strategies were found to obtain the necessary information and prepare the document that currently serves as a reference for many government institutions, academia and civil society. To overcome this weakness, additional workshops for government officers are necessary to strengthen the implementation of the theoretical, conceptual and methodological tools proposed by the project.

Finally, the project was revised to extend its implementation period with the aim of produc-

ing a document that identifies the implementation costs of the recommendations drawn from the mapping. Changes and adjustments to some protection and social security programmes are expected to guarantee the rights of women and close gender gaps. To date, the contract has not been fulfilled because of the difficulty of finding someone in the country with the profile required, and therefore the search has been expanded to the international level.

4.5.4 SUSTAINABILITY

Sustainability is high. The mapping results will guide the actions of the GCPS on this issue, included in the annual planning as an inherent part of its work. The GCPS is also currently working on institutional strengthening to ensure the durability and institutionalization of this type of initiative. The adoption of certain working methods, such as inter-agency coordination, is essential because, to a certain extent, it facilitates ownership, and therefore institutional sustainability, of the different actions taken by UNDP.

The main challenges for sustainability are the financial resources of government partners to provide continuity to the UNDP actions, since social issues are most affected in times of crisis, especially the most vulnerable social sectors. Therefore, these kinds of projects are highly sensitive to the context and circumstances.

4.6 SUSTAINABLE ENVIRONMENTAL MANAGEMENT (OUTCOME 45)

In its last two programming cycles, UNDP strategy has led to an improvement in the country's ability to manage its environmental systems, in particular through policy support for environmental management and facilitation of multilateral and bilateral cooperation. In terms of public policy, technical support and funding have been provided to integrate and implement environmental policies in accordance with multilateral treaties and international standards. First, UNDP has sought to build capacity for environmental management (upstream and downstream),

including through assistance in the development of national policies, instruments, plans and models for the implementation of regulatory frameworks at the local level. Regarding cooperation, several activities have promoted the country's participation in efforts with Haiti and other Caribbean nations to advance environmental management; for example, the Binational Artibonite River Basin project, which focuses on the border river basin and forest areas. For this reason, the design of this outcome area includes a strong South-South cooperation component.

Spending on UNDP programme activity for outcome 45 reached approximately US\$17 million in 2007-2014. As such, this has been an active programme area in the last three or four years and especially in 2012 when spending on two projects peaked (Binational Artibonite River Basin and Reengineering of the National Protected Areas System), evidencing, in an expanding portfolio, a growing mainstreaming of environmental sustainability criteria in priority productive sectors.

This area of cooperation has implemented several initiatives within several strategic areas:

- Support for national policies, with projects ranging from technical assistance and funding for the Ministry of Environment for environmental sustainability initiatives targeting vulnerable populations, to preparing the country for Rio+20 and the International Conference on Small Island Developing States (SIDS) in Samoa, including, specifically, support for the fulfilment of the country's commitments to various multilateral environmental agreements (biodiversity, climate change, desertification and ozone³⁹).
- Sustainable management of ecosystems, which included the design of instruments to facilitate sustainable land management, integrated watershed management and governance, and other local development initiatives (downstream) with community organizations that contribute globally to environmental conservation and projects recognized among the best managed in the world (Sabana Yegua) and others that address binational management of two transboundary water bodies (Binational Artibonite River Basin). It also included support for the development of a policy agreement among State agencies, both private and community level in the upper basin, based on the priorities to implement sustainable land management.
- Biodiversity conservation to ensure ecosystem services. This area sought to strengthen the System of Protected Areas (SINAP), through reengineering⁴⁰ the financial mechanisms for managing and reviewing their legal framework through a participatory process at the national level, as well as providing technical advice on environmental matters (Cementería Gonzalo and Loma Miranda), and the formulation of a National Plan for Sustainable Cocoa Production with the participation of all stakeholders in the cocoa subsector, both public and private. It has also included the development of small community initiatives for local development and environmental conservation.
- Integrated approach of environmental efforts at the territorial level, which consider actions that include environmental protection, access to sustainable funding, governance of natural resources and the benefit of local communities.

39 After more than 15 years of support for those responsible for the National Ozone Programme, the country has met its goals in CFC phasing-out (2010), maintaining HCFC consumption (2013) and reducing HCFC consumption by 10 percent (2015), which included an alliance with entrepreneurs, refrigeration technicians, traders and institutions.

40 Re-engineering includes: the establishment of a Protected Areas Fund already capitalized and funding SINAP priorities; diversification and 50 percent increase of the resources provided by Protected Areas; update of legal and regulatory frameworks, which have enabled the co-management and establishment of private reserves; strengthening planning and management capacities of some 20 protected areas, and above all, strengthening capacities for strategic planning and management of SINAP managers.

4.6.1 RELEVANCE

The UNDP programme has been thoroughly aligned with the main instruments of national planning policy, especially the END 2030, and is consistent with headquarters corporate policies and strategic planning tools.

The relevance of UNDP interventions for national priorities is highly satisfactory as they are specifically aligned with the priorities established in focus area 4 of the END 2030, “that strives for a society with environmentally sustainable production and consumption, that adapts to climate change,” based on general objective 4.1 for sustainable environmental management. Similarly, the programme adheres to the crosscutting environmental sustainability policy which states that “all plans, programmes, projects and public policies should incorporate environmental sustainability criteria and adequate integrated risk management” and specific objectives 4.1.1 to “protect and sustainably use goods and services of the ecosystem, biodiversity and the natural heritage of the nation, including marine resources”; 4.1.2 to “promote sustainable production and consumption,” and 4.1.3 to “develop an integrated waste management system, including pollutants and pollution sources.” The programme is also consistent with government priorities defined in the Multi-Year Public Sector Plan 2013-2016, specifically, section XIII, on the “public sector contribution to the sustainable management of the environment”. In this sense, high-level coordination with government decision-makers has ensured alignment with the country’s policies.

In addition, the national programme is consistent with UNDP corporate policies, **coherent with the 2012-2016 CPD and the strategies and approaches implemented.** Specifically, binational initiatives have been undertaken, alliances with other UN agencies have been forged, and civil society institutions have been involved in technical support processes as defined in the CPD. As for the UNDP Strategic Plan, it has been consistent, albeit with limitations, with the programming principle of gender equity of the

United Nations Development Group (UNDG). Moreover, the alignment with the Strategic Plan principles of participation is valued positively. Although relevant use of South-South and triangular cooperation is observed, the partners consulted agree that this kind of cooperation should be increased. Still, some partners report that there is opportunity for improvement in the project design stage due to perceived difficulties in establishing a common agenda with UNDP and sometimes perceive that the agency acts as a competitor in the search for funding.

4.6.2 EFFECTIVENESS

Efficiency is high due to the achievement of the main objectives in most of the initiatives supported by UNDP, including highly complex binational initiatives.

Most projects have achieved their main objectives. Notably, the Sabana Yegua Basin Project, the Small Grants Programme (SGP), the Conversion of Hydrochlorofluorocarbons (HCFCs) and the Binational Artibonite Basin Project have exceeded goals. The first two have been recognized internationally as outstanding projects, and they all benefit from a solid partnership process with nongovernmental organizations, community groups at the local level or the private sector. There is consensus among respondents on the high level of the current UNDP coordination team and how this has considerably strengthened the strategic support to partners and greatly improved communication and working relations. High capacity for stakeholder coordination is also observed by decision-makers, who commented positively that the Deputy Resident Representative provides personalized follow-up.

Other projects have achieved their objectives, revealing opportunities to strengthen support to implementing partners. Specifically, it was possible to develop several public policy instruments with very good technical design, for example, the national strategy for sustainable land management and the evaluation of ecosystem services by the Protected Areas System.

However, a more satisfactory implementation of these instruments has faced significant institutional and coordination challenges with key implementation partners. In the case of the binational Green Border (“*Frontera verde*”), the project achieved its objectives in the Dominican Republic and UNDP fulfilled its responsibilities. In 2013, the project received the Regional Prize for South-South Cooperation, organized by the RBLAC, awarded to the Dominican Republic and Haiti for sharing the experience and strategies, and transferring environmental methodologies and capacities through Quisqueya Verde and reforestation.⁴¹ Lessons learned for future support to similar binational partnerships were identified including the depletion of human resources and finances by the Dominican partners, who assumed more action than those originally agreed due to limited compliance by Haitian partners for the activities planned.

As for **gender** results, relevant developments are reported in terms of increased participation of women in some project activities. However, partner respondents perceive that the gender issue is not sufficiently prioritized and that some of the positive results are circumstantial and not always defined as intrinsic project objectives.

4.6.3 EFFICIENCY

The efficiency of the UNDP programme is seen as high, highlighting management and contingency response capacity by the area of sustainable development and the service centre. Opportunities for improvement are identified in procurement processes at the local level.

Outstanding contributions in this programme area include timely administrative support and effective monitoring by UNDP, which all partners agreed were key to achieving the objectives. Specifically, a high level of quality in reporting

and project evaluations is confirmed, along with an appropriate level of support based on available resources, relevant monitoring, very good responsiveness to unexpected events and high administrative efficiency, which is valued very positively, especially by decision-making partners of UNDP. At the local level, it is reported that procurement processes can be improved by identifying procurement mechanisms that better meet the specifications required by the beneficiaries at the national level; i.e. mechanisms that are more suited to the purposes of the actions on the ground⁴². In this context, there is an opportunity to improve the support provided to improve the response of national partners (particularly the Ministry of Environment) to local needs. Key partners also believe that the UNDP environmental area can be strengthened with additional staff to provide the support needed by the projects, noting the current efficiency despite the limited staff available. On the other hand, several partners, both decision-makers and technicians, reported dissatisfaction with the level of transparency of some selection processes for consultants.

There is considerable consensus among all project partners, both from the Government and civil society, that the operational and management efficiency of UNDP support to project is one of the organization’s greatest strengths. At the national level, the Service Centre’s capacity to manage procurement processes and contracts is valued very positively. Partners also valued the capacity to manage, monitor and implement project actions, the convening of regular evaluation meetings and, in general, the high degree of flexibility in supporting the needs and unforeseen events in the development of projects. UNDP responds very well to crises and unexpected situations, and was highly responsive, for example, in bilateral projects where many changes occurred with partners in Haiti.

41 The Binational Artibonite Basin Project was not submitted to the RBLAC Regional Prize for South-South Cooperation because, at the time of the contest, it still had no results to show, as required by the call.

42 For example, in the cases of the Re-engineering the system of protected areas in the Salto de Damajagua natural monument project and the Green Border Project in Dajabon.

On the other hand, it is noteworthy that about half of the sample projects included in this assessment achieved, in 2014, an implementation rate above 75 percent. However, the implementation rate of some projects in the analysis period, 2007-2014, was not as efficient. While this has not had a significant impact on the achievement of the objectives, there is an opportunity to improve the delivery rate of several key projects to accelerate and strengthen the achievement of stated objectives.

4.6.4 SUSTAINABILITY

Sustainability is high because UNDP has strengthened and installed capacities of national and local partners, although the accompaniment of the main partners could be improved to achieve greater consistency in the implementation of national policies defined within the context of UNDP support and strengthen the continuity of the processes initiated and the results achieved in key initiatives.

It verified that UNDP has managed to contribute significantly to the progressive strengthening of institutional and project management capacities of the key partner in the Government, the Ministry of Environment. On the other hand, a higher degree of sustainability is observed in the implementation of projects under the primary responsibility of NGOs and community groups, in partnership with the Government. It is also noted that the Government's capacity to continue the initiatives beyond the end of the projects has been uneven and inconsistent. In this sense, there is an opportunity to continue strengthening dialogue and cooperation between State and civil society partners and community organizations, with a view to increase the continuity of results after the project cycle is complete.

Sustainability at the level of project design can be described as technically sound, notably watershed management projects such as Sabana Yegua and the Artibonite River. It was observed that some projects could better anticipate the threats to the support needed from key partners of the Gov-

ernment and civil society to ensure the implementation and continuity of actions generated in the projects.

In terms of **scale**, the programme has a broad and ambitious geographical approach, with several projects that impact a relatively wide geographical spectrum, such as the SGP and the Reengineering of the Protected Areas System, as well as the binational projects that involve an enormously complex territorial management. These projects are effectively designed to enable the scaling up of coverage. In addition, public policy reform initiatives are based on a broad view of the territory and an appropriate approach to impact the most vulnerable areas.

In most projects, the scaling-up of effects has been handled effectively by promoting capacity transfer processes between different partners and various levels of governance. In any case, even in projects with more visible results, national and local partners report the need to maximize the positive positioning of UNDP to leverage more resources for the continuity of some key initiatives.

Similarly, opportunities to strengthen project management capacity transfer are identified, particularly for the implementation of initiatives financed with GEF funds, where the main government partner reports a marked interest in increasing their capacity. One long-term project of note and to use as reference for other projects is the conversion of HCFC gases, which included a lengthy process of linking with the private sector, as well as the creation of a permanent multisectoral structure that ensures long-term continuity to the project – noting that it has existed for over 10 years, a result of previous projects.

4.7 SUSTAINABLE MANAGEMENT AND RISK MANAGEMENT: MITIGATION AND ADAPTATION TO CLIMATE CHANGE (OUTCOME 46)

As indicated in the CPAP 2012-2016, the UNDP strategy for mitigation and adaptation to climate change has focused on high-level support through

technical assistance to national institutions working on issues related to climate change and energy, i.e., through the formulation of policies and strategies to increase **adaptation to climate change** and technical assistance on renewable energy. This work has been carried out through two initiatives: the Rural Electrification Programme and the SGP, which support access to renewable energy sources in remote and poor communities.

At the strategic level, the ultimate goal is to reduce carbon emissions in the country through clean energy and a proactive State policy to reduce vulnerability. As for long-term results, these areas seek to promote a policy framework for climate change adaptation and mitigation, increase access and use of renewable energy, promote public actions and ultimately strengthen Article 6 of the United Nations Framework Convention on Climate Change (UNFCCC) on education.

UNDP key activities in this area of cooperation range from initiatives that incorporate community participation in the management of rural electrification to the preparation of documents for strategic analysis and design of public policy instruments, as well as appropriate country-specific mitigation actions (NAMAs). Governmental capacities for international negotiations have also been developed. In addition, UNDP technical and financial assistance has made it possible to achieve the mainstreaming of climate change in different sectors, plans and instruments, such as the National Land Use Plan, and the inclusion of the variable of vulnerability of poor people to climatic shocks in SIUBEN. At the same time, UNDP has facilitated the coordination of the various UN agencies within the framework of the National Strategy to Strengthen Human Resources, Learning and Capacity Development on Climate Change, and the National Strategy under Article 6 of the UNCCCF, through graduate courses for teachers and technicians.

As for **renewable energy**, 36 micro-hydro systems were established and put into operation, benefiting families in poor remote rural communities without connection to the national grid. Also, community

organizations responsible for the management of these systems were established and strengthened. In addition to managing operation and maintenance, they are responsible for the collection of the fee set by the community from each family using the system. Through the Renewable Energy Programme alone, three microenterprise initiatives were established benefiting 70 families directly, taking advantage of the availability of energy offered by micro-hydroelectric plants. National authorities have conducted a rapid assessment and analysis of the country's gaps in meeting the goals of the Sustainable Energy for All (SE4ALL) initiative, for which UNDP provided technical assistance. This organization has continued to provide technical assistance and funding to local NGOs and community groups to build systems in mountain areas as an engine for local development. This issue has been identified as a national priority at the highest level of the executive, which has enabled the strengthening of interagency coordination and expansion at the national level of successful experiences developed by UNDP for over 14 years. Work was carried out to continue to empower and strengthen the capacity of national bodies responsible for rural electrification. The methodology developed in rural electrification projects (REP and SGP), as well as their results, good practices and lessons learned have been collected in a video, four case studies and a programme systematization. This material has been disseminated both nationally and internationally. It is worth mentioning that the programme was highlighted by the communication unit of UNDP headquarters as one of the top 10 success stories of 2014 globally and was among the initiatives presented by UNDP in the SIDS Conference held in Apia (Samoa), as it contributes directly to national goals of the SE4ALL initiative.

4.7.1 RELEVANCE

The relevance of UNDP interventions for national priorities is very high given its full alignment with the END 2030 and Multi-Year Public Sector Plan, and consistency with corporate headquarters policies and strategic planning tools. Overall, the projects identi-

fied on climate change mitigation and adaptation are aligned with the main instruments of national public policy, notably the END 2030. This programme is fully aligned with national development priorities, particularly with those established in focus area 4 of the END 2030, “which strives for a society with environmentally sustainable production and consumption, that adapts to climate change”, namely, general objective 4.3, which seeks “adequate adaptation to climate change.” It also corresponds with the crosscutting environmental sustainability policy which states that “all plans, programmes, projects and public policies should incorporate environmental sustainability criteria and adequate integrated risk management” and the specific objective 4.3.1 for the END 2030, aimed at “reducing vulnerability, advancing the adaptation to the effects of climate change and contributing to the mitigation of its causes.”

The programme is also consistent with government priorities defined in the Multi-Year Public Sector Plan 2013-2016, specifically Section XV which states “actions and policies for adequate adaptation to climate change.”

The programme is consistent with the framework defined in the CPD 2012-2016 regarding the strategies and approaches implemented. It is also aligned with some of the targets of MDG 7 on reducing greenhouse gas emissions.

Regarding the UNDP Strategic Plan, it has been consistent albeit with minor limitations. The main weakness is observed with regards to the principle of UNGD programming on Gender Equality, given that, although its strength in renewable energy projects is noted, opportunities for improvement are identified in climate change initiatives.

4.7.2 EFFECTIVENESS

UNDP effectiveness in this area of cooperation is high, with a very strong performance level in most projects, although there are opportunities to improve accompaniment in the imple-

mentation of national policies defined in the context of UNDP support. In this area, effective support was provided to government partners to strengthen public policies, especially on climate change. Moreover, an outstanding accompaniment of members of the civil society is observed in most cases, although opportunities to improve coordination between national and local partners are reported in some initiatives (e.g. REP).

This programme area has achieved a good performance in terms of the established goals, since most initiatives have already achieved their goals or shown significant progress. Projects with more concrete results have been achieved with partnerships in which NGOs and community groups have been empowered with the effective coordination of high-level decision-makers. Several national policies have been defined with strict technical criteria, but opportunities to advance ownership by responsible institutions and, therefore, the potential to increase the level of implementation remain, as in the case of the Sustainability Earth project and the National Policy on Climate Change.

UNDP support for institutional strengthening of the National Council for Climate Change and the Clean Development Mechanism has crystallized in the development of instruments and public policy plans prepared according to strict technical criteria. In this sense, opportunities to strengthen support for government partners are identified in order to overcome institutional barriers and further advance the implementation of these instruments and plans.

There is consensus among respondents on the high level of the current UNDP coordination team and how this has considerably strengthened the strategic support for partners and greatly improved communication and working relations. Decision makers also observed a high capacity for stakeholder coordination.

Among the projects assessed, the Renewable Energy Programme shows greater opportunities for improvement in the design stage and initial

coordination of partners, as less than 50 percent of the initial objectives were achieved. Although proper consistency in linking community groups is observed, several partners indicated the possibility of implementing participatory methodologies more consistently for interaction with community groups.

As for gender results, relevant developments are reported in terms of increased participation of women in some project activities. However, partner respondents perceive that the gender issue is not sufficiently prioritized and that some of the positive results are circumstantial and not always defined as intrinsic project objectives.

4.7.3 EFFICIENCY

The efficiency of the UNDP programme is considered high, highlighting management capacity and support for the key processes of partners.

All partners agree that the most visible contribution is the timely administrative support and effective monitoring provided for the achievement of the objectives, specifically the high level of support, relevant monitoring, very good responsiveness to unexpected events and highly valued administrative efficiency, especially by decision-makers.

Most government and civil society partners agree that operational and management efficiency is one of the greatest strengths of UNDP support. The capacity to manage procurement processes and contracts at the national level is valued very positively. It is reported that UNDP is highly responsive to crises and unexpected situations. Partners also valued the capacity to manage, monitor and implement project actions, the convening of regular evaluation meetings and, in general, the high degree of flexibility in supporting the needs and unforeseen events in the development of projects.

The main partners believe that this area to be very efficient given the limited staff available and

understand that it would be useful to increase the technical staff available to deepen support for more key activities.

Furthermore, an appropriate level of disbursements in projects is observed, except for the REP project, whose performance was below average with less than 50 percent of the estimated initial investment. This was partly the result of a breach of a co-financing commitment by several key government partners. The remaining projects demonstrate robust financial management, therefore, the evaluation of efficiency remains very satisfactory.

4.7.4 SUSTAINABILITY

Sustainability is assessed as medium-high. The sustainability component of most projects at the design level can be described as robust. Specific opportunities to improve the assessment of threats and strengthening the initial involvement of key partners are observed. It is noted that several initiatives aimed at defining public policies can strengthen the inclusion of further provisions for support and actions that facilitate the implementation of the policies defined.

In terms of scale, the programme has a broad and ambitious geographical approach, with several projects that impact a relatively wide geographical spectrum. The projects are designed effectively to enable scaling up of coverage, and management models have been developed to be replicable in other contexts. In addition, public policy reform initiatives are based on a broad view of the territory and an appropriate approach to impact the most vulnerable areas.

Significant progress has been observed in terms of capacity development and implementation. As for capacity-building in Government, there has been a continuous process of empowerment in the National Council on Climate Change and the Ministry of Environment, which created a Directorate for Climate Change in 2013, ensuring a long-term institutional framework.

4.8 SUSTAINABLE DEVELOPMENT AND RISK AND DISASTER MANAGEMENT (OUTCOME 47)

The UNDP strategy seeks to provide technical assistance in the area of risk management (outcome 47) to build institutional capacity at the national and subnational level for a more effective and integrated response to and management of risk. UNDP has helped the Government and communities to adopt tools to identify earthquake, tsunami, flood and other major disaster risks, and provide assistance to facilitate post-disaster recovery. UNDP has focused on assisting the Government in implementing its national strategy (in general, through the National Plan for Risk Reduction and, in particular, through the National Plan on Seismic Risk) and its recovery programmes, especially after the passage of tropical storms Olga and Noel and before the flooding of Lake Enriquillo. UNDP has also facilitated programmes along the border area with Haiti, where it has tried to implement an integrated approach to risk management and sustainable development. This approach recognizes that the most vulnerable populations are those most affected by disasters, besides being the poorest.

UNDP financial activity in this area in the 2007-2014 period was higher in the immediate aftermath of tropical storms Noel and Olga in 2007 (see Chapters 2 and 3), which has since declined through the present.

The UNDP approach to risk management in the Dominican Republic is based on the recognition that reducing risk and vulnerability, as well as increased capacity, are key factors in reducing the adverse effects of hazards and therefore essential to achieving sustainable development through:⁴³

- **Institutional mechanisms at the local level to respond to disasters.** Through the SGP, UNDP supported the country in advancing

the implementation of **Law 147-02 on Risk Management** and contributed to: i) the creation of **Disaster Prevention, Mitigation and Response Committees** in 21 municipalities and five provinces in the northeast, and the creation and provision of risk maps, emergency plans, risk management plans and operating rules; ii) the establishment of the **Prevention and Mitigation Technical Committee** in the National Emergency Commission (CNE); iii) the creation of advisory teams in radio communication, early warning and public information; iv) the formulation of flooding mitigation plans along the Yuna River, identifying 51 works for the reduction of infrastructure vulnerability; v) strengthening of the Civil Defence through staff training and the provision of equipment for land and water rescue; vi) the creation of five provincial emergency plans and shelter maps; vii) supporting the public health sector, forming an emergency committee in each hospital in the region and providing emergency equipment to each province; and viii) supporting the Dominican Red Cross, forming and training community networks in 60 communities and providing them with emergency supplies.

- **Emergency response systems.** UNDP has supported the **Emergency Operations Centre (EOC)** through technical assistance, user manuals, technical training and installation of an information system. The EOC has fostered an improved early warning system with real-time information for key response institutions. With UNDP support, the EOC has developed a Mitigation Plan for Vital Infrastructure in the Northeast, which includes budgeted mitigation works, the evaluation of 203 infrastructure items and a methodology and computer supplies to assess the exposure of public investment projects in infrastructure to natural phenomena.

43 UNDP Dominican Republic. Web page. Our work. Crisis prevention and recovery. Overview. <http://www.do.undp.org/content/dominican_republic/es/home/ourwork/crisispreventionandrecovery/overview.htm>.

- **Fighting forest fires.** Support is provided to the Ministry of Environment and Natural Resources for the training and equipment of brigades in locations exposed to forest fires, rehabilitating roads, building helipads and disseminating knowledge about the danger and management of forest fires. To increase forest fire control, the Ministry of Environment has developed, with the support of UNDP, a forest fire operations and monitoring centre in Duvergé and Jarabacoa with adequate infrastructure and staffing, operating procedures, communication protocols and technical personnel trained to produce risk maps.
- Of note is the capacity-building that took place in the north in Puerto Plata of **Municipal Committees for Disaster Prevention, Mitigation and Response** (PMR) in disaster preparedness against tsunamis, community Early Warning Systems (EWS) and local organization to reduce tsunami hazards. Forty engineers and architects from the Dominican College of Engineers, Architects and Surveyors (CODI) and 150 master builders and metalworkers have been trained at the graduate level, strengthening and developing their skills in the analysis and construction of buildings using seismic regulations, technical assessment and vulnerability reduction. The course was the result of an agreement between UNDP and the Autonomous University of Santo Domingo, and is supported by the National Seismic Evaluation Office (ONESVIE). A network of 20 male and 20 female volunteer community facilitators from the Civil Defence, Red Cross and Firefighters was formed. This network is trained in developing community plans and evacuation and rescue routes, and, in turn, provides training to and raises awareness of communities in vulnerable neighbourhoods.
- In the South, UNDP technical assistance has allowed for the establishment and training of PMR Committees in eight municipalities and two municipal districts of the Independencia and Bahoruco provinces bordering Lake Enriquillo.⁴⁴ In addition, their vulnerabilities and hazards were identified and the actions required determined.

Seismic risk reduction:

- **National strategies.** UNDP promoted the formulation of the **National Plan for the Reduction of Seismic Risk** in the Dominican Republic, providing technical assistance to the Government throughout the analysis and institutional consultation process to define the strategic axes and lines of action on seismic risk reduction and their socialization. In the framework of this plan, the Dominican Government has begun to take action to reduce seismic risk and, with support from UNDP, is working to improve national and local capacities, at the institutional and community level for the adoption of measures aimed at reducing seismic vulnerability and effective disaster response. These activities were carried out for a period of 15 months, through workshops, interviews and panel discussions, with the participation of about 55 institutions from the public and private sector, social organizations and academic institutions.
- **Seismic studies.** The country also intends to advance the development of seismic hazard and physical vulnerability studies as a means to strengthen the capacity of institutions for disaster prevention and preparedness at the national and local level, assessment and regulation of the construction sector, urban planning and land management, among others. In particular, the National Geological Survey (SGN), with support from UNDP, has begun to develop **seismic micro-zoning** and phys-

⁴⁴ Municipalities of Duvergé, Cristóbal and Mella, in the South; La Descubierta, Los Ríos, Postrer Río, Villa Jaragua, Neyba and Municipal Districts of Boca de Cachón y Tierra Nueva, in the North, where the occurrence of several disasters converged in the last decade (flood of Jimani, storms Noel and Olga, Isaac) and, more recently, the slow and sustained flooding of the Lake.

ical vulnerability studies of Greater Santo Domingo, in municipalities of the Province of Santo Domingo⁴⁵ and San Cristobal⁴⁶. It also seeks to strengthen PMR Committees and develop regulation and management capacities in urban planning, land use and development, through the appropriation of geotechnical and regulatory instruments. Following an **analysis** of the geographic area of the Dominican Republic – with the highest priority on intervention against the **seismic hazard** and with the participation of related institutions – priority areas were identified in the Cibao region, in the north of the Dominican Republic, and more specifically, the provinces of Puerto Plata and Santiago, for interventions to reduce vulnerability to seismic risk and strengthen preparedness capacity for disaster response⁴⁷.

Post-disaster recovery:

- **Response to tropical storms Noel and Olga.** UNDP facilitated the continuous flow of communication and encouraged constant interaction among a large and representative number of institutions in a range of activities, promoting capacity-building for coordination. UNDP also accompanied the development of the **Strategic Recovery Framework** of Duarte and the Recovery of Barahona, Bahoruco and Independencia, as a result of the commitment of national, municipal and provincial authorities, NGOs and communities affected by the storms Noel and Olga. This paper identified priority programmes and initiatives for social and economic recovery of communities with a focus on provincial development to prevent the reproduction of the risks, as a roadmap to generate sustainable

human development in post-disaster recovery. In addition, this **Strategic Recovery Framework**, supported by UNDP throughout its development, serves as a reference for government authorities for the prioritization of public investment in infrastructure.

- Faced with the same problem, the Enriquillo-2030 organization and the Enriquillo-Azuey Coalition, with UNDP support, developed the Strategic Plan for Recovery and Transition to Development of the **Lake Enriquillo Zone**. This plan systematizes and organizes information about 600 people, including local and provincial authorities, NGO representatives and leaders of social organization of the Lake communities, who expressed and defined their recovery and development needs in meetings and workshops. It also proactively defines strategies and programmes to unify efforts to mitigate the effects of flooding, taking into account risk reduction to reduce the vulnerability of the inhabitants in the area and protect their lives and property⁴⁸.

In response to the Haiti earthquake:

The UN team in the Dominican Republic reacted quickly and efficiently to the emergency in Haiti, under the leadership of the Resident Coordinator⁴⁹, whose coordination of humanitarian and logistical aid greatly enhanced the reputation of the office due to its ability to achieve results.

First, UNDP provided support to UN agencies through programme initiatives during the emergency response, including:

- The establishment and maintenance of a **humanitarian corridor** under UNDP

45 National District, Santo Domingo East, West and North, and Los Alcarrizos.

46 San Cristobal, Haina and San Gregorio de Nigua.

47 UNDP Dominican Republic. Our work. Crisis prevention and recovery. In depth. <http://www.do.undp.org/content/dominican_republic/es/home/ourwork/crisispreventionandrecovery/in_depth.html>.

48 UNDP Dominican Republic. Crisis prevention and recovery website: <www.do.undp.org/content/dominican_republic/es/home/library/crisis_prevention_and_recovery/plan-estrategico-de-recovery-and-transition-to-development-para.html>.

49 On the other hand, in the latter, crimes against human life represented 10.4 percent (the highest percentage in the country), while in the Central region it was reported to be 7.1 percent. Audit of the UNDP Country Office in the Dominican Republic. Informe No 742. March 2011.

management, aimed at connecting Santo Domingo to Port au Prince through the La Isabela airport for activities related to the immediate passage of humanitarian personnel, food and non-food supplies (US\$101,543 financed by the United National Central Emergency Response Fund [CERF]).

- Support for coordination efforts, needs assessment and initiating early recovery frameworks (US\$100,000 funded through the allocation of emergency funding under TRAC line 1.1.3 [resources from core funds])⁵⁰.
- Support in establishing the plan for the development of national and local capacities in the Dominican Republic to manage the impact associated with the earthquake and strengthen binational ties (US\$983,000 funded by the Bureau of Crisis Prevention and Recovery [BCPR])⁵¹.

Second, the Office conducted bidding activities in support of UNDP in Haiti and handled most of the bidding processed and logistical support for the United Nations Humanitarian Air Services (UNHAS). To meet the growing demand for administrative support, staff numbers increased in the Dominican Republic by hiring procurement (Surge/UNDP-Mexico) and logistics (UNDP-Haiti) specialists. For support during the earthquake response, UNDP in Haiti submitted requests for goods and emergency supplies whose purchase was charged to UNDP Haiti Chart of Accounts (COA) through the Atlas system. However, due to low execution, which had only reached 48 percent by 2010, the Office did not have the ability to properly sustain the programme results.

4.8.1 RELEVANCE

The relevance of UNDP intervention is very high due to its contribution to the design, development and strengthening of an integrated risk

management system with the participation of key stakeholders, in addition to the momentum provided to the recovery of livelihoods in affected areas, as reflected in the national priorities and UNDP corporate mandates.

Part of the mandate of UNDP is to promote and support the implementation of risk and vulnerability reduction in developing countries. Accordingly, outcome 6 of its Strategic Plan 2014-2017 is that “Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings”. The UNDAF 2012-2016 guides the actions in the area of environmental sustainability and comprehensive risk management so as to contribute to the general objective 4.2 of the END 2030, that seeks to achieve an “effective risk management to minimize human, economic and environmental losses”. Framed within focus area 4 of the END 2010-2030 “which strives for a society of environmentally sustainable production and consumption, adapting to climate change”, this area of cooperation is part of its specific objective 4.2.1, to help “develop an effective national comprehensive risk management system, with active participation of local communities and governments, to minimize damage and enable the rapid and sustainable recovery of the affected areas and populations”.

The programme is also consistent with the government priorities defined in the Multi-Year Public Sector Plan 2013-2016, which, in general terms, which proposes the “promotion of effective risk management”, establishing the integrated management of disaster risk as specific objective 34. The strategic lines of this plan include strengthening the institutions of the National System for Prevention, Mitigation and Disaster Response; the design and implementation of a National Risk Management Plan; decentralization of risk management at the regional, provincial and municipal levels; the

50 Letter from Jordan Ryan, Assistant Administrator and Director of UNDP BCPR, 1 April 2010.

51 Letter from Jordan Ryan, Assistant Administrator and Director of UNDP BCPR, 18 April 2010.

allocation of trained human resources, physical and technological infrastructure and information necessary for effective risk management, and the adoption of relevant legislation to promote seismic risk reduction.

In addition, several projects and initiatives have been framed within the Disaster Preparedness programme of the European Commission's Humanitarian Aid and Civil Protection Office (DIPECHO) (2011-2014) and served as a platform to develop and present strategies for an Early Warning System for Tsunamis, design plans for disaster risk reduction and municipal regulations, and strengthen national institutions. These strategies are aligned with the process of modernization and reform, established in a new Constitution, the END 2030, the Law on Risk Management and its instruments, and the Law of Municipalities.

There is consistency between the UNDAF 2012-2016 and UNDP goals, expressed in the CPD and its respective action plan (CPAP), in the cooperation area of sustainable development and risk management, which, in turn, responds to corporate priorities related to capacity development, promoting development effectiveness and comprehensive risk management. Projects and initiatives in this cooperation area promoted the development of knowledge and risk assessment and socialization; they have improved alert and response practices and mechanisms, primarily through the formation and training of human resources, and inter-institutional dialogue between various bodies related to risk management has been strengthened.

4.8.2 EFFECTIVENESS

The effectiveness of UNDP intervention is high because most of the goals established within the legal and institutional framework for integrated risk management have been achieved, although the involvement of authorities can be improved, especially at the local level, to provide continuity to the processes.

This programme area has achieved most of its goals, especially through technical assistance for the design of an institutional and legal framework for integrated risk management and post-disaster recovery in highly populated areas. However, evidence suggests a limited response from the State in the operability of the commitments undertaken and to the country's high degree of exposure to natural phenomena, which produce repeated emergencies and disasters of various sizes.

In the field, the commitment of local authorities to the recovery of livelihoods has been weak and the integration of public officials of sectoral institutions has been weak or conditioned. This is due in part to the lack of budget allocations in the municipalities and provinces for prevention, mitigation and response, which is why there is a high level of dependence on international cooperation projects for the provision of human, technical and financial resources.

According to a study of the Directorate-General for Planning and Territorial Development (DGODT), in 2007, the Government allocated Treasury expenditures equivalent to 0.6 percent of GDP for the response to the damages caused by storms Olga and Noel. However, in the context of livelihood recovery projects, some beneficiaries said they had to allocate a significant percentage of the project budget to government entities for "public rehabilitation, mitigation and land adaptation works". Other initiatives also indicated that without the aid of new donors or government donations and international cooperation, projects could not have been sustained (in the case of the Bombita Piscícola project).

To date, the government source that feeds the National Fund for Disaster Prevention, Mitigation and Response (PMR) lacks definition. Since its inception, it has depended on international cooperation resources, failing to identify national budget lines or government resources to ensure sustainability.

Another crucial area of risk management is the coordination of related emerging efforts with

new initiatives and legislative frameworks in the field of planning of public investment in general and land-use planning to ensure the integration of these efforts in order to strengthen the National System for Disaster Prevention, Mitigation and Response. In this regard, UNDP contribution in the Dominican Republic has been essential to motivate the articulation of the various bodies working in risk management through projects as a corporate approach.

While the risk management project portfolio prioritizes the active participation of women as key actors in disaster risk management (CPAP 2012-2016), “there are no concrete results that demonstrate gender impacts of this output”. Meanwhile, partners and beneficiaries positively valued the inclusion and prioritization of women’s participation in initiatives, as well as the installation of new knowledge in favour of gender equality. However, they also pointed out that gender mainstreaming should start in the diagnostic phase for its comprehensive incorporation in risk management.

4.8.3 EFFICIENCY

Efficiency is medium-high, primarily because partners and beneficiaries highly value the technical and administrative management by UNDP, but also recognize that the resources assigned are insufficient to respond to the needs.

Human and financial resources, as well as follow-up and monitoring, have been very efficient during the implementation of projects and initiatives, noting good administrative management of procurement processes and tenders, based on the commitments assumed. However, some partner organizations and beneficiaries perceive that resources channelled to areas impacted by agreements with government agencies are limited and do not respond to local needs. Monitoring and evaluation systems allow for adjustments to unforeseen events, and the work through partners with a territorial presence in the area of influence bolsters efficiency.

4.8.4 SUSTAINABILITY

Sustainability is medium-high because UNDP has managed to leave capacities installed and works through local partners, in addition to generating confidence and support by other financial bodies, although it can improve by accompanying the processes until they reach their break-even point.

Technical and institutional support tends to lose intensity or cease before processes reach sufficient maturity. Several projects show discontinuity in coordination and monitoring processes with low levels of involvement of State actors in the monitoring and evaluation processes, and a low culture of accountability, especially at the State level. At different levels, the exchanges and credibility that accompany initiatives supported by UNDP channels new support and generates other development processes, in addition to leaving installed capacity due to the high level of its technical staff and emphasis on training. There is a high level of ownership of the capacities and optimal use of resources by partners and beneficiaries. However, commitment by the State to the continuity of the processes initiated is shown to be low or absent in most initiatives.

4.9 GENDER MAINSTREAMING

As a result of the Fourth World Conference on Women held in Beijing in 1995, UNDP adopted the Gender Mainstreaming Strategy as the most appropriate approach to achieving gender equality commitments. In its Gender Equality Strategy 2014-2017, UNDP states that gender mainstreaming efforts should be twofold: on the one hand, supporting the empowerment of women and girls through concrete activities aimed at eliminating gender gaps; on the other, mainstreaming gender in the formulation, planning, implementation and evaluation of all programmes and policies.

Two levels of analysis were considered in this assessment: the contribution of specific activities on gender issues by thematic area (Chapter 4)

and how the country office integrates the gender perspective in the design and implementation of projects (see below).

For the sake of consistency between institutional discourse and practice, it is necessary that all programme areas have the capacity to mainstream gender in projects. Based on the criteria of this assessment, four key gender components relevant for planning were taken into account: 1) identification of the specific needs of women and men (needs assessment); 2) collection of gender-disaggregated data (indicators); 3) gender training for team staff (institutional capacity); and 4) budget allocations for gender issues (budget).

In addition, the **Gender Equality Policy Marker** (gender marker), which has been systematically implemented in the office through ATLAS since 2013, was revised. This information allows us to compare interview results with the institutional indicator. It is important to note that the gender marker does not measure budgetary allocations for projects, but this is a limitation at the regional level.

Below is a brief analysis of gender components selected for planning, which are shared as recommendations.

Recognizing the specific needs of both sexes is a key element in the design and implementation of projects, as it allows the designing of actions and activities to challenge gender inequalities. In most projects, except those implemented in the area of empowerment and rights of women and vulnerable groups, there is no identification of local needs in terms of gender. This is a fundamental element in the process of project design, as it orients the type of interventions to be carried out and allows for gender mainstreaming from the outset to obtain the desired results. While it is true that some projects have identified women as agents of change, they are more often considered as a functional resource to achieve the objectives of the project rather than transform gender inequalities. The ultimate effect of this consideration is twofold. On the one hand,

unequal gender relations are maintained and reproduced and, on the other, housework and care work performed by women is not made visible or considered, therefore, their responsibility in the projects overworks them even more.

Prior to the intervention, it is important to conduct sound diagnostics to identify the mechanisms that reproduce gender inequalities in order to implement projects that promote relationships of equality between the women and men. Another important element in the first stage of project design, which represents a favourable opportunity for achieving gender commitments from the outset, is to establish the parameters of UNDP support and collaboration with the counterparts. The gender criteria involved in the project should also be established in the initial negotiations with partners.

In this regard, it is important that UNDP has a strategy and effective operational tools, such as a gender roadmap, as a prerequisite to ensure that the country office meets all the requirements for the advancement of women's rights and gender equality. During the assessment, it became clear that UNDP support and guidance makes it possible to mainstream gender in the institutions that implement the projects.

Gender indicators are tools that help deepen the analysis of gender relations, make it possible to develop questions for project diagnosis and design and, above all, measure the effects of interventions on the situation of women and gender relations. Indicators are a prerequisite for gender monitoring and evaluation systems. In the vast majority of projects evaluated in all programme areas, gender indicators do exist, although unevenly distributed. The vast majority are quantitative indicators, which typically measure the participation of women and men in project activities. These measurements are required for any type of intervention, and it is essential to further deepen and include new indicators for all project cycles, including progress, results and qualitative indicators.

Gender knowledge is necessary to ensure the institutional effectiveness of the country office in gender mainstreaming. The country office should have personnel trained in gender issues in each programme area. The gender knowledge of the programme team is limited and is more in tune with the Women in Development (WID) than with the Gender in Development (GED) approach. It is important that programme areas deepen these approaches.

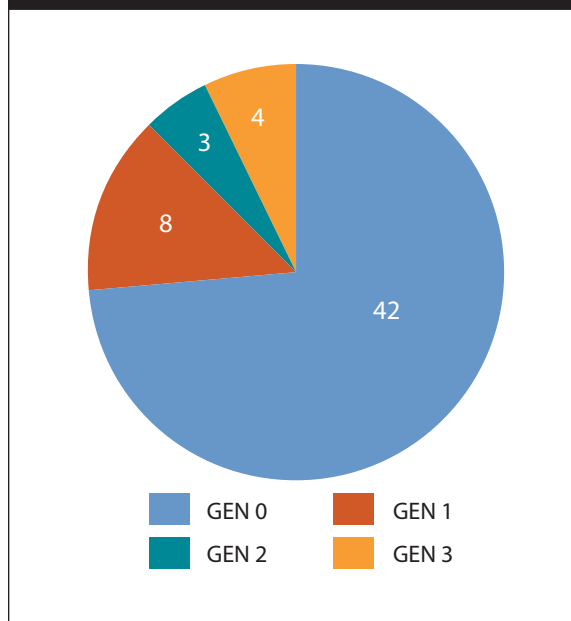
A **gender budget** approach can be used to highlight the gap between project or programme contents and the resources for their implementation, but is not a separate budget for women. Rather, it can help to determine whether the spending is adequate to meet the needs of women and men, not whether same amount of funds is allocated to women and men. In reality, gender budgets are tools to verify general institutional commitments with respect to gender to link commitments made with their budgets.

The discourse of equality is present in most project documents; it also appears in strategy and planning documents, but it is rarely reflected in budget allocations of projects. Therefore, it is not possible to perform an analysis of budget items dedicated to eliminating gender gaps and ensuring the rights of women. The only information available is the budget programmed by UNDP in the CPD and CPAP 2012-2017 for specific projects for women, which accounts for 2.4 percent of the total budget. However, this figure does not reflect the amounts that can be invested in empowering women and girls in the projects of other areas, such as poverty and environment, that have identified them as vulnerable groups.⁵² Clearly, commitments to gender equality at the political level must also be reflected in budget-

ary allocations to ensure coherence between discourse and actions.

The **Gender Equality Policy Marker** (gender marker) is implemented according to UNDP corporate guidelines but has important limitations that affect the objectivity of its results, therefore the information provided must be regularly contrasted, as the indicator may vary from year to year for the same project. In the same vein, ATLAS does not allow for the extraction of lists based on this variable, making it difficult to conduct a more detailed analysis to monitor the indicator, identify changes in the life of a project, why these changes occur, what measures are being taken by projects, which are rated between 0 and 1, and what support they receive from the country office to change this situation.

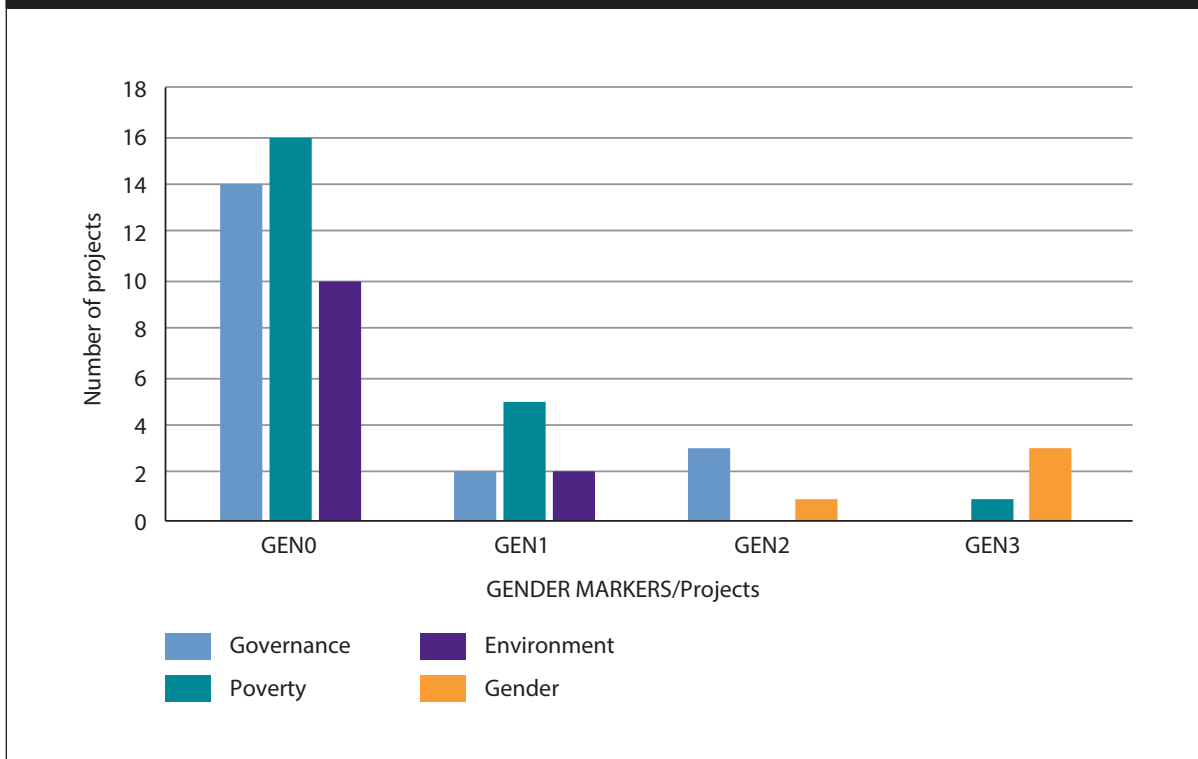
Figure 9. Distribution of the Gender Equality Indicator by Project, 2014



Source: Atlas

⁵² One opportunity is UNDP's support of a national budgetary reform through a project with the Directorate-General for Budget (DIGEPRES). A contribution by UNDP to gender mainstreaming in budgeting and analysis of budget implementation would be significant.

Figure 10. Distribution of the Gender Equality Indicator by Programme Unit and Project, 2014



Source: Atlas

Chapter 5

UNDP'S STRATEGIC POSITIONING

This chapter assesses the strategic positioning of UNDP in the Dominican Republic. The relevance of the strategies and approaches in response to the major development challenges in the country is analysed, along with UNDP's ability to adapt to changes in context and to maintain a balance between the short- and long-term responses. It also examines the extent to which UNDP has been able to maximize its institutional strengths and advantages in the country, and its performance in the areas of knowledge generation, national capacity development, emergency responsiveness and, at the activity level, South-South cooperation. Finally, the factors affecting the promotion of the values of the United Nations are reviewed, including aspects of coordination in crosscutting areas – sustainable human development, gender equality, human rights, HIV/AIDS – and interagency work, with a special focus on the binational work carried out with Haiti.

5.1 ALIGNMENT OF THE COOPERATION PROGRAMME 2012-2017 WITH THE UNDP STRATEGIC PLAN 2014-2017

Since its formulation, the UNDP Country Programme 2012-2017 has been aligned, first, with documents that determine the orientation of the objectives, policies and goals; then, with major UN planning documents in the Dominican Republic and, in particular, with the Millennium Development Goals (MDGs), whose commitments were incorporated into the National Development Strategy (END) 2030, and finally with the UNDP international guidelines, established in the UNDP Strategic Plan 2008-2013, in force at the time of its formulation. The Mid-Term Review enabled alignment with the new UNDP Strategic Plan 2014-2017. In addition, the monitoring of the post-2015 agenda and discussions

on Sustainable Development Goals (SDGs) have also been included in the programme.

The UNDP cooperation programme was aligned with the draft of the END 2030, a constitutional mandate that was converted in Law 01-12. Subsequently, the Multi-Year National Public Sector Plan (PNPSP) 2013-2016 was developed, designated in the Constitution as the END operating instrument. Also, relevant presidential goals were considered for each area of cooperation. With regard to the PNPSP, the general objectives, specific objectives and strategic lines of action applicable to UNDP work were analysed. In the context of alignment with UN relevant documents, the UNDAF 2012-2017 was considered with its four areas of cooperation: 1) promotion of social and economic inclusion; 2) empowerment and rights of women; 3) protection of the rights of children, adolescents and youth; and 4) environmental sustainability and comprehensive risk management.

As for the relationship with the UNDP Strategic Plan 2014-2017, there is a high level of alignment at the thematic level between the priorities in the new Strategic Plan and the UNDP Cooperation Programme 2012-2017, which defines national priorities. The Cooperation Programme focuses mainly on outcomes 1, 2, 3 and 5 of the Strategic Plan, and to a lesser extent on outcome 4 and on 7 in a crosscutting manner. In terms of outcomes, the current UNDP programme in the Dominican Republic does not consider outcome 6 of the Strategic Plan on early recovery; however, it does address the issue in outputs of the Country Programme 2012-2017.

With regard to the design and operational parameters, there are major challenges that emerge as opportunities for improvement. The outputs of

Table 5. Correspondence between the Outcomes of the UNDP Programme 2012-2017 and the Strategic Plan 2014-2017

UNDP Programme 2012-2017	Strategic Plan 2014-2017	
Outcome 35: Dominicans have more effective and efficient institutions at the central and local level, as well as transparent accountability mechanisms.	Outcome 2: Citizen expectations for participation, development, the rule of law and accountability are met by stronger systems of democratic governance.	Outcome 7: Discussion and action on development at all levels that prioritize poverty, inequality and exclusion in a manner consistent with the principles of participation.
Outcome 36: The Dominican Republic has a justice and security system that guarantees respect for the rights and rule of law.		
Outcome 37: Children, adolescents and young people have mechanisms of social, political and institutional participation, to build a progressive citizenship and create a new leadership.		
Outcome 38: The poor benefit from sustainable economic growth with equal opportunities.	Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.	
Outcome 41: Dominicans, especially vulnerable groups, have greater access to comprehensive quality health services within a framework of inclusive policies and a human rights-based approach.	Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.	
Outcome 42: Women enjoy equal access and opportunities for insertion in the labour market, and there is progress in guaranteeing the rights of women workers in the informal sector of the economy.	Outcome 4: Accelerate progress towards reducing gender inequality and promoting the empowerment of women.	
Outcome 43: The State and society have created public awareness and have established effective mechanisms to prevent and combat violence against women.		
Outcome 44: The Dominican vulnerable population groups advance the exercise of their rights without discrimination.	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.	
Outcome 45: The State and civil society work together to contribute to the sustainable management of the environment.	Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.	
Outcome 46: The Dominican Republic will have strengthened its capacity to mitigate and adapt to climate change.		
Outcome 47: The Dominican Republic will have reduced the effects of disasters on the population and strengthened its ability to manage risk in a coordinated and integrated manner.	Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.	

the Country Programme are organized into areas of cooperation established with the Dominican Government based on the main national challenges identified. Although related, they do not directly correspond to the outcomes of the UNDP programme, which makes it difficult to analyse the project portfolio by area of cooperation of the CPD and therefore complicates the accountability to Government, since the UNDP monitoring and evaluation instruments are organized by UNDP programme outcome. In this context, the area of cooperation on democratic governance, working in pursuit of outcomes 35, 36 and 37, would have an impact on outcomes 2 and 7 of the UNDP Strategic Plan. The area of cooperation on social and economic inclusion, including outcome 38 and some aspects of outcome 41, would impact outcomes 1, 3, 5 and 7 of the UNDP Strategic Plan. The area of cooperation on the empowerment of women and vulnerable groups, including outcomes 41, 42, 43 and 44, would correspond to outcomes 4, 3 and 7 of the UNDP Strategic Plan. Finally, the area of cooperation on sustainable development and risk management, which strive for outcomes 45, 46 and 47 of the UNDP programme, would correspond to outcomes 1, 5 and 6 of the new UNDP Strategic Plan.

Most projects focus on institutional strengthening at the central level. Specifically, gaps were identified in the field of focusing the efforts, which is why geographic targeting⁵³ and work with children and young people – target population in outcome 37 of the UNDP programme – remains a major challenge. In terms of sustainability, improvements were identified in the area of strengthening national capacity; specifically in the management of procurement and contracting processes so that, after the completion of projects, institutions have the necessary skills to perform these processes. Sustainability is directly associated with the mobility of staff

in public institutions; UNDP has the challenge to strengthen the implementation of civil service and public administration to ensure continuity of the technical and administrative staff in public institutions. There are also important challenges for UNDP in the use of information produced by the monitoring and evaluation process of projects to identify best practices and lessons learned. The same can be said of South-South cooperation, which, although present in some of the projects, is not a widespread practice. Similarly, it was noted that the availability of resources in specific areas condition the definition of the UNDP cooperation programme, and the needs of the population are not necessarily considered. For example, public investment in provinces with a high level of vulnerability is limited and the local governments weak, which leads to a dependence on donor funds.

5.2 STRATEGIC RELEVANCE AND RESILIENCE

UNDP has had a high added value as a strategic partner in the development of the country. Specifically, **UNDP has played a leading role in the reform and modernization of the Dominican State, accompanying the Government in political dialogues among key national stakeholders, promoting capacity development and creating spaces of institutional reconciliation.** UNDP has facilitated, supported, accompanied and contributed to the country's core processes, such as political, electoral, fiscal, social reforms, citizen security and local development processes. It has also led the implementation of management systems for more transparent accountability and efficient management of information, such as the Information System for Democratic Governance, which has been successfully installed in government institutions, including the Presidency of the Republic, to monitor compliance with the Presidential Goals 2012-2016.

53 Following the END 2030 and PNPSP, the Government is working on the integration of the dimension of territorial cohesion in the design and management of public policies to strengthen land use planning (land use bills and regional planning) through the establishment and strengthening of development councils at the municipal level for the development of land use plans (POT), which will facilitate geographic targeting of development interventions.

The main partners believe that UNDP has a great capacity for articulating, coordinating and convening high-level government stakeholders, civil society and the private sector, due to its substantial influence. UNDP is recognized as a promoter of synergies with access to the higher levels of Government. This strength is less evident locally because many projects focus on institutional strengthening, and those with direct beneficiaries identify implementing institutions, but not necessarily UNDP. The organization is widely perceived as an impartial actor, which facilitates its capacity and ability to support and accompany political and institutional dialogue processes, a key attribute behind the development results achieved and positioning of the office as a strategic development partner in the country.

UNDP has a comprehensive vision of development that was key in the definition of the National Development Strategy (END) and continues to be relevant in the national response to the fulfilment of national commitments at international conferences such as Rio+20 and the post-2015 agenda. Because UNDP covers a wide range of issues and remains at the forefront of public policy definition and implementation processes, it has the flexibility to incorporate and adapt to emerging changes in orientation and address emerging issues that strengthen the policy framework at the national level.

UNDP is well positioned and is considered a leader in the field of human development and sustainable development, both by other UN agencies and by other donors and Government and civil society partners. Of note in this context is UNDP's contribution to the design and implementation of public policies in the areas of environment and natural resources, climate change and poverty, as well as gender mainstreaming and human rights in major national planning instruments. However, some partners perceive that UNDP sometimes oversteps in the definition of public policies and should maintain its role in strengthening the capacity of State institutions to assist them in defining their own policies.

UNDP's high responsiveness in emergencies is highlighted. In emergency situations caused by natural disasters, UNDP has positioned itself as a strategic partner of the country, showing a high capacity to respond in a timely manner. One of the qualities of responsiveness to partner demands has been the speed and openness with which UNDP has faced demands. Specifically, the formation of the humanitarian team was valued as part of the national response to the Haiti earthquake in 2010, when the UNDP assumed not only a major role in the coordination of the national response, but also at the level of international cooperation in a context characterized by complex relations between Haiti and the Dominican Republic involving national actors and local authorities, influential political systems and the participation of civil society. UNDP is also recognized for its leadership in efforts to incorporate disaster mitigation as a national and local priority through the development of an institutional framework for its implementation.

UNDP in the Dominican Republic has played a key role in strengthening national capacity for risk management, creating organizational and legal frameworks for the installation of the national system, which has evolved from an emergency-response approach to incorporate the concept of the integrated risk management and vulnerability reduction. One major challenge for UNDP is to work in a smooth and coordinated way with Haiti. UNDP's timely response to the 2010 Haiti earthquake demonstrated its flexibility in adapting to national priorities and, in the case of the environment and energy programme, a positive balance between short-term response and long-term priorities was achieved.

With the support of UNDP, the Dominican Republic contributed significantly to the management of the crisis and recovery of Haiti after the 2010 earthquake. As a result of these actions, there was a clear change in the relations between the two countries, which has been and will remain crucial for both. The opportunity should be used to improve mutual understanding, cooperation and support, leaving the past behind,

and pointing to mutual interests and common problems, to promote positive and renewed bilateral relations. The stages of recovery and reconstruction of Haiti should be supported and even encouraged by the Dominican Republic as its own development will never be achieved without Haiti's. There are obvious positive and negative impacts in the economic, social, environmental and territorial arenas that will have to be considered and evaluated to ensure adequate and integrated management.

UNDP leadership and credibility have helped to increase the exchanges between Government and civil society actors. **As a strategic partner, and thanks to its coordination capacity and its close relationship with key partners from Government and civil society, UNDP plays an important role in mediating in complex conflicts between national stakeholders.** The Government has appealed to UNDP to identify solutions to highly sensitive political problems, as in the case of Loma Miranda, where UNDP assumed a neutral role of technical support that helped to mediate between the positions of the Dominican Government, the private sector, civil society and academia. In this context, though not necessarily all parties supported the Presidency of the Republic resorting to UNDP and some questioned the decision, the expertise contributed to the Environmental Impact Assessment was viewed by most key stakeholders as external and independent, and enabled the Government to make an informed decision on Loma Miranda. Similarly, UNDP has served as a mediator to increase levels of collaboration between governmental institutions that sometimes have differences, such as the Ministry of Environment and the National Council for Climate Change and Clean Development Mechanism (CNCCMDL). Some partners believe that UNDP should devote further efforts to work with stakeholders with whom it has not previously worked, especially with civil society and the private sector, and not only with the Government as the main partner. The Government has not prioritized or perhaps is not willing to address many of the issues that need attention. UNDP has the challenge of

working with other agencies that would provide a broader and multifaceted approach to interventions on certain issues.

UNDP has played an important role in political transition processes of elected governments during changes in the Administration, because it facilitates the continuity of the process, both politically and technically. Thanks to the wide range of topics covered by UNDP and its flexibility, the organization adapts well to changes in the political orientation of the Government and emerging development agendas, both as an agency, and in its role as coordinator of the United Nations system, at the interagency level.

The institutional brand of the UNDP instils neutrality and confidence. UNDP distinguishes itself through its transparency as an independent neutral agency that adheres to high international standards while advocating for national interests. This agency is perceived as an international body that meets the needs of the institutions because it understands their purposes and has a capacity for timely response at the multisectoral level. From an administrative and financial standpoint, the strategic alliance of implementing partners with UNDP strengthens the internal processes of institutions and contributes to enhance transparency in their accountability, something that is considered unique within the system of international cooperation.

UNDP knowledge contributions include grounded visions and analysis, free from political bias, which are often taken into account by decision-makers. **In the context of knowledge management, UNDP has fostered a culture of analysis based on rigorous research and the production of technical assessments.** Technical expertise and timeliness are highly valued in the mobilization of highly qualified staff to support the various processes and actions, and the ability to carry out quality research that helps to position issues on the national agenda. In the area of the environment, UNDP provided technical support with international experts in the cases of Los Haitises and Loma Miranda.

5.3 IMPACT OF ADMINISTRATIVE MANAGEMENT PRACTICES

The country office has improved management practices. During the evaluation period, UNDP in the Dominican Republic has had mixed results in the quality of programme implementation, with a very good rating based on programmatic and operational efficiency, but not so good in relation to the country office's implementation rate. As specifically noted for thematic areas in Chapter 4, UNDP demonstrated a high level of programmatic and operational efficiency. Management capacity, administrative support and monitoring to achieve the objectives have been valued as high, highlighting the management capacity for procurement and contracts provided by the Service Centre, in addition to UNDP's significant capacity to respond to crises and unexpected situations. On the other hand, with more than double the resources in 2010, the implementation rate of the office was reduced from 76 percent to 48 percent. Since then, the rate of utilization of funds has increased steadily to an average 84 percent in 2014. There were some delays that affected the schedule of activities; in most cases, administrative procedures and procurement delays. This has been, in part, due to the intensification of programme activity: delivery has more than tripled, from US\$11.4 million in 2009 to US\$36 million in 2014. The most important factor was the implementation of social protection programmes funded by the Government. In addition, the CPAP and national programme cycles are different, since national budgetary programming is executed in September and UNDP programming begins in January. When UNDP programming is designed, State resources have already been assigned, and it is necessary to wait for the next year to allocate resources, delaying projects. Therefore, one of the challenges for UNDP is to harmonize budget programming cycles.

In certain thematic areas – particularly the empowerment of women – the ability to mobilize resources has been limited. The implementation rate for gender was 39 percent of the

project budget in 2014, although the overall amount was only US\$470,000, i.e., 1 percent of the UNDP programme that year. In this regard, UNDP has found it difficult to mobilize funds for a thematic area identified as a core priority both by UNDP and the UNDAF. Commitments to gender equality at the political level must also be reflected in budgetary allocations to ensure coherence between discourse and actions.

Results-based management practices (RBM) are poorly linked to strategic frameworks. On the one hand, this provides UNDP with the flexibility to support the needs and unforeseen events in the development of projects. But on the other hand, project monitoring and management should not compromise the strategic direction of the programme. For many outcomes reported in the ROAR, indicators change every year in the two cycles evaluated and do not always correspond with the CPD and CPAP indicators. As a result, there is a gap between planned and actual management practices. Also, the effects referred to are those in the ROAR, and are not necessarily directly related to the CPD or CPAP. The Dominican Government is not aware of the outcomes as presented in Atlas; it endorses those in the CPD, CPAP and UNDAF and, although related, there is not a complete correspondence. This represents a double workload for the country office in terms of monitoring and evaluation, because it involved one accountability at the corporate level with one set of parameters and another at the government level with a second set of parameters.

The country office has, however, made an effort to include a full-time monitoring and evaluation officer and to emphasize the 'excellence' of its management practices. The concept is based on continuous monitoring of the quality of administrative processes and the close interaction between operations and programme units. Here, the evaluation focal point acts as a liaison between the units that, in theory, contribute to effective monitoring through weekly management meetings. This also applies to continuous monitoring and implementation of the evalua-

tion and audit recommendations, as well as the use of these tools to establish the performance baseline of the country office. Within the portfolio of environmental projects, the country office conducts quarterly meetings with project managers, which was documented as a good practice⁵⁴.

5.4 ABILITY TO CAPITALIZE ON NETWORKS AND STRENGTHS

UNDP has a special leadership role in the implementation of some projects, as it mobilizes external resources obtained from the Government, other donor agencies in the country and specialized funds at the international level. In this context, it is able to **coordinate between other donors** that provide financial resources and NGOs, civil society organizations and the private sector involved in the implementation of projects. At the same time, programmatic synergies exist between cooperating agencies that facilitate the coordination efforts with the Dominican Government and help to make international cooperation more effective. UNDP mobilizes resources from multilateral cooperation and bilateral cooperation.

South-South Cooperation (SSC) is highly valued by UNDP partners as lessons learned from other countries provide interventions with a broader vision and facilitates synergies at the regional level through the exchange of experiences with other countries. In this sense, UNDP access to international experience, its global connections and partners in the development process, are cited as an important advantage of UNDP, enabling a more strategic perspective and the identification of regional challenges. For example, this was very evident with Equality Seals and the Regional Community of Practice of the UNDP Regional Centre in Panama, which groups 13 countries plus the Dominican Republic. The sup-

port of the UNDP Regional Office based in Panama in the area of HIV-AIDS, as well as direct technical support from the UNDP office for the facilitation of the experiences in other countries on social mobilization and legislation were highly valued. However, partners believe that UNDP has a large underused potential in SSC, especially with countries in Latin America. All projects, including those who have benefited from SSC, say they are interested in greater cooperation and that UNDP has not made much use of its regional networks. While SSC has occurred in some projects, it is not widespread.

Despite the complex nature of binational initiatives and that the UNDP mandate in the Dominican Republic stops at the border with Haiti, the organization **has positive and interesting binational experiences to be systematized, such as the Binational Artibonite River Basin project, which affects the river basin and border forest areas**, and in which SSC was used. This initiative was managed with a specific governance mechanism, by which the implementing institution (Oxfam Quebec) had offices in both the Ministry of Environment of Haiti and the Ministry of Environment and Natural Resources of the Dominican Republic, which allowed the project to have continuity and achieve its objectives, despite the succession of four ministers in Haiti and two in the Dominican Republic in the respective ministries. One of the main challenges identified was the high turnover of staff in Haiti, both at the ministerial and technical levels, making it difficult to leave capacities installed and have the support of trained human resources in Haiti. Other experiences in which UNDP-DR has not been responsible for the implementation, but acted as a facilitator linking national partners with their counterparts in Haiti, such as the Frontera Verde project, have generated relevant lessons learned for future initiatives, for example, SSC.

54 On the other hand, in the latter, crimes against human life represented 10.4 percent (the highest percentage in the country), while in the Central region it was reported to be 7.1 percent. Audit of the UNDP Country Office in the Dominican Republic, Report No 1290. May 2014.

There is **interest in strengthening relations and dialogue between the two countries to enable the definition and implementation of joint projects of mutual interest to sustainable development of the island**, including trade, cross-border transport, security and borders and social conditional cash transfer programmes, among others. UNDP supports the Ministry of Foreign Affairs with the **Joint Bilateral Commission**, whose work is politically very sensitive given the narrow margin between sovereignty and intervention.

Within the Government, there is a positive assessment of the alignment with national priorities and the highly participatory process of the preparation and implementation of the UNDAF 2012-2017. In addition to managing its cooperation programme, UNDP, as **Resident Coordinator of the United Nations system**, plays an important role in UNDAF monitoring and follow-up, jointly with DIGECOOM.

The Resident Coordinator's Office in the country served as a platform for coordination of the humanitarian cooperation received by the United Nations and other donors after the 2010 Haiti earthquake. Since then, UNDP has assumed an important role in establishing effective mechanisms for the coordination of cooperation in emergency situations and of government agencies, which positively valued the work of the organization.

In other areas, the Government sometimes perceived poor coordination between agencies, a failure of the Resident Coordinator and the UNCT. At the same time, agencies perceive an excessive prominence of UNDP when its representative acts in the role of Resident Coordinator. Some agencies perceive this dual role as a factor that does not benefit all UN system cooperation, because it is likely to generate a conflict of interest. Some agencies believe that this situation

encourages the Resident Coordinator to prioritize UNDP projects and initiatives over those of other agencies. Some agencies raised the need to better delineate the boundaries of the role of the Resident Coordinator within the UNCT to eliminate confusion between its role as leader of the UN system in the country and its role as UNDP Representative. It is important to note that this appraisal is expressed not only within the UN system, but also among government partners. In this context, the current Resident Coordinator has chosen to assume a role more focused on active leadership in implementing the commitment of the UN system in the country, allowing the Deputy Representative to assume greater leadership in UNDP representation to the UN system, to address the dual role of the Resident Coordinator versus the role of UNDP Resident Representative. This practice has been assessed as positive by the agencies.⁵⁵ The UNCT has also assessed as very positive the creation of working groups in which the different agencies take the lead in function of the types of initiatives.

Monitoring and evaluation mechanisms are highly rated by the implementing partners, above all the high technical level and flexibility of UNDP staff. All projects have monitoring indicators; however, it often seems that monitoring is not systematic and continuous, but in some cases, ad hoc follow-up meetings are held when specific problems arise. Projects financed with GEF resources are subject to rigorous monitoring and evaluation. In fact, the environmental programme has the most available and ongoing evaluations of all UNDP programmes.

5.5 PROMOTION OF UNITED NATIONS VALUES

UNDP is in a strategic position to promote the integration of gender-sensitive and rights-based approaches and incorporate specific issues on the

⁵⁵ In this context, it is worth noting that the fact that the effectiveness of the practice of the Resident Coordinator's Office depends on mechanisms implemented by a particular Resident Coordinator, which can have a positive and/or negative impact depending on his or her reception within UN agencies and the Government, is seen as a handicap, but not directly of the UNDP country office in the Dominican Republic.

political agenda thanks to a number of comparative advantages. UNDP is committed to gender and human rights mainstreaming, making it possible to identify the most disadvantaged and vulnerable groups, not only in terms of poverty and indigence, but also by their social and cultural characteristics, as in the case of women, migrants, the disabled and people vulnerable to HIV-AIDS or LGBT people.

UNDP interventions have helped to highlight and position gender equality on the political agenda for key issues such as the political participation of women and gender-based violence. On the other hand, its coordinated work with the Ministry of Women has encouraged other government agencies to begin to recognize the need to work on gender equality as a strategy to achieve both institutional and national objectives. However, there still remains much to be done. In general, the resistance it causes, the lack of political will and resources, and persistent ignorance on the subject make it difficult to implement gender mainstreaming in the management of the Government, although it is enshrined in the Constitution and the END. UNDP must continue to improve the visibility and reinforce its commitment to gender equality in order to support national partners in mainstreaming approaches that serve to transform gender inequalities.

Regarding gender mainstreaming in the project cycle, some improvements are evident, especially in the design and the monitoring and evaluation systems. In most projects, sound assessments to identify the mechanisms that reproduce gender inequalities do not exist. This is a fundamental element, since the project design process orients the type of interventions to be carried. The marginal gender mainstreaming from the outset makes it difficult to achieve results in this area. Some projects identify women as a functional resource for achieving the objectives of the project, because they are more honest and better managers, but the goal of integrating them is not to transform unequal gender relations. Usually, women are likely to be used to alleviate poverty in their homes and provide – through unpaid work

– their families and communities with collective services that are not provided by the State. The final effect is two-fold. On the one hand, unequal gender relations are maintained and reproduced and, on the other, housework and care work performed by women is not made visible or considered, therefore, their participation in the projects involves an extra workload for them.

Although most of the country office staff has a basic knowledge of gender issues, it is necessary to improve the technical capacity for gender mainstreaming, especially in project design, monitoring and evaluation systems. It would also be advisable to devote a percentage of training budgets to learning activities on gender issues, as proposed by UNDP Gender Equality Strategy 2014-2017, and include specific budgets in projects to eliminate gender disparity in every programme area.

During the evaluation, the country office was presented with the challenge of obtaining UNDP's gender corporate certification, the Gender Equality Seal, which recognizes the good performance of UNDP country offices in gender issues. Most items proposed in the evaluation are also contemplated in the key areas of the corporate seal, so it offers an opportunity to work precisely in areas for potential improvement identified in the ADR.

The Dominican Government assessed as positive the inclusion of the **mainstreaming human rights** in the END 2030, although there are opportunities to support human rights in the monitoring and follow-up of plans under implementation. Also valued was the reconciliation work in the field of human rights and the constant search for allies in the process of identifying mechanisms for non-discrimination of people affected by and vulnerable to HIV/AIDS and vulnerable populations. To a large extent, this has been possible thanks to the excellent reception of CONAVIHSIDA, whose national mandate is to develop the policy and monitor its implementation, and it has provided very positive sectoral leadership. Significant progress was recorded on the national agenda in the work on human

rights. After overcoming the barrier of speaking only of human rights in the context of immigration, today human rights are understood from a broader perspective that involves vulnerable populations, and the private sector has become involved in combating discrimination. There are still major challenges arising from the quality of comprehensive care for people living with HIV/AIDS in health centres.

In general, the partners recognized UNDP's added value in contributing to the **generation of knowledge** to interpret the problems, challenges and solutions, as well as positioning key issues on the country agenda, in addition to its capacity to show the multidimensionality and extent of inequalities the country. Similarly, they value training and **capacity-building** among stakeholders with political influence. In this regard, it evidenced the need to systematize and analyse both the processes of knowledge generation and capacity development, ownership processes in institutions, technical advice, contributions to transparency, fund management, benefits from interagency coordination, advocacy and South-South cooperation, as effective institutional strengthening mechanisms that should serve as an input for the design a conceptual framework for the implementation of future initiatives. Often, it is difficult to visualize and measure the impact of these processes, therefore it would be very useful to have more information on these processes to adopt a strategy to systematically transfer these capabilities to partners and beneficiaries and demonstrate a genuine process of **national ownership**. In this context, weaknesses are observed in project design to ensure the **sustainability** of initiatives. Project design provides adequate geographical and public policy coverage, but shows weaknesses in the dissemination of the methodologies of successful experiences. Overall, systematization is not always effective, and the replication of best practices is more of an ad hoc element linked to the dynamics of each project and the particular capacities and interests of the implementing partner than a UNDP initiative. Also, the permanent dynamics of resource mobilization limits the development of pilots

that are implemented successfully and that can be replicated, as was the case with disaster prevention and preparedness.

One of the added values of UNDP is related to its joint work with the **UN system** in the country. Overall, the UN system cooperation programmes are geared to supporting the State and the Dominican society in bridging the gaps that undermine the realization of economic, social and cultural rights, especially of the most excluded groups. UNDP maintains leadership in resource execution and mobilization in two areas of the UNDAF 2012-2017: social and economic inclusion, and environmental sustainability and integrated risk management. The UNCT has been very clear in that the objectives of UNDAF 2012-2017 objectives must seek real and tangible changes in the lives of vulnerable populations. For this reason, it was considered essential to identify these groups as the target population of actions of the UN system in the country. The work done by UNDP, in coordination with other UN agencies in the context of the Secretary-General's campaign 'UNiTE' to raise awareness on prevention, care and punishment of violence against women, was also considered important, as was the work with the Operations Management Team, as catalysts for a joint response of the UN system to the country's development.

There was progress in **interagency collaboration** for the implementation of joint programmes such as the successful implementation of the Banana Joint Programme. In general, the comparative advantage of interagency work is viewed as positive, but, in practice, the work is not always possible, and interagency collaboration in specific programmes remains a challenge. The main challenges identified in the assessment process relate to the creation of respectful convergence in the programme guidelines of the various agencies towards common goals. Sometimes, mandates overlap and may impact the work methodology and the agency leadership, duplicating efforts for government counterparts, and so they perceive it. In this regard, it is important to continue to explore working mechanisms that facilitate inter-

agency work, institutionalizing agreements and coordination between agencies, and project planning and implementation, with an emphasis on strengthening communication channels between agencies throughout the project implementation process. It is important to continue, in the context of interagency work, to find coordination mechanisms between UN agencies to avoid duplication and dispersion of increasingly scarce resources. Including the institutionalization of the role of the Resident Coordinator and respect for the programmatic areas of each agency to allow for a more fluid dialogue within the UNCT, while offering a unified image of the UN mandate before the Government and other national partners, is still a challenge not only for UNDP but for all agencies of the UN system.

There is significant progress in the coordinated work of UNCT agencies, for example through thematic groups for each area in the UNDAF 2012-2017 and task forces on maternal and infant mortality, teenage pregnancy and HIV, and statelessness and migration, which is directly mandated by the Secretary-General on Rights First. There are differences, but the **UNCT in the Dominican Republic** has shown itself to be united and firm in politically sensitive situations, as it did in the coordination of humanitarian aid to Haiti after the 2010 earthquake. This has not always been the case in the coordination work between the UNCT in the Dominican Republic and the UNCT in Haiti due to differences in the approach to cooperation programmes in both countries, although recent efforts to work together with a binational approach are observed. Despite the efforts and willingness to identify substantial areas for binational efforts between the two countries teams, the complexity of the context and the constant intrusions of economic circumstances, such as those affecting trade between the two countries or impacting the migratory flow – for example, the sentence of the Constitutional Court, the National Regularization Plan for Foreigners and repatriations – permanently affect work and decision-making at the technical and operational level.

Binational work requires common agreements and proposals between the Governments of both countries and the availability of international cooperation to materialize the intentions and agreements into concrete projects and results. During 2014, the Resident Coordinator, on behalf of the UNCT, held three meetings with the UN Coordinator of Humanitarian Affairs in Haiti. In addition, in February 2015, the Dominican Republic UNCT organized a retreat to which their counterparts in Haiti were invited, and these, in turn, invited the Dominican Republic team to their retreat in March that year.

At the moment, there is **an open dialogue between the UNCT in Haiti and the Dominican Republic to address different topics of binational interest, including, especially, the issue of Haitian migration and nationality; reducing poverty at the border; environment and energy; the regularization of migrant workers; the governance of border health (maternal and child) and democratic governance (binational dialogue with civil society and the private sector in both countries)**. The aim of the meetings is to identify areas for joint work between UNDP-DR and UNDP-Haiti. To this end, a concept note for discussion was developed that identifies areas in which UN agencies and their partners can help implement the agreements reached by the two countries through existing projects. Moreover, an inventory of projects eligible for coordination and collaboration was carried out and the possibility of a joint border initiative is being considered. Clearly there is not only a political will to develop efforts in binational cooperation, but efforts are also being made at the technical level to make UNCT-Haiti and UNDP-DR joint work a reality. However, the ability to manage interventions between the two teams is subject to changes and junctures in bilateral relations between the two countries, each of which has their national priorities.

Another important factor to consider, in addition to the language barrier, is that there are **different organizational structures of international cooperation and the UN system, operating at dif-**

ferent levels of intervention in the Dominican Republic (development) and in Haiti (humanitarian). For example, at the strategic level, the coordination of both UN teams are very different in nature. In Haiti, there is a Mission led by a Humanitarian Affairs Coordinator, while in the Dominican Republic, there is a Resident Coordinator, each with very different roles. There are also differences at the programmatic and financial level: while the UNCT in the Dominican Republic is handled through a UNDAF, the Haitian team works with an Integrated Strategic Framework. In addition, the dynamics of donors in both countries is also very different and, for example, resources and funds of the European Union and the United States Agency for International Development (USAID) include a binational component in the UNDP country office in the Dominican Republic, which requires that the team work with Haiti in order to receive funds from both donors. This circumstance obviously conditions the work and achievements of the country team in the Dominican Republic, as they will depend largely on the consolidation of coordination with the Haitian team. However, a growing need for bilateral projects with Haiti is perceived, due to a larger amount of available funds and increased trade between the two countries.

Although interagency work represents a tremendous opportunity, gender has not yet been efficiently mainstreamed as an interagency practice. Nevertheless, most projects have managed to disaggregate data by sex, and there is an effort to include women in participatory processes, but this requires further actions to truly transform unequal gender relations.

Similarly, while gender-based violence is a cross-cutting area of the work of all agencies, only

mandated agencies really assume strategies and concrete actions in this regard on a permanent basis. A greater commitment from all agencies and dedicated support from the Resident Coordinator is required to contribute to the elimination of sexual and gender-based violence.

On the other hand, it is important to distinguish between the coordination of cooperation projects of each agency in their respective country programmes and the coordination of joint programmes, projects or interagency initiatives, which are the responsibility of the Resident Coordinator. Interagency efforts include the Banana Joint Programme (FAO, ILO, UNAIDS, PAHO-WHO, WFP, UNDP and UNFPA)⁵⁶, supported by UNDP through the projects Strengthening the Value Chain and Improving Working Conditions in the Banana Field; the Social Protection Floor and Gender project (UNDP, ILO, UN Women), and the Human Security Project in Bateyes (UNDP, UNICEF, UNHCR, UNODC); the same occurs in HIV/AIDS initiatives with coordinated responses (UNDP, UNAIDS, PAHO-WHO, UNFPA and UNICEF). In addition, it is worth noting efforts between the UNCT in the Dominican Republic, working as a group, to coordinate efforts with the UNCT in Haiti for the development of the concept note for discussion, with possible initiatives for bilateral cooperation between the two countries, an initiative which included the delegations of the embassies of the European Union in Haiti and the Dominican Republic participated, along with other donors such as the World Bank, GIZ (the German cooperation agency), representatives of the Dominican and Haitian governments and entrepreneurs interested in establishing public-private partnerships.

56 The Joint Programme for Strengthening the Banana Value Chain represented a coordinated effort of seven UN agencies (FAO, ILO, UNAIDS, PAHO-WHO, WFP, UNDP and UNFPA) and institutions of the Dominican Government (National Competitiveness Council, CONAVIHSIDA, INDHRI, and the Ministries of Agriculture, Education, Women, Work and Public Health), which acted as implementing partners. As a result, some 1,400 banana producers, grouped in seven associations (COOPROBATA, APROBANANO, Maximo Gomez, Banelino, ASOBANU, ASOANOR, and ASEXBAM), strengthened their production, marketing and association capacity, and now have appropriate tools to negotiate the products and improve their income in the context of growing inclusive markets, which directly affects about 25,000 people in the provinces of Azua, Valverde and Montecristi.

Chapter 6

CONCLUSIONS AND RECOMMENDATIONS

This chapter includes the main conclusions of the ADR in terms of UNDP contributions to development results in the Dominican Republic, as well as the strategic positioning of the organization. The analysis of UNDP contribution was based on four criteria: effectiveness, to assess whether the expected objectives were achieved; relevance, to assess whether the UNDP contribution accounts for national priorities; efficiency, to assess whether the available resources are used properly, on time and according to estimated costs; and sustainability, to assess whether the results achieved are sustainable over time and whether their national ownership was achieved. The recommendations below are based on the results and conclusions.

The Dominican Republic is classified by the World Bank as an upper-middle-income country, and UNDP has placed it for the first time among countries with a high Human Development Index (HDI). This means less access to funding sources and, therefore, poses the challenge of optimizing cooperation resources. However, there are challenges that are typical of developing countries rather than of an upper-middle-income country. “Human development is about much more than the rise or fall of national incomes. It is about creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests.” (ECLAC report, 2012).

The Dominican Republic exhibits relevant inequalities and challenges that – despite the considerable efforts of the Government and

its partners, and significant support of UNDP – still need time, effort and resources to be resolved satisfactorily.

It is very difficult to agree with the country classification⁵⁷ of medium-high-income economy given the large disparities in income distribution. Further, it fails to capture the socioeconomic inequalities that remain as major development challenges. In addition, the Dominican Republic shares the island territory with Haiti, a country with not only development but emergency challenges, and whose population continues to migrate to the Dominican Republic in an attempt to overcome scarcity.

UNDP should work on the identification of the main gaps in national development in order to propose initiatives as an alternative to the classification as an upper-middle-income country, so that national partners can establish a dialogue at the international level with proposals for innovative development mechanisms. There is a great contrast in the country between the most modern and distinguished neighbourhoods and areas with tourist potential, on one side, and major pockets of poverty on the other. A significant part of the Dominican population is still developing their capacities, livelihoods and living environments, which requires major efforts in the area of poverty and human development. Public policies that target vulnerable groups through the life cycle (children, youth, especially young job seekers, women and the elderly) are still needed. This is an important challenge for UNDP, since it suggests that the same lines of

⁵⁷ Overall, considering the knowledge of the evaluation team and other international studies, “constraints and challenges associated with development must not be treated as related in a linear fashion to countries’ per capita income levels”; moreover, “this practice presupposes that the categories of low-, middle- and high-income countries are relatively homogeneous in terms of their economic and social needs, but this is far from the truth” (ECLAC, 2012).

past and current programme be maintained, as also expressed in the UNDAF, while new opportunities and strategic directions are explored. This is also a huge opportunity for UNDP and of becoming a successful example of a country that will have achieved full development.

To help meet the challenges posed by the great social and economic disparities, as well as environmental challenges, UNDP, including its country office staff, should reflect upon this diversity to ensure the relevance of its efforts in overcoming these challenges. This includes the need to continue efforts in the areas of human development and poverty within the next UNDAF and UNDP Country Programme Document.

6.1 CONCLUSIONS

Conclusion 1. There is broad recognition of the contribution of UNDP to the Dominican Republic, highlighting the value added of its contribution to political dialogue and the facilitation of the design and implementation of public policies and national, institutional and legal frameworks, with a focus on human rights and sustainable human development.

UNDP is recognized for the major impact it has had in the areas of environment and integrated risk management, in the area of HIV/AIDS and in the inclusion of a strategic focus on human rights in the National Strategic Plan 2015-2018, as well as its contribution to the implementation of public policy on social and economic inclusion through support to the programmes of the social protection network (PORSOLI, SIUBEN and ADESS).

Conclusion 2. The performance of the UNDP country office in the Dominican Republic during the evaluation period (2007-2015) was generally very good. In particular, relevance was valued as very high, effectiveness as high, efficiency as high in most cases and sustainability as medium to high. The greatest opportunities for improvement, in order to maintain results in the future, are in the areas of own-

ership and sustainability of the interventions supported by UNDP.

In terms of the evaluation criteria, sustainability and ownership received relatively lower valuations. The development of national capacities, which should be the basis of UNDP projects for the results to be sustainable over time, is more evident in the projects in which UNDP provides substantive technical support. There are areas for improvement in the development of national capacities in projects focused on aspects of logistical and administrative support.

UNDP projects show a higher level of sustainability when the main implementation partner is an NGO or a community-based organization working in partnership with the Government than when the Government is solely responsible (this includes bilateral projects with Haiti). Support to key partners should be improved to achieve greater consistency in the implementation of the national policies defined in the context of UNDP support, and the continuity of the processes initiated and the results achieved in key initiatives should be strengthened, both at the national and local level.

Conclusion 3. Significant progress was recognized in the work of UNCT Resident Coordinator and other donors. Following the leadership assumed for humanitarian aid after the 2010 Haiti earthquake, the Resident Coordinator has played a key role as spokesperson for the UN system, based on the separation of the roles of UNDP Representative and Resident Coordinator, and the respect for the spaces of the areas of intervention of each UN agency.

The situation in the Dominican Republic and Haiti and, therefore, the positions of both UNCT, are different, given, among other things, differences in development processes in both countries. However, there is potential for joint effort beyond binational projects, with the establishment of communication channels with the same structure.

UNCT work rate increased from 2010 as the earthquake in Haiti provided relevant opportunities for many UN agencies in the country, for example, in early recovery and emergency responses. In the Dominican Republic, agencies began to collaborate and coordinate activities with each other and in both countries. In 2015, there was more openness, better communication and more efficient mechanisms of coordination within the UNCT.

The role of the Resident Coordinator, which falls on the UNDP Resident Representative, has evolved in a way to facilitate collaboration between UNCT agencies in the Dominican Republic. As a result of interagency coordination for the response to the earthquake in Haiti, there was a joint effort with the Dominican Government to prepare the UNDAF 2012-2017, which served as a coordination platform for joint monitoring and follow-up of implementation. Equally important is the fact that the Government of Haiti sees the UNCT in its country as a guarantor of the observance of human rights and an important actor for dialogue with the UNCT in the Dominican Republic and the Dominican Government.

Conclusion 4. The support of the Dominican Republic to Haiti in crisis management and recovery has been and will remain crucial for both countries. These actions already show a shift in the national interest on the issue of comprehensive risk management and the relations between the two countries after the earthquake.

Binational initiatives at the UNDP country office level in both countries and their respective UNCTs have been promoted in the last years of the current programming cycle following the experience with the earthquake. However, it is important to stress that Haiti is a country in a state of emergency and development; the natural disasters that have struck the country in recent years, most notably the 2010 earthquake, impacted each side of the Hispaniola island differently. The Dominican Republic and Haiti

constitute one of the few cases in the world of two nations sharing the same island; as a result, when problems or disasters occur, they are usually cross-border and require the two countries to coordinate a response.

In this context, UNDP has important and diverse challenges to continue working effectively. Faced with historical, economic, cultural, administrative and linguistic challenges between both countries, the development of an innovative binational approach within a broader context and the UN spirit is required, to work jointly and improve the work that is being done at all levels, both inside and outside of UNDP and with partners. This is related to the important work of UNDP, both in border areas and in addressing the cross-border issues, and the need to work in coordination with other UN agencies, which often have their own cross-border projects. This is a challenge for both UNDP country offices and both governments, and also represents a great opportunity for coordinated UNDP efforts in both countries.

Specifically, the 2010 Haiti earthquake awakened a greater interest and awareness of risk management at the government level, and in the various agencies and NGOs working in risk management in the Dominican Republic. As a result, the issue of integrated risk management was included in the UNDAF 2012-2017 and in the cooperation programmes of UNDP and other UN agencies. In particular, within the framework of the implementation of the National System for Disaster Prevention, Mitigation and Response, initiatives such as the development of the National Risk Management Plan were promoted, thus advancing more concrete actions to reduce risk in the country. Similarly, the need to address the issue of disaster risk reduction from an island perspective was reinforced, because the geography of hazards and risk construction really demand the implementation of systematic and effective actions to reduce disaster risk. This idea should be a guiding principle of all policies in disaster risk reduction. This implies coordinated and strategic efforts between the Dominican Republic and Haiti, which presents its own challenges and limitations.

Conclusion 5. There is evidence of relevant initiatives in South-South cooperation; however, further efforts are required to take advantage of the UNDP knowledge network at the international level and, in particular, in the Latin American and Caribbean region, which is considered one of the main added values of UNDP. South-South cooperation has been relevant, for example, in specific initiatives on social mobilization and legislation in the area of HIV-AIDS and the Gender Equality Seals and Binational Artibonite River Basin projects. However, it is necessary for UNDP to maximize its potential in international networking for knowledge management on development and facilitate the exchange of experiences with other countries, generalizing the practice of South-South cooperation as an effective mechanism for the implementation of projects.

Conclusion 6. UNDP makes a significant contribution to institutional strengthening and gender and human rights mainstreaming; however, outcomes in these areas can be improved. The work on institutional strengthening looks scattered and lacks a conceptual framework that defines clear guidelines for action that support the effective implementation of UNDP actions in this area, and available to the Dominican State, as established by the Constitution. As for gender mainstreaming, it is necessary to further deepen the training of technical staff of the country office for its effective implementation in all programme areas. The preparation of the next UNDAF provides an excellent opportunity for this. In the case of mainstreaming human rights, the approach has been incorporated into relevant national planning instruments, such as the END and NSP on HIV/AIDS, but tools to monitor and evaluate the degree of implementation of the actions contemplated in such plans are required.

Conclusion 7. The Dominican Government appreciates UNDP support in monitoring compliance with the commitments made by

the country in international conferences, such as Rio+20 and the Millennium Development Goals (MDGs), as well as its participation in the definition process of the Sustainable Development Goals (SDGs). UNDP cooperation programmes have had a major impact on the country's development through the promotion of the human development paradigm.

Of particular note was the support provided by UNDP to monitor compliance with the targets of the MDGs, including an electronic platform for this purpose⁵⁸, the preparation of monitoring reports in 2010 and 2013, and the final report which is under development. UNDP's strategy has focused on promoting public-private dialogues for the analysis of the post-2015 agenda, for which the My World survey was conducted, capturing 65,000 responses and mobilizing more than 500 volunteers with UNV, impacting more than 50 institutions in 20 provinces. UNDP has also contributed to the implementation of the MDG Acceleration Framework.

Conclusion 8. The UNDP country office is changing its structure to meet the challenge of contributing to eradicating poverty and reducing inequality and exclusion through the new paradigm of sustainable human development, combining sustainable employment with human development. The 2007-2011 cycle was characterized by great challenges in economic growth, poverty reduction and emergency situations, such as those caused by tropical storms Noel and Olga in 2007 and the 2010 earthquake in Haiti. During the 2012-2017 cycle, there has been significant progress in sustainable development, climate change and post-disaster recovery in highly vulnerable areas, while challenges remain in the areas of poverty reduction, risk management and seismic vulnerability.

Conclusion 9. The UNDP cooperation programmes have been flexible in incorporating

58 The computer platform for monitoring compliance with MDGs in the country (<http://www.odm.gob.do>) was developed through South-South cooperation with the Government of Mexico.

changes resulting from the political situation.

Between 2007 and 2014, there were two governments and, although both were of the same political party, major changes occurred at the management level that slowed dialogue between UNDP and the Executive. Similarly, despite the existence of the END 2030 as a national programming instrument, amendments were made to the priorities of the Multi-Year National Public Sector Plan 2013-2016, which is the operating-financial mechanism of the END, to incorporate Presidential Goals. As a result, UNDP incorporated, upon approval, work in the education sector in its CPD and CPAP 2012-2017, which is the number one priority of the Government for 2012-2016.

A new Constitution was adopted in January 2010. For the first time, it incorporates a set of positive elements addressing the recognition of rights. Importantly, it includes the principle, value and right to equality between women and men, as well as recognition of the diversity of Dominican families. It also provides a new dimension to housework, by recognizing it as an **economic activity that creates added value and produces social welfare and wealth**, and has therefore been incorporated into the formulation of public and social policies. The constitutional reform in turn implied an intense process of institutional reform and modernization of the State, which facilitated the alignment of the work of the UN system and with national priorities. These circumstances allowed UNDP to work in coordination with the Government, reflecting the added value of its mandate, technical knowledge and experience.

6.2 RECOMMENDATIONS

Recommendation 1. Identify new and innovative ways to ensure ownership and sustainability in the implementation of plans, programmes and projects under the paradigm of Sustainable Human Development (SHD) and the SDGs, as well as initiatives and processes supported by UNDP, both with the Dominican Government and civil society and non-governmental organizations (NGOs).

***Management Response:** To ensure the sustainability of actions, it is crucial to develop alliances and maintain close working relationships with government agencies that have a mandate in the areas of intervention and strengthen their capacities in order to increase their empowerment. Similarly, collaboration with civil society organizations and NGOs with key influence on issues and areas prioritized by UNDP should be strengthened through institutional strengthening and knowledge transfer to improve national capacities.*

Recommendation 2. For the next programming cycle, keep the focus on SHD, an area in which UNDP has national leadership and brings added value.

***Management Response:** In response to national priorities, strengthen inclusion, specifically, actions on multidimensional poverty, with a special focus on vulnerable groups such as children, adolescents, youth and the elderly, with gender mainstreaming and respect for human rights (economic, political, social, civil and cultural) to ensure equality and inclusion. Specific actions in the area of gender equality and empowerment of women are also relevant, as well as in the area of environment and integrated risk management. It is important to schedule actions in the area of job creation (market and trade) and sustainable livelihoods, as mechanisms for economic growth and inclusive development, and to increase governance levels in aspects of social policy, justice and development in the context of the SDGs in an integrated manner.*

It is also important to position SHD and SDGs through knowledge management initiatives that include research and development of national capacity for managing the new development paradigm promoted by UNDP. In addition, it is important to use national instruments to focus the interventions, and maintain their support for the formulation and implementation of Territorial Planning and Land Use Plans and the approval of the Unique Planning Regions, in order to optimize development results.

Recommendation 3. Define a strategy for gender mainstreaming in the country office that

is aligned with the UNDP Gender Equality Strategy (2014–2017), defining the office's gender priorities, and design instruments for its implementation in all programme areas, in line with corporate strategy.

Management Response: In this context, UNDP can explore different lines of action: i) develop a roadmap for the design of projects that ensure gender mainstreaming throughout the project cycle; ii) identify national bodies or partnerships that promote gender equality in all programme areas, not only because they support the execution and implementation of UNDP projects on gender, but because, in turn, gender skills and capacities are installed in institutional dynamics; iii) include qualitative gender indicators in monitoring systems; iv) provide gender training tailored to specific areas of work of the staff, i.e., that they can apply the knowledge acquired in their daily work; v) ensure that, to the extent possible, all programme areas have staff trained and/or with experience in gender issues and, when hiring new staff, consider making training and experience in gender a prerequisite; vi) prepare gender-sensitive budgets (for example, an initial proposal could be to have a percentage of each programme area for a gender component), and vii) prepare an annual report on the gender marker that evidences the progress or setbacks in this area by programme area.

Recommendation 4. Develop a conceptual framework that unifies the criteria to address institutional strengthening, for all UNDP programme areas, and defines clear guidelines for action (standards, rules, procedures, values, etc.) in the implementation of institutional strengthening efforts with a focus on human rights and gender.

Management Response: The projects aimed at institutional strengthening encompass a broad and diverse thematic framework. It would be advisable to define a clear profile with specific guidelines on how to strategically address institutional strengthening based on a human rights and gender approach. This involves working not only with governmental actors, which without any doubt are central to ensuring that social needs and demands are met, but also with other key

social and economic stakeholders with the capacity to demand rights, duties and responsibilities in the political sphere. Defining a conceptual framework in this regard will make it possible to better identify the specific problems of the target population and context of the relationships of all key stakeholders, in order to understand the extent and impact of processes. It will also make it possible to know what institutions need more support, how and what specifically (standards, rules, procedures, values, etc.). Also, establishing strategic intervention guidelines will facilitate the measurement of progress, detection of obstacles, and checks and balances between the various parties involved. It is important to note that these types of projects, by their nature, are more process-oriented than short-term results. Therefore, a more strategic and process-oriented vision will ensure that external factors that usually affect these interventions at many levels, especially in terms of sustainability, are not underestimated. A broader vision framework will support the design of output strategies more consistent with their context.

Some lines of action in this regard include: i) establish basic criteria, defined by UNDP, for the timely contracting of national or international technical assistance, or capacity development of staff from institutions, so that decisions are made based on institutional criteria that respond to a strategy of ownership and strengthening of national capacities for institutions to sustain results over time; ii) establish basic criteria for intervention approaches that are not affected by changes in the technical staff of UNDP, to avoid unnecessary delays in project implementation, and iii) establish criteria for the design of projects related to the optimization of national planning and budgetary allocation; for example when an initiative links government agencies with counterpart contributions, it must be ensured that the project is coded in the National Public Investment System (SNIP code). It is also appropriate to establish an accounting system adapted to the demands of donors from the outset.

Recommendation 5. Maintain the strategic alliances in multiple working areas developed by UNDP with the Government, donors and other partners, and at the same time strengthen their relationship with the direct beneficiar-

ies. The level of UNDP collaboration with the Government is high and is estimated at about three quarters of the UNDP programme. Equally relevant is the contribution of UNDP to the administration of the resources provided to the country by other donors. In this context, it is important that UNDP continue its efforts to mobilize resources in order to cope with the reduction of UNDP core funding, especially now that the country is classified as upper-middle-income.

Management Response: Very few UNDP initiatives are direct execution, therefore, in nationally executed projects it is important to clearly define a component on UNDP visibility with partners and beneficiaries, so that direct beneficiaries recognize the support of the organization in its development process and facilitate UNDP accountability at the corporate level.

It is important to strengthen UNDP's role as facilitator in the formulation, implementation and evaluation of projects with major institutions and stakeholders to clearly establish the expectations and scope of support, based on a more consultative and participatory process in the design of projects with key partners. Similarly, the scope of UNDP cooperation in initiatives in which the organization assumes a role in analysing and responding to conflict resolution must be better defined.

Recommendation 6. UNDP in the Dominican Republic needs a better strategy to take advantage of its potential country networks. It is important to promote South-South cooperation in both directions, so that Dominican projects can benefit from the experiences of other countries and for UNDP to promote the systematization of the development results of its projects to identify good practices that can be replicated in other countries.

Management Response: For example, UNDP must work on sharing good local management practices in the country office between the various areas of cooperation because some projects have had valuable community work practices, such as ART and SGP, that

can be used by other projects. Similarly, there are significant challenges in integrated risk management and post-disaster recovery that can benefit from greater SSC efforts.

Recommendation 7. Continue to institutionalize the resident coordination role of the UNCT to optimize the coordination of agencies, funds and programmes, project a comprehensive vision of the UN system before the Dominican Government and facilitate dialogue with the UNCT-Haiti so that efforts continue to include the binational issue in UNCT programming in general and UNDP programming in particular, in order to improve the analysis of the development problems and challenges common to the two countries, in support of binational initiatives led by the Dominican Republic to address the Haiti challenge.

Management Response: The Resident Coordinator has been successful in identifying mechanisms to differentiate its role within the UNCT and as UNDP representative. However, it is important to institutionalize these mechanisms to effectively articulate the response of the UN system, which will facilitate the ability to dialogue with the Dominican Government and other national institutions, as well as with the UNCT in the Dominican Republic and the UNCT in Haiti. The development of the UNDAF 2017-2022 provides a good opportunity in this regard. It is also important that the UNCT in the Dominican Republic has a comprehensive vision and a clear definition of the priorities to facilitate dialogue with the UNCT in Haiti on specific topics, in addition to being creative in identifying opportunities for the development of both countries, drawing on the experiences of agencies that, individually, have initiatives in Haiti. It is necessary to find areas of shared benefits in which both UNCTs can focus and work together. Some relevant areas that are being addressed, such as the environment (reforestation) and documentation of immigrants, should continue; others, such as customs management, employment and development of markets and shops across the border, are potential areas for the work of the United Nations.

Recommendation 8. Work on the definition of the main development gaps at the national level in order to identify innovative mechanisms to address development challenges.

Management Response: It is necessary to address the remaining tasks regarding the distribution of income and multidimensional poverty and inequalities at the socioeconomic level, which remain major development challenges despite the classification of the country as upper-middle-income by the World Bank and its high UNDP Human Development Index. The country's classification as upper-middle-income means that there will be less access to funding sources and, therefore, poses the challenge of optimizing cooperation resources.

Recommendation 9. Continue to optimize the organizational and functional structure of the country office to provide a qualitative response to new corporate challenges facing UNDP and the Dominican Republic as an upper-middle-income country, to think as One United Nations and become its technical and operational expression in implementing the paradigm of SHD.

Management Response: In this context, it is important to continue to strengthen the competence of the country office to participate in the national debate on sustainable human development and the 2030 Agenda, with the SDGs as country commitments to be monitored by UNDP, and position these concepts to achieve their ownership in the national development agenda. Sustainable development is complemented and reinforced by the concept of human development and focuses on the concept of expanding people's choices, considering both the formation and use of new human capacities. UNDP formulations of the UNDAF and CPD for the next cooperation cycle provide an excellent opportunity to strategically reflect with key stakeholders on the substantive contribution of UNDP to national development.

It is equally important to strengthen the technical capacities of the country office in the areas of job creation and sustainable livelihoods for poverty reduction; gender equality, empowerment of women and other vulnerable groups, with particular attention to people living with HIV/AIDS and their economic, political, social, civil and cultural rights, as well as mainstreaming gender and institutional strengthening as essential principles of sustainable human development; and democratic governance to ensure social and economic inclusion. Training in effective conflict resolution for binational work may also be relevant. In addition, it is important to improve the institutional effectiveness of the country office by strengthening its operational capacity to effectively implement programmes while maintaining flexibility in programmatic and operational processes, which is an important added value of UNDP's work.

Another aspect to consider is to continue investing in the development of technical leadership for the most important issues of the UNDP programme, maintaining the capacity to coordinate with high-level stakeholders, especially the Government, who are very satisfied with the monitoring and administrative support provided by UNDP (for example, in the areas of sustainable development and climate change). In this sense, we must continue working to identify and strengthen the capacity of UNDP technical staff, taking into account the diversity and composition of the country in economic, social and cultural terms. In this sense, these professionals serve as reference points on issues that the organization wants to position on the national agenda in order to project the broad technical expertise that UNDP has to address national development priorities, and remembering that senior staff with a strong academic background and strong knowledge of the Dominican reality, contribute to facilitating high-level dialogue with technicians in the Dominican Government on the implementation of projects.

Annex 1

LIST OF PROJECTS

Project No.	Project Title	Start	End	Implementing body	Expenses (US\$) (2007-14)
00012239	Copresida	1/1/01	12/31/07	Government of the Dominican Republic	2,405,383
00012244	Human development	4/1/03	12/31/05	UNDP	63,601
00041398	Climate change. 2nd Communication	9/21/05	12/31/08	Technical Secretary of the Presidency	290,077
00041583	PIMS3411 Sostenibilidad Tierra	9/1/05	12/31/12	Government of the Dominican Republic	470,733
00041715	PIMS3185 Sabana Yegua	2/7/06	12/31/12	Government of the Dominican Republic	4,629,406
00042992	PIMS2728 NCSA	2/1/06	9/30/07	Government of the Dominican Republic	172,750
00043080	Plan Eliminación Gradual Final	2/8/06	12/31/06	Government of the Dominican Republic	1,663,796
00043114	Preparación Desastres	3/1/06	2/10/10	UNDP	8,867,661
00043778	PIMS2606 POPs Enabling	4/7/06	12/31/12	Government of the Dominican Republic	394,797
00045676	Fortalecimiento Programa Solidaridad	12/1/06	12/31/13	Government of the Dominican Republic	4,668,338
00046475	Promoción Desarrollo Humano	2/9/07	12/31/09	Technical Secretary of the Presidency	2,206,226
00047659	Cámara de Diputados	7/10/07	12/31/13	Government of the Dominican Republic	2,373,768
00048670	Programa Recuperación Temprana	12/1/07	12/31/08	UNDP	2,780,324
00048784	Sistema Único de Beneficiarios [System of Beneficiaries]	12/10/07	12/31/16	Government of the Dominican Republic	16,967,141
00049405	Programa Energía Renovable	2/19/08	12/31/14	UNDP	3,415,492
00049506	Redes Temáticas y Territoriales República Dominicana	2/25/08	12/31/13	UNDP	5,597,765
00050458	Promoting Climate Change Adaptation, Energy & Environment (regional)	4/1/08		UNDP	199,388
00051264	Cuenca Binacional Río Artibonito	1/1/09	12/31/13	Government of the Dominican Republic	3,694,730
00056914	Modernización Instituto Dominicano de Aviación Civil	2/1/09	12/31/12	Government of the Dominican Republic	7,180,450
00057116	Fortalecimiento Cadena de Valor	3/27/09	12/31/13	UNDP	3,055,314

Project No.	Project Title	Start	End	Implementing body	Expenses (US\$) (2007-14)
00057440	Preparation for an HCFC Phase-out Management Plan (HPMP)	5/14/09	12/31/13	Government of the Dominican Republic	1,296,005
00057568	Fortalecimiento Cámara de Cuentas	6/1/09	12/31/13	Government of the Dominican Republic	4,482,969
00057573	Gender-based Violence and HIV	6/3/09	12/31/13	UNDP	47,686
00057818	Re-engineering the National Protected Area System	7/1/09	12/31/13	UNDP	3,371,612
00058452	Fomento y Difusión del Desarrollo Humano	11/1/09	2/19/15	UNDP	1,257,408
00059654	Cross the Results of NASA and Modes of Transmission	3/30/10	12/31/13	UNDP	15,121
00060312	Unidades de Atención Primaria	7/22/10	12/31/13	Government of the Dominican Republic	12,687,257
00060601	Fortalecimiento Frontera	9/21/10	12/31/13	UNDP	1,502,981
00060853	Subsidios Sociales	11/26/10	12/31/15	Government of the Dominican Republic	8,817,890
00060857	Réduction de la Vulnérabilité des Pop. et Infrast. (Binacional)	5/12/11	12/31/13	UNDP	390,707
00061262	Estrategia Nacional de Desarrollo	2/8/11	12/31/14	Government of the Dominican Republic	1,101,775
00061416	Eficacia Respuesta Nacional	3/2/11	12/31/11	UNDP	12,568
00061417	Mayor Respuesta VIH/SIDA	3/2/11	12/31/11	UNDP	19,018
00061418	Promoción y Prevención VIH/SIDA	3/2/11	12/31/15	UNDP	64,901
00062265	Riesgo Sísmico Zona Norte	7/29/11	6/30/13	UNDP	2,024,015
00062432	Políticas Públicas Objetivos Milenio	9/12/11	8/31/16	Government of the Dominican Republic	1,882,877
00066229	Comisión Mixta Bilateral [Bilateral Joint Commission]	4/10/12	12/31/16	Government of the Dominican Republic	1,309,836
00070533	Seguridad Humana	11/19/12	10/31/15	Government of the Dominican Republic	626,757
00070695	Seguimiento de la Política Pública	11/27/12	12/31/13	Government of the Dominican Republic	232,355
00071363	Loma de Miranda	12/19/12	12/31/13	Government of the Dominican Republic	171,639
00072565	Progresando con Solidaridad	2/15/13	7/31/16	Government of the Dominican Republic	3,600,159
00073721	Desarrollo Transfronterizo	10/16/12	12/31/16	UNDP	2,043,762
00074021	Puerto Plata Resiliente a Sismos y Tsunamis	4/1/13	9/30/14	UNDP	870,640
00075062	Estudios Sísmicos	7/12/13	7/31/15	Government of the Dominican Republic	819,868
00076142	Sellos de Igualdad de Género	9/16/13	12/31/15	UNDP	64,183
00076607	Bienestar Estudiantil	10/10/13	12/31/15	Government of the Dominican Republic	10,283,131

Project No.	Project Title	Start	End	Implementing body	Expenses (US\$) (2007-14)
00077344	Seguridad Ciudadana	10/1/12	12/31/16	Government of the Dominican Republic	122,191
00077491	Piso Protección Social y Género	11/26/13	12/31/15	Government of the Dominican Republic	30,637
00077918	Calidad Educativa	12/12/13	12/31/15	Government of the Dominican Republic	231,684
00078700	Redes Territoriales	1/1/14	12/31/14	Government of the Dominican Republic	278,313
00079544	Observatorio Seguridad Ciudadana	1/1/12	12/31/16	Government of the Dominican Republic	15,998
00079671	Diálogo Político Género	4/1/14	3/31/16	UNDP	112,732
00080124	Evaluación de Impacto	3/7/14	6/30/15	Government of the Dominican Republic	154,296
00080296	Producción Estadísticas Económicas	4/8/14	12/31/15	Government of the Dominican Republic	391,007
N/D	TTF Protección Social y DDHH de los Grupos más Expuestos al VIH	6/1/11	12/31/14	UNDP	-
N/D	Iniciativa de Abogacía y Apoyo al Mecanismo Coordinador de País	1/1/13	4/30/15	UNDP	0
N/D	Actualización y Costeo del Plan Nacional de Igualdad y Equidad de Género	8/1/14	4/30/15	UNFPA/UNDP/Ministerio Mujer	7,000
N/D	Línea de Base Situación de Violencia Contra Mujeres Adolescentes y Jóvenes	8/1/14	4/30/15	UNFPA/UNDP/UNICEF/Ministerio Mujer	10,000
N/D	Río+20: Preparación Documento Nacional (UNDESA)	11/22/11	11/22/12	UNDP	19,900
N/D	Conferencia SIDS (PEID): Consulta nacional (UNDESA)	5/15/13	10/30/14	UNDP	8,500
N/D	Strengthening Climate Change Capacity of Policymakers in support of negotiators	12/1/07	-	UNDP	140,000
N/D	Gestión de Riesgos Climáticos (Pr global BCPR)	4/1/10	12/1/12	IISD	170,000

Source: Project and financial data: (<http://erc.undp.org/evaluationadmin/manageplans/viewplandetail.html?planid=1208>); CPD 2011-2015 (March 2014).

Annex 2

REFERENCES

- Abdullaev, Umidjon and Marcello, Estevão, 'Growth and Employment in the Dominican Republic: Options for a Job-Rich Growth', IMF Working Paper, WP/13/4, 2013.
- Amnesty International, 'Annual Report 2013: Dominican Republic'. Available at: <www.amnestyusa.org/research/reports/annual-report-dominican-republic-2013>.
- Archibold, Randal C., 'As Refugees from Haiti Linger, Dominicans' Good Will Fades', *New York Times*, 30 August 2011.
- Castro, G., 'Final Evaluation Report Demonstrating Sustainable Land Management in the Upper Yegua Watershed System', 2013.
- COWI Consortium, *Informe final evaluación de medio término del Programa de Prevención y Preparación a Desastres (PPD)*, 2008.
- Dumazert, P., *Evaluación operativa del PPS-República Dominicana*, 2013.
- ECLAC, 'Middle-income countries: a structural gap approach'. Economic Commission for Latin America and the Caribbean, Santiago de Chile, 23 July 2012.
- Espinal, J. and J. Chariot, *Evaluación final del proyecto Restauración y Gestión de los Recursos Naturales Transfronterizos: Fase I, cuencas de los ríos Masacre y Pedernales*, 2014.
- Fieser, Ezra, 'Dominican Republic Homicide Rate Hits Lowest Level in 11 Years', *Reuters*, 14 March 2014. Available at: <www.reuters.com/article/2014/03/14/us-dominicanrepublic-crime-idUSBREA2D1VG20140314>.
- Fisher, A., 'Terminal Evaluation of UNDP/GEF project: Capacity Building for Sustainable Land Management in the Dominican Republic', 2012.
- Government of the Dominican Republic, *El estado epidémico del VIH en República Dominicana. Dirección General de Control de las Infecciones de Transmisión Sexual y SIDA (DIGECITSS) del Ministerio de Salud Pública*, 2014.
- Government of the Dominican Republic, *Encuesta nacional de hogares de propósitos múltiples 2013*, Oficina Nacional de Estadística, Ministerio de Economía, Planificación y Desarrollo, October 2014.
- Government of the Dominican Republic, *Estimaciones oficiales de la pobreza monetaria y la desigualdad de ingresos mediante la encuesta de fuerza de trabajo (EFT) del Banco Central*, Ministro de Economía, Planificación y Desarrollo, February 2015.
- Government of the Dominican Republic, *Estrategia Nacional de Desarrollo 2030*, Ministro de Economía, Planificación y Desarrollo, Consejo Nacional para la Reforma del Estado, 2010.
- Government of the Dominican Republic, *Estrategia para la reducción de la pobreza en República Dominicana*, Oficina Nacional de Planificación, 2003.
- Government of the Dominican Republic, *Gasto nacional en salud año 2013*, Ministerio de Salud Pública, Viceministerio de Planificación y Desarrollo, Dirección General de Planificación y Sistemas de Salud (DGPSS), Unidad de Cuentas Nacionales de Salud, 2014.
- Government of the Dominican Republic, *Indicadores de la gestión de riesgos de desastres en República Dominicana 2012: desafíos pendientes y acciones para el avance*, Dirección General de Ordenamiento Territorial, Ministro de Economía, Planificación y Desarrollo, 2013.

- Government of the Dominican Republic, *Informe de estimaciones y proyecciones de prevalencia de VIH y carga de enfermedad*, Dirección General de Control de las Infecciones de Transmisión Sexual y SIDA (DIGECITSS) y Consejo Nacional para el VIH y SIDA (CONAVIHSIDA), 2013.
- Government of the Dominican Republic, *Informe de evaluación de medio término de la Declaración Política sobre el VIH/SIDA 2011*, June 2013.
- Government of the Dominican Republic, *Informe de la encuesta demográfica y de salud de la República Dominicana (ENDESA 2013)*, Centro de Estudios Sociales y Demográficos, Ministerio de Salud Pública, ICF International, October 2014.
- Government of the Dominican Republic, *Informe Evolución Pobreza 2014*, Unidad Asesora de Análisis Económico y Social, Ministerio de Economía, Planificación y Desarrollo, 20 de febrero de 2015.
- Government of the Dominican Republic, *Informe nacional sobre los avances en la respuesta al SIDA, Seguimiento a la Declaración Política de las Naciones Unidas sobre el VIH y el SIDA*, March 2014.
- Government of the Dominican Republic, *IX Censo nacional de población y vivienda: informe básico*, Santo Domingo, May 2012.
- Government of the Dominican Republic, *Ley No 1-12 que establece la Estrategia Nacional de Desarrollo (END) 2030*, Gaceta Oficial No 10656, enero de 2012.
- Government of the Dominican Republic, *Ley No 87-01 que crea el Sistema Dominicano de Seguridad Social*, Secretaría de Estado de Trabajo, Consejo Nacional de Seguridad Social.
- Government of the Dominican Republic, *Lineamientos generales para una estrategia de desarrollo*, Secretariado Técnico de la Presidencia, 2005.
- Government of the Dominican Republic, *Objetivos de Desarrollo del Milenio: Informe de seguimiento 2013*, Ministro de Economía, Planificación y Desarrollo, enero de 2014.
- Government of the Dominican Republic, *Plan decenal de salud pública 2006-2015*, Ministerio de Salud Pública y Asistencia Social, 2005.
- Government of the Dominican Republic, *Plan Estratégico Nacional para la Respuesta a las ITS y al VIH-SIDA (PEN) 2015-2018*, Santo Domingo, January 2015.
- Government of the Dominican Republic, *Plan Nacional Plurianual del Sector Público 2013-2016, Actualización 2015*, Ministro de Economía, Planificación y Desarrollo, January 2015.
- Government of the Dominican Republic, *Plan Nacional Plurianual del Sector Público*, Ministro de Economía, Planificación y Desarrollo, 2013.
- Government of the Dominican Republic, *Segunda encuesta de vigilancia de comportamiento con vinculación serológica en poblaciones claves*, Consejo Nacional para el VIH y SIDA (CONAVIHSIDA), 2012.
- Government of the Dominican Republic, *Segundo informe de avance en la implementación de la Estrategia Nacional de Desarrollo 2030 y Cumplimiento de los objetivos y metas del Plan Nacional Plurianual del Sector Público*, MEPyD, December 2014.
- Hanke, Steve H., *The Dominican Republic: Resolving the Banking Crisis and Restoring Growth*, Cato Institute, Foreign Policy Briefing No 83, July 2004.
- Inter-American Development Bank (IDB), 'Country Strategy with the Dominican Republic (2013-2016)', November 2013.
- Jahnsen, Javier, *Proceso de consulta sobre resultados del Diálogo Nacional sobre VIH y el derecho en la República Dominicana*, November 2014.

- Jaramillo, L. and Sancak, C., 'Growth in the Dominican Republic and Haiti: Why has the Grass Been Greener on One Side of Hispaniola?' Working Paper WP/07/63, International Monetary Fund, 2007.
- Martínez, R., *Análisis de coyuntura sobre la Ley de Participación*, Centro Montalvo, 2008.
- Matías, D., *Evaluación externa del proyecto: instituciones nacionales preparadas y comunidades resilientes a sismos y tsunamis en entornos urbanos de la provincia de Puerto Plata*, 2013.
- Naletilic, Ángela, *Informe catorce años del PNUD en la República Dominicana: Contribuciones al desarrollo entre el 2000–2014*, February 2015.
- Naletilic, Ángela, *Informe doce años del PNUD en la República Dominicana: Contribuciones al desarrollo entre el 2000–2014*, February 2015.
- Quiroga, L., Pichardo, A., del Rosario, D., Pacheco, B. and Contreras, L., *Sobre Vivencias: cuatro casos de violencia contra la mujer y su relación con el sistema de protección en Santo Domingo*, UNDP, Centro de Estudios de Género, INTEC, 2009.
- Salvador, Elga, *Piso de protección social e igualdad de género. Mapeo y análisis de género de los programas de protección social y del sistema de seguridad social de la República Dominicana: Informe Final*, ILO, UNDP, UN Women, 2014.
- Sánchez, Miguel Eduardo and Senderowitsch, Roby, 'The Political Economy of the Middle Class in the Dominican Republic: Individualization of Public Goods, Lack of Institutional Trust and Weak Collective Action', World Bank, Policy Research Working Paper 6049, April 2012.
- Third World Institute, 'Dominican Republic: The World Guide', AgainstWind.
- Transparency International, '2014 Corruption Perceptions Index'. Available at: <www.transparency.org/country/#DOM>.
- UNAIDS, 'Report on the global AIDS epidemic', Ministry of Public Health, 2013.
- UNDP, *Acuerdo básico entre el Gobierno de la República Dominicana y el Programa de las Naciones Unidas para el Desarrollo*, Santo Domingo, June 1974.
- UNDP, *Alineamiento al Nuevo Plan Estratégico (SP 2014–2017)*, Santo Domingo, December 2014.
- UNDP, *Evaluación socioeconómica de los proyectos para la Recuperación de Medios de Vida y Medio Ambiente de la Población Afectada por las Tormentas Tropicales Noel y Olga en Duarte, Barahona, Independencia y Bahoruco*, 2011.
- UNDP, *Evaluación técnica sobre el estudio de impacto ambiental del proyecto "Explotación minera de Loma Miranda"*, 2013.
- UNDP, 'Final evaluation of UNDAF 2007–2011', 2012.
- UNDP, *Igualdad de género y empoderamiento de la mujer, República Dominicana*, undated.
- UNDP, *Informe de desarrollo humano de la República Dominicana*, 2013. Available at: <www.do.undp.org/content/dominican_republic/es/home/library/human_development/informe-sobre-desarrollo-humano-2013/>.
- UNDP, *Informe final Programa de "Electrificación rural en la República Dominicana basado en fuentes de energía renovable"*, 2015.
- UNDP, *Informe final República Dominicana: Desarrollo de la Política Nacional de Cambio Climático y de la estrategia LECRDS, en el marco del apoyo del PNUD sobre estrategias de desarrollo bajo en emisiones y adaptado al cambio climático*, 2013.
- UNDP, *Informe final: Fortalecimiento de la capacidad de gestión del uso público en el Parque Nacional Lago Enriquillo, Reserva de la Biosfera Jaragua–Bahoruco–Enriquillo*. 2014.
- UNDP, *Mapa de Desarrollo Humano de la República Dominicana. Unidad de Desarrollo Humano, Santo Domingo*, 2013.

- UNDP, 'National Dialogue on HIV and the Law: Executive summary and recommendations', Dominican Republic, 2013.
- UNDP, *Plan de acción del Programa País entre el Gobierno de la República Dominicana y el Programa de las Naciones Unidas para el Desarrollo: 2012-2016*, Santo Domingo, 2012.
- UNDP, *Plan de acción del Programa País entre el Gobierno de la República Dominicana y el Programa de las Naciones Unidas para el Desarrollo: Periodo de cooperación 2007-2011*, 2006.
- UNDP, *Revisión de medio término Programa de país y Plan de acción del Programa de país 2012-2017 del Programa de las Naciones Unidas Para el Desarrollo*. Santo Domingo, 2015.
- UNDP, *Sistematización de los resultados del Programa de Recuperación de Medios de Vida y Medio Ambiente a raíz de los efectos de las tormentas Noel y Olga*, 2011.
- UNDP, 'United Nations Development Programme (UNDP). Dominican Republic, Report 2009-2010', 2011.
- UNDP/ODH and Ministerio de Economía, Planificación y Desarrollo (MEPyD), 2010, *Política social: capacidades y derechos*. Volumen I. Marco teórico/ La política social: capacidades y derechos/ Educación/ Salud. Volumen II. Empleo/ Seguridad social y asistencia social / Asentamientos humanos. Volumen III. Justicia y derechos/ Inmigración haitiana/ Cohesión social/ Hacia una política social basada en derechos.
- UNDP, Oxfam Quebec, Government of Haiti, *Documento de proyecto "Reducción de los usos conflictivos del agua en la Cuenca Binacional del Río Artibonito"*, 2008.
- UNISDR, *Diagnóstico sobre la situación de la República Dominicana en cuanto a la reducción de riesgos a desastres*, República Dominicana, Santo Domingo, Estrategia Internacional para la Reducción de Desastres, 2010.
- United Nations Conference on Trade and Development, 'Investment Policy Review: Dominican Republic', New York and Geneva, 2009. Available at: < unctad.org/en/docs/iteipc20079_en.pdf>.
- United Nations General Assembly Special Session (UNGASS) on HIV/AIDS, 'Declaration of Commitment on HIV/AIDS', Twenty-Sixth Special Session, June 2001.
- United Nations, *Análisis Común de Países: Una mirada a la Estrategia Nacional de Desarrollo de República Dominicana, 2010-2030*, Grupo Técnico Interagencial, Oficina de Coordinación, Santo Domingo, July 2011.
- United Nations, 'United Nations Development Assistance Framework: 2012-2016', United Nations House, Santo Domingo, 2011.
- United Nations, 'United Nations Development Assistance Framework: 2007-2011', United Nations House, Santo Domingo, 2006.
- USAID, 'Dominican Republic Climate Change Vulnerability Assessment Report', September 2013.
- USAID, 'Dominican Republic: Country Development Cooperation Strategy FY 2014-2018', 2013.
- World Bank, 'Disaster Risk Management in Latin America and Caribbean Region: GFDRR Country Notes', Dominican Republic, Global Facility for Disaster Reduction and Recovery. Available at: < www.gfdr.org/sites/gfdr.org/files/documents/DominicanRepublic-2010.pdf>.
- World Bank, '*Doing Business 2015: Dominican Republic Economy Profile 2015*', Washington, D.C., 2014.
- World Bank, 'When prosperity is not shared: the weak links between growth and equity in the Dominican Republic', January 2014.

Annex 3

PERSONS CONSULTED

- José Sergio Abreu, Humanitarian Emergency Affairs and Corporate Security National Coordinator, World Vision
- Patricia Abreu, Deputy Minister of International Cooperation, Ministry of Environment
- Ramon Acevedo, Social Mobilization Officer, National Council for HIV and AIDS
- Claudia Adames, Head of the Liaison Unit with Haiti, Ministry of Environment
- Victoria Agus, Beneficiary, Batey Altagracia
- José Luis Alarcon, Vice Minister of Land and Water, Ministry of Environment
- José Rafael Almonte, Protected Areas Adviser, Ministry of Environment
- Moses Alvarez, Director, Office of Clean Development Mechanism, National Council on Climate Change and Clean Development Mechanism
- Joel Arboleda, Professor, Director, Research, Vice-Chancellor's Office, Universidad Central del Este, Universidad Autónoma de Santo Domingo
- Katyna Argueta, former Country Director, Haiti Programmes, RBLAC, UNDP, New York
- Wellington Arnaud, President of the Permanent Commission for Human Development, Chamber of Deputies
- America Bastidas C., Adviser, Ministry of Economy, Planning and Development
- Rosanna Bencosme, Administrative Coordinator, Office for Social Policy Coordination
- Ana Carolina Beras, Project Manager, UNDP Dominican Republic
- Anyarlene Berges, Programme Officer, UNDP Dominican Republic
- Bethania Betances, Country Director, UNAIDS Dominican Republic
- Ilonka Borisova Ivanova, Director of Planning and Development, Ministry of Interior and Police
- Melisa Breton, Coordinator of the Sustainable Human Development Unit, UNDP Dominican Republic
- Chiara Brunetti, UNDP ART Programme in Haiti
- Braulio Caamaño Pérez, Member, Association of Farmers in Brisas del Yaque
- Sophie de Caen, former Programme Director in Haiti, UNDP Haiti
- Carlos Cano, General Coordinator, Technical Cooperation Office, Spanish Agency for International Development Cooperation
- Paola Caram, Management Consultant for Building Partnerships and Resource Mobilization, UNDP Dominican Republic
- Mercedes Carrasco, Adviser to the Directorate-General for Budget, Presidency of the Dominican Republic
- Matilde Chavez, Director-General, System of Beneficiaries
- Maria Jesus Conde, Representative, UNICEF
- Otto Cordero, Technical, Deputy Minister of Marine and Coastal Resources, Ministry of Environment
- Raissa Crespo, Gender Officer, UNDP Dominican Republic
- Marcos Cros, Overseas MP, Chamber of Deputies

- Robert Crowley, Project Coordinator of the Binational Artibonite Basin Project, Oxfam Quebec
- Francisco Cueto, Head of the Planning Department, Ministry of Economy, Planning and Development, Department of Economic and Social Development
- Florentino Cuevas, Member, Association of Farmers in Brisas del Yaque
- Guillermo Cuevas, Technical Team, Independencia and Bahoruco provinces, Centre for Research and Popular Education
- Jonathan Delance, National Project Coordinator, Re-engineering the National System of Protected Areas, UNDP
- Amelia Deschamps, Journalist, Telesistema Canal 11
- Cesar Diaz, Administrative Financial Officer, Directorate-General for Budget (DIGEPRES)
- Marisol Difo, Technical Coordinator, Joint Dominico-Haitian Bilateral Commission
- Yordana Dolores, Adviser on Strategic Information, UNAIDS
- Carlos Fernandez, Coordination and MDG Specialist, Office of the Resident Coordinator
- Clara Fernandez, technical officer responsible for monitoring, SINAP Reengineering Project, Ministry of Environment and Natural Resources
- Ruth Fernandez, HIV/AIDS Associate, UNDP Dominican Republic
- Jeannie Ferreras, National Programme Officer, Gender and Youth, UNFPA
- Marina Frias, Chief of Brigade, Community Nursery Dajabón
- Eduardo Gallardo, Protection Specialist, UNICEF
- Domingo Garcia, Member, Association of Farmers in Brisas del Yaque
- Inocencio Garcia Javier, Vice Minister of International Cooperation, Ministry of Economy, Planning and Development
- Yohany García, Member, Association of Farmers in Brisas del Yaque
- Miguel Geraldino, Operations Manager, UNDP Dominican Republic
- Estella Germosén, Director of Planning, Chamber of Accounts
- Sabrina Gil, Legal Consultant, National Council for HIV and AIDS
- Walquiria Gil, Technical Project Manager, Directorate-General for Multilateral Cooperation
- Roberto Gomez, Manager, Co-Management Council, Charcos de la Damajagua Natural Monument
- Cesar Ivan Gonzalez, Monitoring and Evaluation Officer, UNDP Dominican Republic
- Fatima Gonzalez, Beneficiary, Political Dialogue on Gender Project
- Washington González, Vice Minister, Ministry of the Interior and Police
- Zoila González, Vice Minister of Environmental Management, Ministry of Environment
- Carlos Gratereaux, Analyst, Vice Minister of Planning, Ministry of Economy, Planning and Development
- Casimira Guerrero, Technical Project Manager, Directorate-General for Multilateral Cooperation
- Lidia Guzman, Beneficiary (Jimaní), Centre for Research and Popular Education, World Vision, Revolving Fund
- Santiago Hernandez, Multipliers of Puerto Plata Resilient to Earthquakes and Tsunamis Project, Puerto Plata
- Omar Herrera, Director of Bilateral Cooperation, Ministry of Economy, Planning and Development, Vice Minister of International Cooperation

Sixto Incháustegui, Senior Adviser,
Jaragua Group

Juan Japa, Local Development Manager,
Directorate-General for Special
Programmes of the Presidency

Lorenzo Jimenez de Luis, Resident
Representative, UNDP Dominican Republic

Federico Jovine, Monitoring and Evaluation
Specialist, Governance, UNDP

Valerie Julliard, former Resident Representative,
UNDP Dominican Republic

Christian King, Executive Director, Trans
Siempre Amigas

Marisol Landais, Director of Planning, Ministry
of Industry and Trade

Edgar Lantigua, Director, Newspaper,
Puerto Plata

Licelot Rita Cruz, Project Deputy Coordinator,
Dominican Institute for Research and
Evaluation of Educational Quality

Roberto E. Liz, Director General, Department
of Economic and Social Development,
Ministry of Economy, Planning and
Development

Magdalena Lizardo, Director, Unit for Social
and Economic Analysis, Ministry of
Economy, Planning and Development

Almando López, Member, Association of
Farmers in Brisas del Yaque

Teonilde Lopez, Analysis Unit, Vice Minister
of International Cooperation, Ministry of
Economy, Planning and Development

Rafael Emilio De Luna Pichirilo, Major
General, CEO and President, Civil Defence
and National Emergency Commission

Luis Madera, Head of the Department of
Continuous Statistics, National Bureau of
Statistics

Teófilo Marmolejos, Technician/consultant,
Red Cross

Juan Felipe Martínez de la Rosa, Multipliers of
Puerto Plata Resilient to Earthquakes and
Tsunamis Project, Puerto Plata

Marcos Martinez, Project Monitoring Manager,
Directorate-General for Planning and
Territorial Development, Ministry of
Economy, Planning and Development

Ruddy Martinez, Administrative Team,
Independencia and Bahoruco provinces,
Centre for Research and Popular Education

Lonny M. Mateo, Beneficiary, Human Security
Project Batey Altigracia

Adela Matos, Manager, World Vision PDA
Enriquillo

Sagrario M. Matos E., Sectoral Analyst,
Ministry of Economy, Planning and
Development

Yendi Matos Days, Beneficiary (The
Clavellinas), Centre for Research and
Popular Education, World Vision,
Revolving Fund

Susan McDade, Deputy Director, RBLAC,
UNDP, New York

Estanila Medina Sena, Beneficiary (Postrer Río),
Centre for Research and Popular Education,
World Vision, Revolving Fund

Nixon Medina, Technical Team, Independencia
and Bahoruco provinces, Centre for
Research and Popular Education

Ronald Medina, Administrative Team,
Independencia and Bahoruco provinces,
Centre for Research and Popular Education

Kathia Mejia, Executive Director, Sur Futuro
Foundation

Doris Melo, Deputy Director, Directorate-
General for Multilateral Cooperation

Emilio Mena Castro, Coordinator of Health
Component, Office for Social Policy
Coordination

Luciana Mermet, Deputy Resident
Representative, UNDP Dominican Republic

Adenauray Moná, Guide, Association for the Development of Ecotourism in La Descubierta

Juan Monegro, Vice Minister of Planning, Ministry of Economy, Planning and Development

Maria Eugenia Morales, Environment Programme Officer, Renewable Energy and Risk Management, UNDP Dominican Republic

Clemencia Muñoz Tamayo, Director, Centre Directorate of International Training, UN Women

Santiago J. Muñoz, Director, National Geological Service, Ministry of Energy and Mines

Ilsa Nina, Sector Analyst, Ministry of Economy, Planning and Development

Yris Nova, Head, Unit on Economic, Social and Cultural Rights, Ministry of Women

Rafael Pardilla, Finance, Office for Social Policy Coordination

Luis Paulino, Director of Audit, Chamber of Accounts

Guillermo Peña, Coordinator, Human Rights Observatory for Vulnerable Groups

Martin Peña, Coordinator, Local Development Agencies Network, Mao-Valverde

Martira Peña Mendez, Beneficiary (Villa Jaragua), Centre for Research and Popular Education, World Vision/Revolving Fund

Ana Maria Perez, Head, Risk Management, UNDP Dominican Republic

Enmanuel Perez, Guide, Association for the Development of Ecotourism in La Descubierta

Mauricio Ramirez, Former Deputy Representative, UNDP Dominican Republic

Rafael Ramirez, Beneficiary, Human Security Project

Alba Ramon, Assistant of the Director Office, Directorate-General for Multilateral Cooperation

Rolando Reyes, Technical Focal Point of Director of the Ministerial Cabinet and Economic Adviser, Ministry of the Presidency

Carlos Ricardo, Planning Manager, Administrator of Social Subsidies

Juan Matias Rodriguez, Technical Project Manager, Directorate-General for Multilateral Cooperation

Miriam Rodriguez, Institutional Strengthening Adviser, Ministry of Economy, Planning and Development

Santiago Rosa, Deputy Director General, Dominican Civil Aviation Institute

Alberto Sanchez, Director, Small Grants Programme, UNDP Dominican Republic

Kenya Sanchez, International Cooperation, International Relations Division, National Bureau of Statistics

Daneris Santana, Vice Minister of Protected Areas, Ministry of Environment

Maria Santana Castro, Head, Department of Monitoring and Evaluation, Ministry of Economy, Planning and Development

Zaida Santana, Beneficiary (Tierra Nueva), Centre for Research and Popular Education, World Vision, Revolving Fund

Nelson de los Santos, Deputy Technical Director of Planning and Development, National Institute for Student Welfare

Rita Sciarra, Analyst, Recovery, Livelihoods and Poverty Reduction Unit, UNDP Dominican Republic

Diogenita Segura Novas, Beneficiary (Los Ríos), Centre for Research and Popular Education, World Vision, Revolving Fund

Cesaria Sena Méndez, Beneficiary (Bartolomé), Centre for Research and Popular Education, World Vision/Revolving Fund

Miguel Sena, Beneficiary (La Descubierta),
Centre for Research and Popular Education,
World Vision, Revolving Fund

Rosa Maria Suarez, Director, Office for Social
Policy Coordination

Ivett Subero, Director of Monitoring, United
Nations System, Directorate-General for
Multilateral Cooperation

Miguelina Tactuk, National Coordinator,
Disaster Prevention and Preparedness
Programme, Component of Civil Defence

Benigno Gustavo Toribio, Executive Director,
Solidaridad Fronteriza

Gustavo Toribio, Director, Solidaridad
Fronteriza

Rafael Toribio, Director, Centre for
Social Management and Governance,
Technological Institute of Santo Domingo

Alexandra Valconi, Unit of Public Policy
and Innovation, Office for Social Policy
Coordination

Guadalupe Valdez, Deputy, Chamber
of Deputies

Leonardo Valeri3n, Director, Dominican
Institute for Research and Evaluation on
Educational Quality

Gil Vargas, Secretary, Association of Damajagua
River Guides

Sergio Vargas, National Director of Disaster
Relief, Dominican Red Cross

Antonio Vargas Hernandez, Director General,
Directorate-General for Multilateral
Cooperation

Colombina Vargas, Dajabon Regional Director,
Ministry of Environment

Dario Vargas, Executive Director,
ADOBANANO

Ezequiel Volquez, Director of Planning
and Follow-up, Progresando con
Solidaridad Programme

Yasmilis, President, Barahona Provinces,
Association of Progressive Women
of Bombita

Zoraida Zapata, Head, Department of
Evaluation of Coastal and Marine
Resources, Ministry of Environment

2 young auditors, Audit Officials, Chamber
of Accounts

MANAGEMENT RESPONSE

Key recommendations and management response				
<p>Recommendation 1: Identify new and innovative ways to ensure ownership and sustainability in the implementation of plans, programmes and projects under the paradigm of Sustainable Human Development (SHD) and the Sustainable Development Goals (SDGs), as well as initiatives and processes supported by UNDP, both with the Dominican Government and civil society and non-governmental organizations (NGOs).</p>				
<p>Management response: The Sustainable Human Development approach is the pillar on which all UNDP interventions are based and represents the added value of the organization. Any modality to strengthen ownership and sustainability must focus on this approach. The Dominican Republic has several successful experiences of ownership and sustainability of initiatives related to the Millennium Development Goals (MDGs), both by government institutions and civil society organizations which has been evidenced in MDG reports published by the Ministry of Economy, Planning and Development (MEPyD) and various complementary actions to the MDG monitoring. However, recognizing that Agenda 2030 presents new challenges and the country has room to improve the linkages between the various organizations at all levels, UNDP in the Dominican Republic will implement specific actions to ensure the active participation of all stakeholders and greater support for knowledge transfer and improvement of institutional capacities for the integration of Agenda 2030 and the Sustainable Development Goals (SDGs) in the national planning instruments.</p>				
Key actions:	Responsible person	Deadline	Status	Comments
1. Define and implement a plan of action to publicize the SDGs, their scope and roles of the different stakeholders involved in supporting the achievement of these goals.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2017	Initiated	
2. www.googleapis.com		In progress	Initiated	
<p>Recommendation 2: For the next programming cycle, keep the focus on SHD, an area in which UNDP has national leadership and brings added value.</p>				
<p>Management response: The new UNDP Country Programme cycle in the Dominican Republic will run from 2018 to 2022. In addition to incorporating SDGs as a crosscutting component in the design of the new programme cycle, the country office has undertaken a reorganization of its internal structure in order to have a team focused on ensuring the inclusion of the Sustainable Human Development paradigm in interventions conducted by UNDP. Drawing on UNDP's principles and values, the country office in the Dominican Republic expects to have a significant impact with its strategies for the analysis of national gaps and targets under different SDGs, as well as achieve their inclusion in the agenda of partners and national counterparts.</p>				
Key actions:	Responsible person	Deadline	Status	Comments
1. Ensure mainstreaming of Sustainable Human Development in different UNDP programming frameworks (UNDAF, CPD) through workshops and tools that incorporate these concepts throughout the programme management cycle in the country.	Luciana Mermet, DRR, UNDP Dominican Republic	07/2017	Initiated	

Key recommendations and management response

Recommendation 3:

Define a strategy for gender mainstreaming in the country office that is aligned with the UNDP Gender Equality Strategy (2014-2017), defining the office's gender priorities, and design instruments for its implementation in all programme areas, in line with corporate strategy.

Management response:

Gender equality remains a major challenge in the Dominican Republic for bridging human development gaps. Although progress has been made in the last decade — approval of regulatory frameworks that incorporate an inclusive vision of women and equality — there are still major challenges to address. Dominican women continue to face obstacles to the full exercise of fundamental rights: Dominican women are disproportionately poor; suffer higher unemployment rates; are victims of high rates of maternal mortality, adolescent pregnancy and gender-based violence; and have less access to elected positions and decision-making spaces. In this context, it is crucial to raise awareness of strategies to support gender equality in the framework of national institutions to facilitate gender mainstreaming as established by the National Plan for Gender Equality and Equity 2007-2017 (PLANEG II), the Law of the Gender Equity and Development Offices, and Municipal Law 176-07. In this context, the UNDP country office has begun reviewing its portfolio to improve the level of integration of gender equality criteria and objectives in its programme activities; this is guided by the UNDP Gender Equality Strategy and the gender equality certification process in the country office.

Key actions:	Responsible person	Deadline	Status	Comments
1. Develop and implement a Gender Equality and Women's Empowerment Strategy to guide gender actions carried out by the country office.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2016	Initiated	
2. Systematize and disseminate analyses based on the provincial Gender Inequality Index (IDGP) (e.g., projects implemented by UNDP or national counterparts, communication actions, advocacy campaigns).		In progress	Initiated	

Recommendation 4:

Develop a conceptual framework that unifies the criteria to address institutional strengthening, for all UNDP programme areas, and defines clear guidelines for action (standards, rules, procedures, values, etc.) in the implementation of institutional strengthening efforts with a focus on human rights and gender.

Management response:

UNDP in the Dominican Republic offers strengthening of the technical and operational capacities of government partners as one of its main added values to support interventions to improve the sustainability of interventions implemented by national counterparts. Currently, the country office has the necessary tools to develop institutional assessments to identify the main opportunities for improvement by partners. A tool to facilitate the evaluation of the assessment results and prioritize corrective actions (for example, the definition of action plans to improve the capacities of the partners) would be a good addition to the array of management instruments of the country office. In this regard, the Office will design a protocol with a gender and human rights approach, with clear guidelines for action for better knowledge transfer and institutional development of national counterparts.

Key actions:	Responsible person	Deadline	Status	Comments
1. Define a tool for managing proposals and actions to promote the institutional strengthening of partners based on a gender and human rights approach.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2016	Pending	

Key recommendations and management response

Recommendation 5:

Maintain the strategic alliances in multiple working areas developed by UNDP with the Government, donors and other partners, and at the same time strengthen their relationship with the direct beneficiaries. The level of UNDP collaboration with the Government is high and is estimated at about three quarters of the UNDP programme. Equally relevant is the contribution of UNDP to the administration of the resources provided to the country by other donors. In this context, it is important that UNDP continue its efforts to mobilize resources in order to cope with the reduction of UNDP core funding, especially now that the country is classified as upper-middle-income.

Management response:

UNDP operations in middle-income countries in the current context of international cooperation and the imperative of universal presence are complex issues that continue to be addressed at different levels within the organization and with its partners. In this context, the country office will continue working to define and adjust its role as “development partner” with national counterparts, with a view to identifying areas where UNDP can offer comparative advantages and innovative development solutions. It is noteworthy that in the context of ADR discussions, UNDP has been highly valued as a development partner and for its assistance in the formulation and implementation of development projects. Also, since the beginning of 2015, the country office has outlined a strategy for resource mobilization based on the needs and interests of our national partners. The most relevant dimensions include: i) implementation of the analysis of donor partners to align the programme portfolio; ii) improving the measurement of project impact to achieve greater financial support for new initiatives, and iii) promoting dissemination and communication and visibility activities of UNDP’s contribution.

Key actions:	Responsible person	Deadline	Status	Comments
1. Develop and implement a country office strategy for resource mobilization (based on criteria stated in Recommendation 5).	Luciana Mermet, DRR, UNDP Dominican Republic	06/2017	Initiated	

Recommendation 6:

UNDP in the Dominican Republic needs a better strategy to take advantage of its potential country networks. It is important to promote South-South cooperation in both directions, so that Dominican projects can benefit from the experiences of other countries and for UNDP to promote the systematization of the development results of its projects to identify good practices that can be replicated in other countries.

Management response:

South-South Cooperation (SSC) in the Dominican Republic has been an important source for the development of national technical expertise and has resulted in improving quality and efficiency in various sectors. Traditionally, the Dominican Republic has positioned itself as a recipient of SSC and has benefited mainly from the support provided by countries of Latin America and Caribbean. However, the Dominican Government, particularly the Ministries of Foreign Affairs and Economy, Planning and Development, is now interested in promoting the country as a supplier of SSC. Considered in the new policy of international cooperation, jointly developed by the two ministries, the strategy to promote South-South Cooperation in the Dominican Republic provides for the development of a catalogue of successful national initiatives that have the potential to be exported to countries in the region. In this context, UNDP in the Dominican Republic is paving the way for SSC facilitation processes to and from the Dominican Republic, with a focus on good practices identified from existing UNDP office and knowledge networks at the regional and global level.

Key actions:	Responsible person	Deadline	Status	Comments
1. Support the development of a catalogue of South-South Cooperation offer in the Dominican Republic.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2016	Initiated	
2. Incorporate the systematization of initiatives to promote South-South Cooperation in the formulation and management tools of UNDP projects in the Dominican Republic.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2016	Initiated	

Key recommendations and management response

Recommendation 7:

Continue to institutionalize the resident coordination role of the UNCT to optimize the coordination of agencies, funds and programmes, project a comprehensive vision of the UN system before the Dominican Government and facilitate dialogue with the UNCT-Haiti so that efforts continue to include the binational issue in UNCT programming in general and UNDP programming in particular, in order to improve the analysis of the development problems and challenges common to the two countries, in support of binational initiatives led by the Dominican Republic to address the Haiti challenge.

Management response:

Regarding the role of UNDP as a member agency of the UNCT in the Dominican Republic, we support and highly appreciate the role of the Resident Coordination in the joint work of agencies and coordination process for binational issues, which is a continuous process. The Dominican Republic is in a favourable position to address major challenges and gaps in national development, with a strong focus on Agenda 2030, which will help design initiatives that provide long-term answers. Given that there are development challenges common to the Dominican Republic and Haiti, and the rest of the subregion and region, UNDP in the Dominican Republic incorporates background elements of the binational reality in its context and portfolio risk analysis. In this sense, and subject to the existence of opportunities for coordination and synergy with other country offices, UNDP in the Dominican Republic will continue to promote synergies enhancing development results.

Key actions:	Responsible person	Deadline	Status	Comments
1. Systematize findings and lessons learned from bilateral initiatives and projects implemented by UNDP in the Dominican Republic.	Luciana Mermet, DRR, UNDP Dominican Republic	06/2017	Pending	
2. Prepare analysis of human development gaps in the border provinces.		12/2016	Initiated	
3. Participate in binational UNCT or binational sectoral spaces (number of meetings in which UNDP Dominican Republic participates and/or organizes).		In progress	Initiated	

Key recommendations and management response

Recommendation 8:

Work on the definition of the main development gaps at the national level in order to identify innovative mechanisms to address development challenges.

Management response:

The Dominican Republic is a middle-income country with an average growth rate of 4.8 percent in the last five years. For the first time in 2013, the country climbed from a medium to a high level of human development, and, in 2014, it ranked 101 of 188 countries. However, important challenges remain, including inequalities related to gender, health, education and income, transparency and good governance, and social spending, that will become the primary objective in the new development agenda 2030. In particular, maternal and infant mortality and teen pregnancy rates remain high compared to regional averages. There are also challenges in terms of access to and quality of electricity supply, and labour market conditions, with special emphasis on women and youth. As a Caribbean SIDS, the Dominican Republic also faces significant challenges in terms of climate change, vulnerability and environmental risk. Since the adoption of the MDG agenda, UNDP has been working with national counterparts and partners in i) the identification and definition of key development challenges based on the MDG agenda; ii) the collection of statistics and systematic monitoring of the scope of the MDG targets, and iii) identification of policies for accelerating MDG targets. Regarding the implementation of Agenda 2030, the country office has developed a roadmap to technically assist the Government and relevant national counterparts in integrating the agenda of the SDGs in national planning instruments, with a strong focus on combatting the phenomenon of inequality and the analysis of development gaps.

Key actions:	Responsible person	Deadline	Status	Comments
1. Develop policy notes on key issues that help define national development gaps, with an emphasis on the issue of inequality.	Luciana Mermet, DRR, UNDP Dominican Republic	06/2017	Initiated	
2. Support national counterparts in incorporating the issue of development gaps in the programmes, plans and policies that will integrate Agenda 2030 in public policy.		12/2017	Initiated	
3. Address the issue of national development gaps in the development and dissemination of the next National Human Development Report.		06/2018	Pending	

Recommendation 9:

Continue to optimize the organizational and functional structure of the country office to provide a qualitative response to new corporate challenges facing UNDP and the Dominican Republic as an upper-middle-income country, to think as One United Nations and become its technical and operational expression in implementing the paradigm of Sustainable Human Development.

Management response:

Following up on the formulation and implementation of the Action Plan for the alignment of Country Programme with the UNDP Strategic Plan, as well as additional demands based on the adoption of Agenda 2030, the country office has been implementing changes in the structure and nature of the work of programme or operational units and position requirements in response to the challenges.

Key actions:	Responsible person	Deadline	Status	Comments
1. Report on the optimization of the structure of the country office to respond to the sustainable development agenda.	Luciana Mermet, DRR, UNDP Dominican Republic	12/2016	Initiated	



*Empowered lives.
Resilient nations.*

United Nations Development Programme
Independent Evaluation Office
220 East 42nd Street, New York, NY 10017, USA
Tel. +1 (646) 781 4200, Fax +1 (646) 781 4213
Web: www.undp.org/evaluation



/UNDP_Evaluation



/ieoundp



/evaluationoffice

ISBN: 978-92-1-126400-5



9 789211 264005