Food and Agriculture Organization of the United Nations

# Terminal evaluation of the project "Promoting climate-smart livestock management in the Dominican Republic"

Project Evaluation Series
22/2023

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# Abstract

The Promoting Climate-smart Livestock Farming in the Dominican Republic project was implemented from June 2018 to November 2022. Its main objective was to mitigate climate change and restore degraded land by promoting climate-smart practices in the livestock sector.

The evaluation of this project was designed to provide an independent assessment of the strategic relevance of its design and activities, effectiveness in delivering outputs and outcomes, efficiency in resource use and factors that could have affected its performance. It also evaluates how cross-cutting issues were incorporated and the likelihood that project impacts will continue after funding ends.

A participatory and collaborative approach to foster learning was applied to the evaluation, which was qualitative in nature. In this regard, the following data collection techniques were used: a review of documentation and reports delivered by the project; in-depth interviews; focus group discussions; participatory workshops; and on-site observations of the project-driven processes and their impact in the field.

The evaluation's findings indicate that the project led the government to incorporate the importance of promoting climate-smart livestock farming (CSLF) practices into its agenda on climate, agriculture and livestock. This includes the applicability of such practices as effective tools for climate change mitigation and adaptation.

Further, the project contributed to providing evidence of the positive impact that certain livestock practices have on climate change mitigation and adaptation and the restoration of degraded land. It also aided in the following: the development and testing of an instrument to monitor, report and verify greenhouse gas (GHG) emissions; the formulation of an instrument suggesting financial incentives for the development of CSLF; individual and institutional capacity building at the government level; technology transfer; and ensuring that beneficiaries apply good practices, among other achievements.

The project contributed to creating an enabling institutional and political environment. However, it failed to deliver the necessary capacity building at both the individual and institutional levels for the government to apply the CSLF approach to the rest of the country.

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# Acknowledgements

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The Evaluation Team further acknowledges the active collaboration of personnel at the Food and Agriculture Organization of the United Nations (FAO) Country Office and the FAO Representative, Rodrigo Castañeda. This includes Zamira Tactuk, Administrative Assistant to the FAO Representative, and Roberto Vargas, Programme Assistant. We appreciate your readiness for interviews, your continued collaboration and your ability to facilitate documentation and access to the relevant data and information for this evaluation.

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Finally, our sincere thanks to Antonio Almeyda, whose support was fundamental in arranging the project site visits and travel logistics.

# Abbreviations

| | |
|---|---|
| CONALECHE | National Council for the Regulation and Promotion of the Dairy Industry |
| CPF | Country Programming Framework |
| CSLF | climate-smart livestock farming |
| FAO | Food and Agriculture Organization of the United Nations |
| GANACLIMA-RD | Promoting Climate-smart Livestock Farming in the Dominican Republic project |
| GAP | good agricultural practices |
| GEF | Global Environment Facility |
| GHG | greenhouse gas |
| GLEAM | Global Livestock Environmental Assessment Model |
| M&E | monitoring and evaluation |
| MEGALECHE | dairy production improvement programme |
| NDC | nationally determined contribution |
| OVI | objectively verifiable indicators |
| PES | payment for environmental services |
| PIR | Programme Implementation Report |
| PPR | project progress report |
| RLC | FAO Regional Office for Latin America and the Caribbean |

# Executive summary

1. This report presents an executive summary of the terminal evaluation of the project entitled "Promoting Climate-smart Livestock Farming in the Dominican Republic", hereafter "the project" or "GANACLIMA-RD".

2. The project was financed by the Global Environment Facility (GEF) with a contribution of USD 1.5 million. It received co-financing from various government and private institutions in an amount equivalent to USD 8.1 million for a total budget of USD 9.7 million.

3. The evaluation aimed to provide an independent assessment of the strategic relevance of the project's design and activities, its effectiveness in delivering outputs, outcomes and outcomes, its efficiency in resource use and factors that could have affected performance. It also evaluated how cross-cutting issues were incorporated and the likelihood that project impacts will endure after funding ends (sustainability). The objective was to extract lessons learned and offer recommendations to scale up the sustainability of GANACLIMA-RD, as well as the implementation and execution of future projects.

4. This evaluation also exercised accountability for project donors and partners in its execution: the GEF; government institutions; the Food and Agriculture Organization of the United Nations (FAO); stakeholders; and counterparts.

## Main findings linked to each evaluation criterion

### Strategic relevance. Rating: Highly satisfactory

**Finding 1.** The project aligned with country priorities on climate change and livestock development, as outlined in its national and sectoral plans. Its relevance grew over the course of the project's execution.

**Finding 2.** Promoting a resilient and sustainable livestock sector was the project's guiding principle. This fully aligned with Priority 3 of the FAO Country Programming Framework (CPF) for the Dominican Republic. It also aligned with Goal 2 of the FAO Strategic Framework that was in force when GANACLIMA-RD was drafted and during a greater part of its execution.

**Finding 3.** The design of the implemented programme and activities worked towards transformative change to ensure the development of a low-emission livestock sector. This was the main objective of the GEF-6 Climate Change Mitigation Programming Direction.

**Finding 4.** Target group needs related to the adoption of technology, knowledge and good practices were in line with the programming that had been set forth by the project.

**Finding 5.** The project's greater strategic relevance helped to establish relationships of complementarity with other government and private sector initiatives linked to the livestock sector.

### Effectiveness. Rating: Satisfactory

**Finding 6.** When the evaluation was carried out (late October 2022), certain indicators and committed outputs per the project document had not been achieved. Among them were the climate-smart livestock farming (CSLF) strategy mechanism and the measuring, reporting and verification system. However, this situation will likely change during the last month of the project's technical execution.

**Finding 7.** The exponential rise in the technical execution curve during the final year and the associated concentration of activities affected the extent of the project's impact. This reduced the possibilities of achieving institutional sustainability during execution. Nonetheless, the project's potential long-term impact in mitigating climate change and restoring degraded land by promoting climate-smart practices in the livestock sector remains intact.

**Finding 8.** The project led to the incorporation of promoting CSLF practices in the government's agenda on climate, agriculture and livestock. This involved their applicability as effective tools for climate change mitigation and adaptation.

**Finding 9.** The project provided evidence of the positive impact that certain livestock farming practices have on climate change mitigation. On average, greenhouse gas (GHG) emissions experienced an 11 percent reduction on farms and a 22 percent reduction per litre of milk. More than 8 000 t of $CO_2$ equivalent (tCO2eq) of direct GHG emissions were avoided by the third year of the project.

**Finding 10.** The proposed financial incentives mechanism for developing CSLF is off to a good start. A reasonable amount of time is needed to get the pilot farms running and for any climate, social, economic and productive impacts to be seen.

**Finding 11.** The capacities that the government staff had developed and the quality of the training opportunities that the project had provided were evaluated positively. It is essential that their scope and depth be furthered if the desired impact is to be achieved to support the implementation of a national CSLF strategy and the introduction of financial incentive mechanisms.

**Finding 12.** The project is expected to help develop a strategy to promote CSLF in the country. However, it is likely that consensus will not be reached among stakeholders. This involves a country strategy for developing efficient, adapted and low-emission livestock farming, its dissemination and its appropriation.[1]

**Finding 13.** The practices promoted and technology transferred by the project proved to be effective in reducing GHG emissions, enhancing the capacity to adapt to climate change, and increasing productivity and efficiency on small- and medium-scale farms in the Yuna River basin.

**Finding 14.** The usefulness and feasibility of the presented business plans will depend on certain unresolved aspects of the project, namely access to financial resources to implement them and the capacity of beneficiary associations. This issue was addressed by four organizations in the design – but not the implementation – of plans to improve them.

**Finding 15.** An instrument to monitor GHG emissions, the Global Livestock Environmental Assessment Model (GLEAM), was developed and tested due to project execution. A high level of appropriation at an institutional level might help to reinforce the measuring, reporting and verification system for the livestock sector and link it to the national system.

## Efficiency. Rating: Moderately satisfactory

**Finding 16.** Restrictions on movement and assembly enforced by the government and FAO in the context of the coronavirus disease 2019 (COVID-19) delayed project execution, which had already experienced delays caused by slow deployment and weak results-based management from the onset.

[1] Upon completion of the evaluation and data gathering period in February 2023, the project team indicated that the strategy was drafted and shared with key state agents. According to the FAO Representative in the Dominican Republic, these key agents expressed interest in that the strategy serve as a platform for scaling up the project and as a policy proposal for a country programme financed by the Green Climate Fund.

**Finding 17.** The technical and administrative response to the COVID-19 pandemic was far from optimal, despite being adjusted to the circumstances and institutional demands. During the lockdown, key outputs that were delayed but did not require intensive fieldwork could have been developed.

**Finding 18.** Budgetary execution was expedited during the final year. This was consistent with technical implementation. The resulting concentration of expenditures was not cost-effective given the delivered outcomes.

**Finding 19.** The team had a general coordinator, administrative assistants and four component coordinators with the support of five extension workers on a part-time basis from the dairy production improvement programme (MEGALECHE). They were responsible for executing the technical assistance and technology transfer, providing equipment, and coordinating field schools with 30 pilot farms and another 500 or so linked to them. Human resources were clearly insufficient to deliver better quality and timely activities related to the second component. An indication of this was the need to hire additional field workers midway through project execution.

## Factors affecting project performance. Rating: Moderately satisfactory

**Finding 20.** There was a relatively high degree of vertical coherence (activities-outputs-outcomes chain) in the project design. Shortcomings were identified in the formulation of two of its indicators and one omission that had stemmed from the disconnection between one specific output and an intended outcome.

**Finding 21.** Since GANACLIMA-RD was the first GEF-financed initiative and the largest in terms of budget that the FAO Representation in the Dominican Republic had implemented and executed, certain shortcomings were identified. These need to be addressed for future projects of the scope and complexity of the one evaluated. Improvements need to be made, namely in design review and adaptation, project management, and the adjustment of planning processes to procurement procedures for goods and services.

**Finding 22.** Neither FAO nor the project team considered any measures to offset the Organization's bureaucratic internal procurement procedures. This had a negative effect on the timely delivery of technical assistance to producers.

**Finding 23.** The monitoring and evaluation (M&E) system that had been developed and implemented was in line with the project's follow-up and accountability requirements. However, the evaluation identified certain aspects that have to be improved for future projects, namely: the traceability and access to the progress status of indicators and their sources of verification; the monitoring of the effects and coverage (beneficiaries, hectares, families, etc.); and the adoption of technologies to collect, store and survey data in the field.

**Finding 24.** Total co-financing as of June 2022 greatly exceeded what had been anticipated when the project was drafted. However, only four of the seven institutions delivered 100 percent or more of the funds committed.

**Finding 25.** Follow-up, appraisal procedures and documents on co-financing need to be improved in terms of the traceability and reliability of data collected.

**Finding 26.** Project execution was transparent, and there were many opportunities for stakeholder (government staff, ranchers, producer organizations) participation and engagement. Reinforcing consultation processes in the design phase is a participation challenge. In the case of GANACLIMA-RD, these processes were insufficient with respect to demand and expectations of the participation of extension workers and direct beneficiaries of the project (producers). This has to be addressed for future projects.

**Finding 27.** Consultation processes in the project design stage did not adequately cover demand and expectations regarding the participation of extension workers and direct beneficiaries (producers) of the project.

**Finding 28.** Communications were an instrument used to help disseminate information about project activities. The project website provided educational material, guides and fact sheets developed within the framework of GANACLIMA-RD. It also served as a repository for technical documents on sustainable livestock management.

**Finding 29.** Better dissemination of management-related knowledge acquired in previous FAO experiences with the GEF in Latin America and the Caribbean would have facilitated and potentially improved the implementation and execution of the evaluated project.

**Finding 30.** Although there were activities organized to share experiences, the knowledge generated by the project on mitigation and adaptation following the implementation of pilot initiatives had not been fully systematized or dealt with by the time the evaluation was conducted.

## Gender. Rating: Satisfactory

**Finding 31.** In line with the GEF and FAO guidelines applicable when the project had been drafted, mechanisms were established and gender-sensitive diagnostic and planning instruments were developed.

5. Specifically, the project included outcome indicators in its results framework, and gender-disaggregated data were collected. This provided training for project teams and partners, analysed gender mainstreaming, and designed and implemented a specific activity (a gender-sensitive programme to recover degraded grassland) to increase the supply of fodder and improve pasture management on female-headed farms. The systematization of this experience should be finished by the time the project ends.

## Safeguards. Rating: Highly satisfactory

**Finding 32.** In line with its medium risk classification and the GEF guidelines, the project applied the necessary environmental and social safeguards. It did not produce harmful effects among the population in the areas of intervention or put cultural heritage at risk. It provided the necessary conditions to guarantee the protection of the community.

## Sustainability. Overall likelihood of risks to sustainability: Moderately likely

**Finding 33.** The synergies developed between public and private institutions and the approval of at least one initiative to leverage green funding for the livestock sector increase the likelihood that the project's key processes will continue.

**Finding 34.** Project beneficiaries have witnessed how the promoted practices improve farm efficiency and productivity. The chances are quite high that they will continue applying those once financing ends, expanding the area of intervention.

**Finding 35.** Among the risks identified that could affect project sustainability are: the low level of individual and institutional capacity developed to replicate and scale up GANACLIMA-RD; and its formal anchoring as public policy within the institutional structure of the Dominican state.

## Conclusions

**Conclusion 1.** Strategic relevance: the project's design, implementation and impacts are highly relevant to the Dominican state, FAO, the GEF and target groups. The high relevance, in addition to the enabling institutional environment, fostered the creation of strategic alliances that will ensure the continuity of the main processes introduced by the project.

**Conclusion 2.** Effectiveness: the evaluation concluded that the activities carried out, the outputs delivered and the outcomes achieved were decisive in ensuring that the appropriateness and importance of promoting CSLF practices as efficient mechanisms for climate change mitigation and adaptation be incorporated into the government's climate and agriculture agenda.

6. The institutional and political environment that the project had helped to create was favourable. However, it was disengaged from the needed capacity development at an individual and institutional level to ensure that the CSLF approach is applied to the rest of the country.

**Conclusion 3.** Efficiency: the execution of project activities was evaluated as moderately satisfactory in terms of efficiency. The reasoning for this was due to the following: a) the quality of the technical team was good but human resources were insufficient to provide pilot farms with timely support; b) financial execution circumscribed to the final year affected the quality and timeliness of output delivery; c) slow procurement procedures given the project's technical execution requirements and limited ability to adapt to the situation; d) poor risk management; and e) room for improvement in the technical and administrative response to a health crisis.

**Conclusion 4.** Factors affecting project performance: the vertical logic of the outcomes matrix was coherent. In other words, the activities-outputs-outcomes chain accounts for a reasonable secession of results which, in turn, contributes to achieving the objective or impact sought by the project. This feature led to a better overall understanding of the project by the team and stakeholders.

7. The evaluation concluded that FAO, as executing agency, fulfilled the core functions and minimum standards of quality required and described by the GEF. However, because GANACLIMA-RD was a first-time GEF-funded project and the largest in terms of budget that the FAO Representation in the Dominican Republic had implemented and executed, improvements need to be made to manage future projects with the scope and complexity of the project being evaluated.

8. The evaluation concluded that the M&E system that had been designed and implemented was consistent with the follow-up and accountability requirements of the project. It also provided data and inputs for the preparation of material and its dissemination.

9. Total informed co-financing for the project was considerably higher than anticipated. Improvements are needed for the monitoring mechanism, calculation procedures and co-financing documentation in terms of data traceability and reliability.

10. The evaluation concluded that project execution was transparent and opportunities existed for stakeholder participation and engagement. The consultation processes in the design stage were considered insufficient with respect to demand and expectations surrounding the involvement of extension workers and producers who were direct beneficiaries of the project. This had a negative impact on the coherence and magnitude of some of the projected outputs.

11. Communications were used to help disseminate information about project activities. The project website provided educational material, guides and fact sheets developed within the framework of GANACLIMA-RD. It also served as a repository for technical documents on sustainable livestock management.

12. Better dissemination of lessons learned from previous FAO experiences with the GEF in Latin America and the Caribbean could have facilitated and improved the implementation and execution of the evaluated project.

**Conclusion 5.** Gender: the inclusion of a gender-based perspective was evaluated as satisfactory. The GANACLIMA-RD project, in line with the GEF and FAO institutional policy at the time of project implementation, included gender-disaggregated data in its outcome indicators framework. It also offered a capacity building workshop for the project team and partners, carried out a diagnostic study on gender, designed and implemented specific activities to address it, and ensured experiences and knowledge were shared among women. The project is expected to end with the systematization of this experience.

**Conclusion 6.** Environmental and social safeguards: the project took the necessary measures and did not cause negative impacts on the environment or the target communities. Therefore, it was in line with and adequately adhered to the GEF policy on the matter.

**Conclusion 7.** Sustainability: the likely continuation of the project and the degree of appropriation of practices by producers ensure its medium-term financial, institutional and community sustainability in a way that is geographically constrained. Capacity development at an individual and institutional level will be key to scaling up and providing the technical support needed to replicate the project throughout the country.

## Recommendations

**Recommendation 1.** To the FAO Regional Office regarding knowledge management of the GEF experiences in project execution and implementation in the region.

13. FAO should strengthen the mechanisms for dissemination, appropriation and integration of lessons learned regarding cycle management for the GEF projects implemented and executed in the region. This aims to anticipate any possible difficulties and facilitate project management.

**Recommendation 2.** To the FAO Regional Office, the FAO Representation in the Dominican Republic and other stakeholders in the country and in Latin America and the Caribbean for managing the knowledge acquired through the CSLF projects in the region.

14. Jointly systematize the experiences in Uruguay, Ecuador and the Dominican Republic as a way to enhance advocacy for CSLF and broaden the application of this approach in the country and region.

    i. Suggestion. Emphasize the necessary governance, institutional and regulatory arrangements, the proposed incentives mechanisms, methodologies for technical assistance for producers and the multidimensional benefits of CSLF.

**Recommendation 3.** To the FAO Representation in the Dominican Republic and government partners for scaling up CSLF, generating knowledge outputs and developing evidence-based advocacy strategies.

15. Package pilot experiences to reinforce evidence-based public policy advocacy and ensure greater scalability of the CSLF approach. Ideally, the systematization of these characteristics should provide, among other information, the cost per productive unit, and the environmental benefits and co-benefits of promoting CSLF.

**Recommendation 4.** To the FAO Representation in the Dominican Republic, the General Directorate for Livestock, the Ministry of Environment and Natural Resources and the Ministry of Agriculture on capacity development.

16. Develop a medium-term capacity building plan for government staff and institutions to take advantage of the enabling institutional environment and narrow the gap between the political will expressed and the capacity needed to scale up a CSLF programme in the country. The following topics should be covered: livestock extension for a CSLF approach; climate funding and country-level management; and integration of farm-level measuring, reporting and verification systems.

**Recommendation 5.** To the FAO Representation in the Dominican Republic, the General Directorate for Livestock, the Ministry of Environment and Natural Resources and the Ministry of Agriculture regarding M&E of the adaptation capacity of producers who apply the CSLF practices.

17. Include the improvement potential of producers in adapting to the applied sustainable practices in project termination documents. Future projects can also be supported in developing a system to monitor and evaluate measures in the livestock sector so that they can adapt to climate change.

18. Development of this system could be used to include the CSLF practices in nationally determined contributions (NDCs) and, consequently, broaden financing and development possibilities through payment for environmental services (PES).

**Recommendation 6.** To the FAO Representation in the Dominican Republic regarding scalability planning and the sustainability of the interventions.

19. FAO should include the development of advocacy and sustainability strategies in the project design and consider their ongoing implementation during execution. This is to increase the sustainability and scalability of projects to the maximum extent possible.

**Recommendation 7.** To the FAO Representation in the Dominican Republic regarding timely assistance.

20. Considering the time that FAO procedures take and to anticipate any possible delays in technical execution, it would be advisable to plan the initiation of procurement processes at least six months ahead of time. Dynamic annual operational plans should also be developed, reviewed and updated on a quarterly basis.

**Recommendation 8.** To the FAO Representation in the Dominican Republic, the Agricultural Bank of the Dominican Republic and the Ministry of Agriculture regarding the integration of lessons learned and the continuity of GANALICMA outcomes.

21. Consider a "phase zero" to transfer knowledge and key outputs delivered by GANCLIMA-RD to stakeholders. This is for the project executed by FAO in conjunction with the Agricultural Bank of the Dominican Republic and the Ministry of Agriculture and aims to ensure appropriation.

**Recommendation 9.** To the Ministry of Environment and Natural Resources, the Ministry of Agriculture and the General Directorate for Livestock regarding the measuring, reporting and verification system.

22. Streamline processes so that the farm-level measuring, reporting and verification system is compatible with the country-level system. This is a prerequisite for quantifying livestock emission reductions in the national GHG inventory and NDC compliance.

23. Quantifying farm-level GHG emissions in compliance with the NDCs could potentially leverage funding – especially since CSLF and the green credit line fall within the NDC plan of action.

**Recommendation 10.** To the FAO Representation in the Dominican Republic, the Ministry of Environment and Natural Resources, the Ministry of Agriculture, the General Directorate for Livestock and the Agricultural Bank of the Dominican Republic regarding the governance and legal mechanism for the performance of the financial mechanism.

24. Create a governance body regulated by some form of legal instrument (decree, by-law or other) that is in line with the country's existing legal framework (PES Law and Decree 541-20, which establish the national measuring, reporting and verification system). This aims to optimize the operations of the financial mechanism and meet the green funding requirements.

## Lessons learned

**Lesson learned 1.** The duration and scheduling of the requested extension had to be adjusted, as did the available resources, to the implementation possibilities of the project.

**Lesson learned 2.** The timeliness of the technical assistance and delivery of farm infrastructure and supplies can improve. The condition is that yearly planning and procurement management must be done to stipulate risk mitigating measures that are associated with FAO administrative timelines and internal bureaucracy, technology constraints and the availability of suppliers.

**Lesson learned 3.** Perceiving the project as a means to test methodologies and innovative practices by implementing pilot farms is an adequate approach. In fact, this ensures long-lasting impacts that proliferate.

**Lesson learned 4.** The likelihood that outputs and outcomes will be replicated, scaled up, anchored and sustainable is greater if strategies are developed and put into action in advance.

**Lesson learned 5.** In order to promote pilot farms as a policy option, they need to be systematized as a package that considers the associated costs per productive unit and the institutional capacity needed. The environmental and associated social, cultural and economic benefits of the investment also must be quantified.

**Lesson learned 6.** Outputs aimed at strengthening the state (measuring, reporting and verification system, the CSLF strategy, the funding mechanism) must be delivered ahead of time in order to leave sufficient time for discussion, learning and institutional appropriation.

**Lesson learned 7.** First-time GEF project experiences require support from the nearest subregional or regional office and the FAO-GEF Coordination Unit.

**Lesson learned 8.** Letters of agreement are an efficient and effective instrument if they are endorsed. The time needed to conduct systematic technical monitoring and verify the quality and timeliness of the processes and outputs delivered should be considered.

**Lesson learned 9.** Projects where the intended effects and their sustainability are left to producer organizations require prior assessment to determine and incorporate capacity building needs in their design.

**Lesson learned 10**. The M&E of the growing capacity of producers who apply smart practices to adapt to climate change is an opportunity for financing in the framework of the NDC plan of action and PES (for which there are still no regulations).

**Lesson learned 11.** The prospects for success, effective implementation and sustainability of the green funding mechanism depend largely on its governance structure, stakeholder capacity development, the technical assistance provided to farms, the reduction of entry barriers to credit and the tangibility of the incentives that producers receive. It is also contingent on the operation of the measuring, reporting and verification system, that all of these elements conform to country standards and plans, and that the banking system and other institutions have access to funds from new sources (for example, PES and the carbon market).

**Lesson learned 12.** The methodology for promoting good practices and the CSLF approach proposed by the project ensure good productive and environmental outcomes, a high level of adherence by producers and significant institutional receptivity.

**Executive summary table 1. The GEF evaluation criteria rating**

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| **A. STRATEGIC RELEVANCE** | | |
| A1. Overall strategic relevance | HS | The project was fully aligned with the strategic priorities of the institutions involved. |
| A1.1. Consistency with the GEF and FAO strategic priorities | HS | The project was highly consistent with the objectives of the GEF-6, FAO Strategic Framework and FAO CPF in the Dominican Republic. |
| A1.2. Relevance to national, regional and global priorities and beneficiary needs | HS | The project was in line with country priorities with regard to climate change and livestock development as outlined in its national and sectoral plans. Its relevance grew in the course of the project's execution. |
| A1.3. Complementarity with existing interventions | HS | The prominent strategic relevance of the project has helped establish relationships of complementarity with other government and private-sector initiatives linked to the livestock sector. |
| **B. EFFECTIVENESS** | | |
| B1. Overall assessment of project outcomes | S | The project contributed to the inclusion of the appropriateness and importance of promoting the CSLF practices as effective mechanisms for climate change mitigation and adaptation into the government's climate and livestock farming agenda. |
| B1.1. Delivery of project outcomes | MS | There were delays in technical execution. Some indicators could not be met, and certain outputs had not been fully developed by the time the evaluation took place. The project made progress in installing CSLF as an actionable public policy approach. However, outputs aimed at ensuring institutional anchorage were developed at the end of the project, and no time was left for their appropriation. |
| B1.2. Progress towards project outcomes and objectives | S | The project made progress in consolidating the CSLF management as a valid climate change mitigation and adaptation option. |
| Outcome 1.1 | MS | The capacities of state agencies were strengthened, but not enough to support the implementation of a national CSLF strategy and set up the financial incentives mechanisms. |
| Outcome 1.2 | HS | Communications were used to disseminate information on project activities. The public had access to the project's website containing educational material, guides and factsheets developed within the framework of GANACLIMA-RD, as well as technical documents on sustainable livestock management. |
| Outcome 2.1 | S | The practices promoted and technology transferred by the project have proven effective in reducing GHG emissions, building capacity to adapt to climate change, and increasing productivity and efficiency on small- and medium-scale farms in the Yuna River basin. |
| Outcome 2.2 | MS | The usefulness and feasibility of the presented business plans were contingent upon certain unresolved aspects in the project, namely access to financial resources to implement them and strengthen beneficiary institutions. The capacities |

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| | | developed by extension workers contributed significantly to the dissemination of CSLF in the area of intervention. |
| Outcome 3.1 | MU | The GLEAM instrument was tested on pilot farms, but links could not be established with the national measuring, reporting and verification system. Neither was it possible to develop the capacities needed to support its implementation. |
| Outcome 4.1 | S | Adjustments were made to the M&E system to fulfil the follow-up and accountability requirements of the project. |
| Overall rating of progress towards achieving objectives/outcomes | MS | The project opened a window of opportunity to scale up CSLF in the country. The political will exists amid a favourable regulatory environment, but institutional and individual capacities are insufficient. |
| B1.3. Likelihood of impact | ML | FAO and other stakeholders have committed funding and technical assistance to extend achievements and deliver the effects sought by the project. |
| **C. EFFICIENCY** | | |
| C1. Efficiency | MS | The organizational structure, response to contingencies, delays in procurement and the decision to concentrate most of the expenditure in the final year of project execution were not efficient decisions or procedures. |
| **D. SUSTAINABILITY OF PROJECT OUTCOMES** | | |
| D1. Overall likelihood of risks to sustainability | ML | The identified risks that were likely to affect project sustainability were the low level of individual and institutional capacity development required to replicate and scale up GANACLIMA-RD, and its formal anchoring as public policy within the institutional structure of the Dominican state. However, FAO, in partnership with public and private institutions, committed funding and assistance for the processes arising from the project. |
| D1.1. Financial risks | ML | Two short- and medium-term initiatives will finance the continuation of GANACLIMA-RD. |
| D1.2. Sociopolitical risks | L | No sociopolitical risks were observed. |
| D1.3. Institutional and governance risks | ML | Action needs to be taken in advance. A system of governance for the incentives mechanisms and procedures for interinstitutional coordination in line with current country regulations should be established. |
| D1.4. Environmental risks | L | No environmental risks were observed. |
| D2. Extension and replication | L | The two initiatives that FAO will implement in partnership with other institutions will focus on scaling up and replicating GANACLIMA-RD achievements. |
| **E. FACTORS AFFECTING THE ACHIEVEMENT OF OBJECTIVES** | | |
| E1. Project design and readiness | S | There was a relatively high degree of vertical coherence (activities-outputs-outcomes chain) in the project's design. Shortcomings were identified in the formulation of two of its indicators and one particular omission resulting from the disconnection between one specific output and the intended outcome. |
| E2. Quality of project implementation | MS | There is room for improvement in the financial management and project cycle, technical and programme assistance, and in the administration of everyday activities for future projects of the scope and complexity of the project evaluated. |

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| E2.1. Quality of project implementation by FAO (Budget Holder, Lead Technical Officer, Project Task Force, etc.) | S | The GANACLIMA-RD project is the first GEF-funded initiative and the largest in terms of budget that the FAO Representation in the Dominican Republic has implemented and executed. Thus, a few errors were made that did not significantly affect project performance. |
| E2.2. Project oversight (project steering committee, project working group, etc.) | S | Regular meetings were held and there was good communication between the team and governance bodies. |
| E3. Quality of project execution | MS | The project suffered a few delays in its execution. Some were justified by external factors beyond its control and others resulting from decisions made and processes conducted by the project. |
| E4. Project partnerships and stakeholder engagement | S | Project execution was transparent, and there was opportunity for stakeholder participation and engagement. |
| E5. Communications, knowledge management and knowledge outputs | MS | Better dissemination of lessons learned regarding management from previous FAO experiences with the GEF in Latin America and the Caribbean would have facilitated and potentially enhanced project implementation and execution. |
| E6. Overall quality of M&E | S | The M&E system was adjusted to the follow-up and accountability requirements of the project. |
| E6.1. M&E design | HS | A system was designed in line with monitoring standards and requirements. |
| E6.2. M&E plan implementation (including financial and human resources) | S | An M&E plan was developed and financial and human resources were earmarked for its implementation. |
| E7. Overall assessment of factors affecting outcomes | MS | Although there were factors that affected performance, others contributed to better execution and the achievement of results. |
| **F. CROSS-CUTTING ISSUES** | | |
| F1. Gender and other equity dimensions | S | A gender-sensitive analysis and planning mechanisms were incorporated. These aligned with the GEF and FAO guidelines at the time of project design. |
| F2. Human rights issues/Indigenous Peoples | N/A | There is no presence of Indigenous Peoples in the Dominican Republic. |
| F3. Environmental and social safeguards | HS | Measures were taken and there were no negative environmental or social impacts. |
| **Overall project rating** | **MS** | |

# 1. Introduction

## 1.1 Purpose of the evaluation

1. The purpose of the evaluation was to conduct an independent assessment and rate the strategic relevance of the design and activities implemented by the "Promoting climate-smart livestock management in the Dominican Republic" project, hereinafter referred to as "the project" or "GANACLIMA-RD". The evaluation considered its effectiveness in the delivery of outputs and the achievement of outcomes and objectives, efficiency in the use of resources, factors that could have affected performance, the incorporation of cross-cutting issues and the likelihood that the impacts will continue after funding ends (sustainability). The evaluation had the objective of extracting lessons learned. It presents recommendations to scale up the sustainability of GANACLIMA-RD, as well as the implementation and execution of future projects.

2. This evaluation also exercised accountability for project donor and partners in its execution: the Global Environment Facility (GEF); government institutions; the Food and Agriculture Organization of the United Nations (FAO); stakeholders; and counterparts.

## 1.2 Intended users

3. The primary users of this evaluation are: the FAO-GEF Coordination Unit in Rome; partner institutions and the project's implementing and executing teams; the GEF; the involved, local governments; the FAO Representation in the Dominican Republic, the FAO Regional Office for Latin America and the Caribbean and FAO headquarters; the target groups and national stakeholders; and other donors and interested organizations. The details are as follows:

   i. The project's executing and implementing team (FAO, Ministry of Agriculture, Ministry of Environment and Natural Resources, General Directorate for Livestock, National Council for the Regulation and Promotion of the Dairy Industry [CONALECHE], Dominican Institute of Agriculture and Forestry Research, non-governmental organizations) can use these findings to improve the design and implementation of future interventions in the country or region, including projects in execution for comparable or prospective areas of work.
   ii. All involved local governments, partners and local beneficiary communities can use the conclusions and lessons learned to boost and underpin the scope of the outcomes, as well as continue the processes introduced by the project.
   iii. The FAO-GEF Coordination Unit will use the outcomes to render account to the GEF and report on the achievement of project objectives and indicators. It will also use the findings to improve the implementation of the FAO-GEF portfolio regionally and at the country level, as well as share good practices developed by the project with the FAO-GEF community.
   iv. The FAO Representation in the Dominican Republic, the FAO Regional Office for Latin America and the Caribbean and FAO headquarters can draw on the main outcomes of the evaluation for strategic planning and drafting future proposals for the GEF or other agencies.
   v. The GEF, as financing partner, can use the outcomes as evidence to enhance FAO-GEF portfolio implementation.

vi. Other donors and organizations interested in supporting projects to mitigate the effects of climate change and restore degraded land by promoting good practices can also benefit from this evaluation.

## 1.3 Scope of the evaluation

4. The evaluation covered the full duration of project execution, from its approval in June 2018 to 31 October 2022, which was its start date.

5. The geographic scope coincided with the area of intervention and interaction at three different levels – national, regional and local. The latter had two institutions and activities in the Yuna River basin.

6. Assessed data were determined by the evaluation criteria and questions that had been outlined in the terms of reference. Each element was analysed by taking into account the design, performance, processes leveraged and outcomes of the project.

7. The following is a list of the guiding questions for the seven key evaluation criteria.

**Table 1. Key evaluation questions**

| Criteria | Questions |
|---|---|
| **Strategic relevance** | **Question 1.** To what extent have the project design and outcomes been consistent with the GEF and FAO focal areas and strategies of the operational programme, country priorities, FAO Country Programming Framework (CPF) and needs of the target groups? |
| **Effectiveness** | **Question 2.** What outcomes and intended and unintended impacts has the project generated, and to what extent have they contributed to achieving the project's objectives? |
| **Efficiency** | **Question 3.** How efficiently and cost-effectively has the project been implemented? To what extent has it been able to adapt to any changing conditions (in government or policy, COVID-19, in the project team, etc.) to improve the efficiency of project execution? |
| **Factors affecting project performance** | **Question 4.** What are the main factors that affect or have affected project performance (design, implementation, execution, monitoring and evaluation [M&E], co-financing, partnerships, and communications and knowledge management)? |
| **Gender** | **Question 5.** To what extent have gender considerations been taken into account in designing and implementing the project? Has the project been implemented in a manner that ensures gender-equitable participation and benefits, contributing to women's empowerment? |
| **Environmental and social safeguards** | **Question 6.** To what extent have environmental and social concerns been taken into account in the design and implementation of the project? |

| Criteria | Questions |
|---|---|
| **Sustainability** | **Question 7.** How sustainable have the achieved environmental, social, institutional and financial outcomes been so far? What are the key risks that could affect the sustainability of the project's achievements? |

*Source*: Developed by the authors.

## 1.4 Evaluation methodology

8. A participatory and collaborative approach was applied to foster learning and ensure quality. This aimed to achieve the objectives and meet the reporting requirements.

9. Data were triangulated to mitigate biases. This contrasted the background data that had been gathered, sharing it among the evaluation consultants and project team to corroborate the findings and conclusions.

10. The United Nations Evaluation Group norms and standards were followed, as well as the GEF and the FAO Office of Evaluation's project evaluation guide. This led to a consultative, transparent and independent approach in terms of the project's internal and external stakeholders.

### 1.4.1 Key agents

11. Key agents that were consulted during the evaluation process in the field (Appendix 1. Key agents consulted) were selected based on their role, the amount of information they oversaw and their degree of engagement with the project's design and implementation. They were classified into five mayor groups:

    i. **Beneficiaries:** direct beneficiaries of the project, namely the organizations and producers who took part in the pilot programmes and those involved in capacity development and transfer processes;
    ii. **FAO personnel and project team:** management team in charge of project execution and implementation;
    iii. **Co-executing and partner institutions:** staff and authorities of national, provincial and local partner and co-financing institutions;
    iv. **Associated institutions:** universities, research centres and civil society organizations directly involved in the implementation of project activities; and
    v. **External consultants:** institutions and people who provided external services for the delivery of certain committed project outputs.

### 1.4.2 Data gathering techniques

12. Different techniques were used depending on the type of key agents interviewed and the information they oversaw. The instruments were designed by drawing on the evaluation questions and objectives of the study (Appendix 6. Data gathering instruments). The data gathering instruments are described in the following table.

**Table 2. Data gathering instruments**

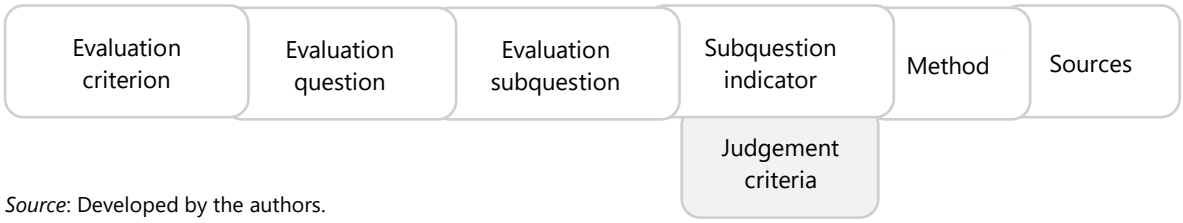
| Technique | Description |
|---|---|
| **Review of existing documentation and reports** | Annual and technical progress reports generated in the four components, training material, studies, national legislation, press releases, publications and available outputs were reviewed, as well as other documents identified over the course of the evaluation. |
| **In-depth interviews** | Key agents were interviewed (in person or online) to obtain detailed information on people's impressions and experiences, specifically those responsible for project execution, beneficiaries, government staff, partner institutions and external consultants. |
| **Focus group discussions** | The interviews were conducted in small groups to obtain an in-depth account of stakeholder opinions, similar and divergent points of view, and their understanding and perception of the project. Focus groups primarily involved extension workers from the General Directorate for Livestock and members of the productive organizations involved. |
| **Evaluation workshops** | A considerable amount of information was obtained within a short period of time in these workshops. The workshops applied a participatory, dynamic and inclusive methodology with all participants and were geared toward beneficiaries (livestock producers). |
| **On-site observations** | Thorough on-site observations were used to obtain precise information on the project's operation, activities, processes, discussions, social interactions and noticeable outcomes during the initiative's development. This technique was used mainly during visits to pilot farms. |

*Source*: Developed by the authors.

### 1.4.3 Evaluation matrix

13. An evaluation matrix was developed as a methodological guide for gathering and analysing the data obtained in the evaluation process (Appendix 5. Evaluation matrix). Seven questions were considered in its construction, together with subquestions related to the seven aforementioned criteria. The matrix was structured as follows:

**Figure 1. Structure of the evaluation matrix**




*Source*: Developed by the authors.

### 1.4.4 FAO and the GEF evaluation frameworks

14. The FAO Office of Evaluation and the GEF developed reference frameworks to provide technical and methodological guidelines for evaluating gender mainstreaming, the engagement of local communities, and environmental and social safeguards in projects, programmes and strategies that they implement, execute, finance or assist.

15. These instruments contain methodologies and general guidelines to properly assess each dimension. They are used with a series of questions, indicators, judgement criteria and recommended data gathering methods.

16. Following the guidelines established in these instruments, the Evaluation Team selected elements for each framework to include in the evaluation matrix.

#### 1.4.4.1 Gender mainstreaming assessment

17. The FAO Policy on Gender Equality states that all processes guided and supported by the FAO Office of Evaluation must consider gender equality aspects in the evaluation of programmes and projects. For this, the FAO Office of Evaluation developed a manual on guidelines for gender mainstreaming. It provides a list of questions and indicators related to FAO's five gender equality goals.

18. Drawing on the FAO Office of Evaluation guide, the evaluation matrix included questions, judgement criteria and indicators. This aimed at obtaining information on the extent to which gender equality standards and objectives were met in order to generate findings that could be used to assess the inclusion of this dimension into the project.

#### 1.4.4.2 Capacity development assessment

19. It was indicated that part of the project's intervention strategy was aimed at building capacities. The learning process covered and interlinked the three dimensions that had been defined in the evaluation framework for capacity development: individual; organizational; and enabling environments (see Table 3).

**Table 3. Scope of project strategies for capacity development**

| Level | Description of the evaluation framework for capacity development | Project outcomes and outputs |
|---|---|---|
| **Individual** | Capacity development (technical and management level), skills, knowledge, attitudes, behaviour and values | **Outcome 1.1**<br>Output 1.1.2 Capacity building programme for public sector staff<br>**Outcome 2.1**<br>Output 2.1.2 Capacity building programme for producers<br>**Outcome 2.2**<br>Output 2.2.1 Capacity building programme for extension workers |
| **Organizational** | Capacity development of the public and private sectors, civil society and networks of organizations in: a) strategic management, structures and relations; b) operational capacity; c) human and financial resources; d) knowledge; e) information; and f) infrastructure | **Outcome 1.2**<br>Output 1.1.2 Technical platform for the livestock sector<br>**Outcome 3.1**<br>Output 3.1.1 Measuring, reporting and verification system<br>Output 3.1.2 Farm-level monitoring system |
| **Enabling environments** | Improvement of the context in which people and organizations conduct their activities – this includes political commitment and vision; political, legal and economic frameworks, and institutional arrangements in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; and power structures and dynamics | **Outcome 1.1**<br>Output 1.1.1 Interagency working groups<br>Output 1.1.2 Development and incentive instruments<br>**Outcome 2.2**<br>Output 2.2.2 Business plans |

*Source*: Developed by the authors based on the FAO Office of Evaluation's Capacity Development Evaluation Framework.

### 1.4.5 Limitations and risks

20. A series of changes took place in the Dominican Republic at the national, regional and local levels during project execution. As a result, several institutional informants could not be interviewed, as was the case with the former coordinator of Component 1 of the project.

21. Several outputs had not been delivered by the time the evaluation was conducted. As a result, certain outcomes were not assessed during the interviews so as not to run the risk of making de facto mistakes in the description of accomplishments.

### 1.4.6 Structure of the report

22. The report is structured in line with FAO guidelines. The following eight appendices were added: 1) Key agents consulted; 2) The GEF evaluation criteria rating table; 3) The GEF rating system; 4) Results matrix; 5) Evaluation matrix; 6) Data gathering instruments; 7) Co-financing table; and 8) Fieldwork agenda.

# 2. Project background and context

23. The project was financed with a USD 1.5 million contribution from the GEF. Further co-financing was anticipated from various government and private sector agencies in an amount equivalent to USD 8.1 million, for a total budget of USD 9.7 million.

24. FAO was responsible for the implementation and execution of the project. This was co-executed with the following: the Ministry of Environment and Natural Resources; the Ministry of Agriculture; the General Directorate for Livestock; CONALECHE; the Dominican Institute of Agriculture and Forestry Research; the Livestock Farmers Federation of Central Cibao and the Northeast; National Livestock Breeders Trust; and the Dominican Ranchers and Farmers Association.

25. The GEF approved the project in June 2018. Execution began that same year in December. It should end, following a one-year extension, on 30 November 2022.

**Table 4. General project information**

| |
|---|
| **Project title:** Promoting climate-smart livestock management in the Dominican Republic<br>Project code: GCP/DOM/019/GFF; GEF ID: 10054 |
| **Project duration:** Four years and five months<br>• Date of approval by the GEF: June 2018<br>• Expected date of completion: November 2022 (with one extension) |
| **The GEF-6 focal area:** Climate Change Mitigation, Objective 2, Programme 4 |
| **Financing partner:** The GEF<br>**Co-executing partners:** The Ministry of Environment and Natural Resources and the Ministry of Agriculture of the Dominican Republic<br>**Implementing and executing agency:** FAO |
| **Total project budget:** USD 9 681 994<br>**Country contribution:** USD 8 141 408<br>**The GEF contribution:** USD 1 540 586 |

*Source*: Developed by the authors.

## 2.1 Project context

26. The livestock sector is a major pillar of the Dominican Republic's economy. It also contributes to food security, the generation of foreign exchange, employment and the production of raw materials for other industries. In fact, it is considered a driving force for poverty reduction in the country's rural areas.[2] However, livestock production puts a heavy strain on natural resources.

27. Traditional cattle production is known for its extensive and excessive use of pasture. This leads to its degradation, soil compacting and erosion. It is also an important source of greenhouse gas (GHG) emissions (approximately 7 million t of $CO_2$-eq per year).

[2] This background information was drawn from the terms of reference for the evaluation and project document.

28. These traditional production practices are not only associated with certain environmental issues but also result in low levels of productivity and efficiency.

29. In order to address these issues and move forward on climate-smart livestock farming (CSLF) to reduce the carbon footprint, improve soil conservation and protect natural resources, it became evident that certain obstacles had to be overcome. The following limitations are described in the project document: i) lack of integrated coordination and policies for the livestock sector, including the climate change mitigation perspective; ii) scarce data on the livestock sector; iii) limited knowledge regarding the management of institutional-level capacities; iv) producers' lack of technological and management skills; and v) limited access to markets and funding for climate-smart investments.

## 2.2 Project framework

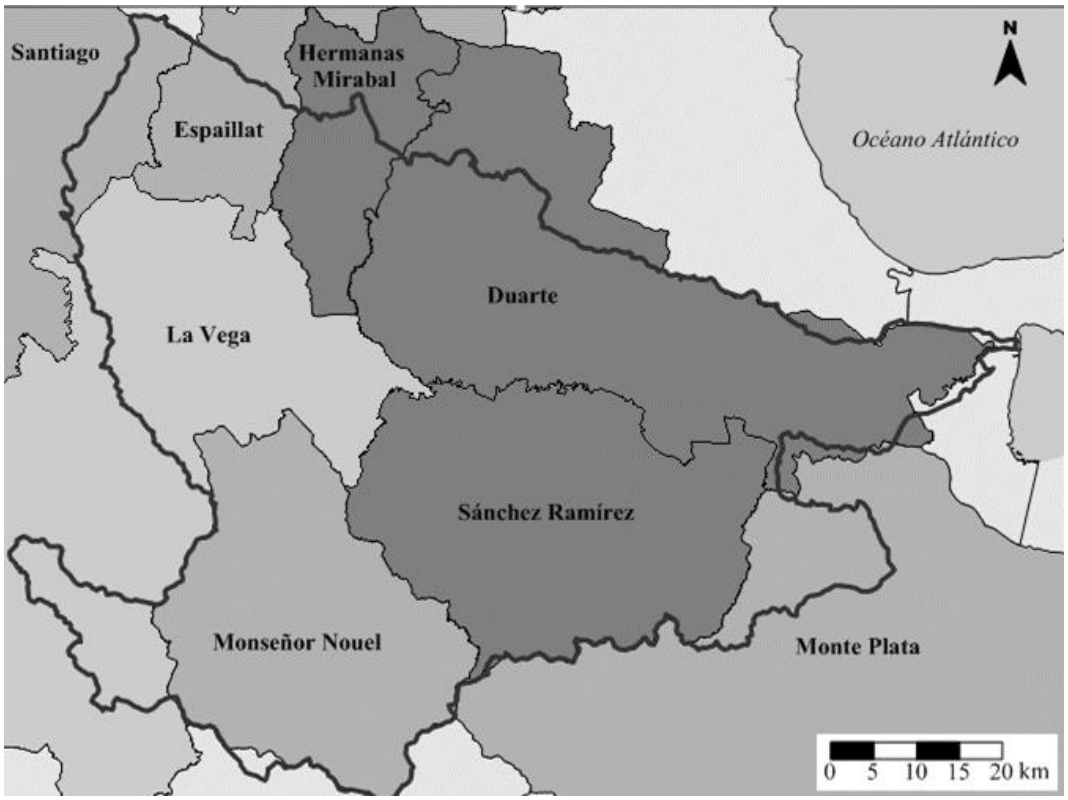
30. The project was formulated to overcome the aforementioned obstacles. An intervention strategy was designed with the following objective: mitigate climate change and restore degraded land by promoting climate-smart practices in the livestock sector.

31. This objective, following the logic of intervention, should be reached upon achievement of the six outcomes and the delivery of 14 outputs grouped into four related components – three of which are programme components (1, 2 and 3) and one a project monitoring and evaluation (M&E) component (4) (see Table 5. Logic of intervention of the project).

32. With respect to the project's area of intervention, the Yuna River basin was selected based on the priorities of the Ministry of Environment and Natural Resources.

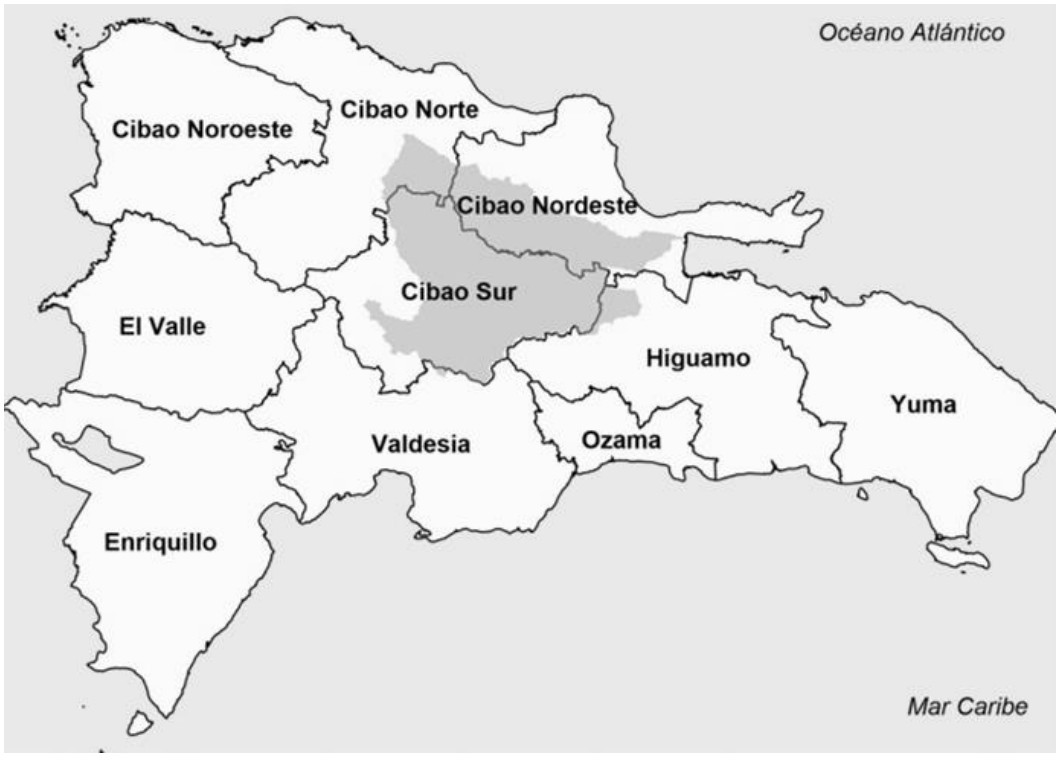
33. With an area of 5 498 $km^2$ and a length of 201 km, the Yuna River basin is one of the largest in the country. It crosses six provinces and four development regions (see Figures 2 and 3), and eight rivers feed into it. It contributes to the preservation of 11 protected areas, with livestock activity carried out primarily by small- and medium-sized dairy and meat producers.

**Figure 2. Provinces in the Yuna River basin**



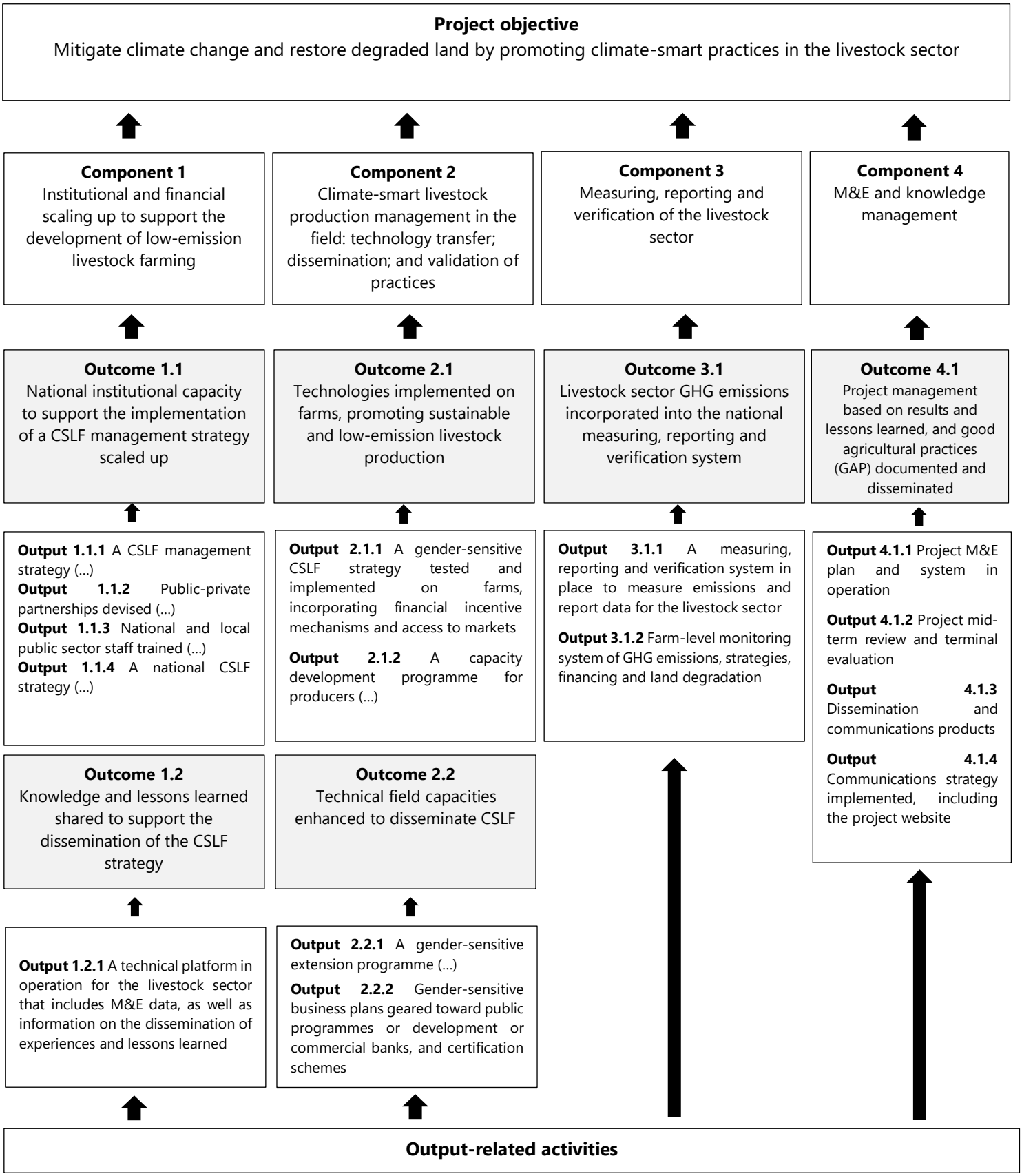

*Source*: Project document. Map conforms to UN. 1980. *Map of the Dominican Republic.* https://www.un.org/geospatial/content/dominican-republic

**Figure 3. Development regions in the Yuna River basin**




*Source*: Project document. Map conforms to UN. 1980. *Map of the Dominican Republic.* https://www.un.org/geospatial/content/dominican-republic

**Table 5. Logic of intervention (outlined in the project document)**

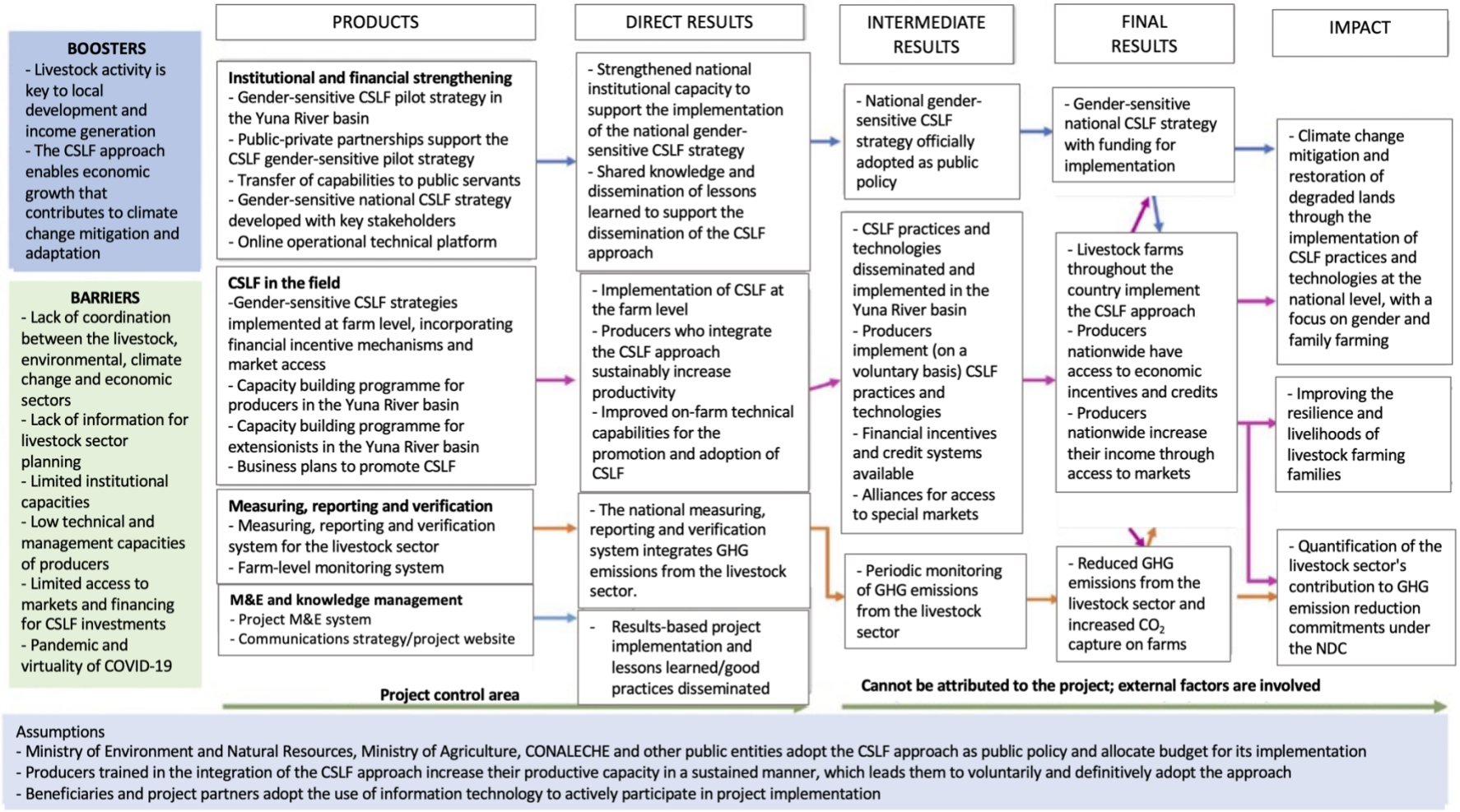



*Source*: Developed by the authors based on the project document.

## 2.3 Theory of change

34. The mid-term review of the project suggested a reconstruction of the theory of change. This was based on its logic of intervention, to which drivers, assumptions and constraints identified during project formulation were added (Figure 4. Reconstruction of the theory of change).

**Figure 4. Reconstruction of the theory of change as suggested in the project's mid-term review**




*Source*: Mid-term review.

# 3. Findings

## 3.1 Strategic relevance

*Rating: Highly satisfactory*

*Question 1. To what extent have the project design and outcomes been consistent with the GEF and FAO focal areas and strategies of the operational programme, country priorities, FAO Country Programming Framework (CPF) and needs of the target groups?*

**Finding 1.** The project aligned with country priorities on climate change and livestock development, as outlined in its national and sectoral plans. Its relevance grew over the course of the project's execution.

35. Climate change mitigation and the promotion of sustainable livestock farming had already been a strategic priority for the Dominican state when the project was launched.

36. The instruments that include mitigation goals and measures and sustainable livestock management corroborate this. The following are among them: the National Development Strategy (2012–2030) (National Congress of the Dominican Republic, 2012); the National Action Plan against Desertification (Ministry of Environment and Natural Resources, 2018); the National Plan for Climate Change Adaptation (2014–2020) (PLENITUD *et al.*, 2014); and the Strategic Plan for Climate Change (2011–2020) (Presidency of the Dominican Republic, National Council for Climate Change and Clean Development Mechanism, 2012). This also involved the National Policy on Climate Change (Ministry of Economy, Planning and Development and the National Council for Climate Change and Clean Development Mechanism, 2016); the Economic Development Plan Compatible with Climate Change (Presidency of the Dominican Republic, National Council for Climate Change and Clean Development Mechanism, 2011), and the National Plan for Food and Nutrition Sovereignty and Security (Ministry of the Presidency of the Dominican Republic, 2018).

37. The GANACLIMA-RD project was fully aligned with the priorities expressed in the national strategies and plans. Moreover, its execution took place under favourable political and institutional conditions. This helped to promote the CSLF approach among government institutions.

38. The strategic relevance of the project did not decline. In fact, it was reinforced during execution. Between 2018 and 2022, Dominican legislation relevant to the livestock sector and climate change grew stronger, as did the importance of GANACLIMA-RD – both in terms of its applicability and its support and influence in developing new policy instruments.

39. In this sense, the Dominican Republic incorporated the livestock sector in the enhanced and updated nationally determined contribution (NDC) in 2020. It also established CSLF in its 2022–2025 plan of action as one of the mechanisms for achieving reduced national GHG emission targets and increasing national resilience in climate change adaptation.

40. Further, Law 47-20 was approved in 2020 (National Congress of the Dominican Republic, 2020) to foster public-private partnerships for developing projects that pursue social goals. This provides regulatory support to help design the CSLF incentives mechanisms.

41. In addition, Decree Law 541-20, enacted in 2022 (Presidency of the Dominican Republic, 2020), created the national measuring, reporting and verification system for GHG emissions. This involved a national GHG inventory system and a national system for recording actions to mitigate GHG emissions, as well as a registry unit for climate action projects and a national system to record climate change assistance and financing. All were key aspects of Component 3 of the project and, most notably, their sustainability.

**Finding 2.** Promoting a resilient and sustainable livestock sector was the project's guiding principle. This fully aligned with Priority 3 of the FAO CPF for the Dominican Republic. It also aligned with Goal 2 of the FAO Strategic Framework that was in force when GANACLIMA-RD was drafted and during a greater part of its execution.

42. The GANACLIMA-RD project tested development alternatives and sustainable, low-emission livestock practices that are resilient to climate change. It also sought to reduce the gaps in individual and institutional capacities and create an enabling environment for the implementation of the proposed models, both of which are key aspects of Priority 3 of the FAO 2018–2021 CPF for the Dominican Republic (FAO, 2018).

43. The harmonization of the project's design with the CPF is reinforced by its coherence with two of the three outcomes intended for Priority 3. In fact, GANACLIMA-RD encourages institutional capacity building aimed at the comprehensive management of the livestock sector. Incentive instruments that target livestock producers and the effects of capacity building on the resilience of beneficiary families are further evidence of this (see 3.2 Effectiveness and Table 6).

**Table 1. Alignment of the project with Priority 3 of the 2018–2021 CPF**

| **Priority 3.** Comprehensive management of natural resources and risks to foster a sustainable and resilient livestock sector | |
|---|---|
| **Outputs** | **Alignment of the project** |
| 3.1. Updated disaster risk management instruments consistent with best practices and international standards | The design and implementation of the project did not consider outcomes associated with disaster risk management. |
| 3.2. Reinforced interagency mechanisms in the country for the comprehensive management of soil and water resources in the livestock sector, reducing its vulnerability to climate change | A stronger public-sector structure in the Dominican Republic was one of the intended impacts in: Outcome 1.1 national institutional capacity to support the implementation of a CSLF management strategy scaled up; Outcome 2.2 technical field capacities enhanced to disseminate CSLF production models; and Outcome 3.1 livestock sector GHG emissions incorporated into the national measuring, reporting and verification system. |
| 3.3. The country reviews existing conditions for providing incentives to producers through regulations for payment for environmental services (PES) | Output 1.2 considered the development of financial incentives and mechanisms, and markets that could potentially be in line with the regulations for PES. |

*Source*: Developed by the authors.

44. The evaluation found that, in reference to the FAO strategic framework when the project had been drafted (FAO, 2017) and throughout a greater part of its execution, GANACLIMA-RD was more in line with the four outcomes of Strategic Objective 2: increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner (see Table 7). This is contrary to what the project document states, which identifies harmonization with only three outcomes.

45. This level of pertinence to FAO strategy is identified because the project's design and implementation were intended to concurrently combat climate change, promote sustainable production, strengthen institutions, design policy instruments and build knowledge for evidence-based decision-making.

**Table 2. Alignment of the project with Strategic Objective 2 of the FAO Strategic Framework**

| **Strategic Objective 2.** Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner | |
|---|---|
| **Outcomes** | **Alignment of the project** |
| 2.1. Countries adopted practices to increase productivity in a sustainable manner while combating climate change and environmental degradation in agriculture, forestry and fisheries. | Project design sought to foster sustainable and low-emission livestock production through Outcome 2.1. |
| 2.2. Countries formulated and enhanced policy and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, forestry and fisheries. | Project formulation envisaged strengthening the mechanisms to address sustainable livestock production in public policy through Outputs 1.1.1 and 1.1.4 linked to the design, consensus and dissemination of a CSLM strategy. |
| 2.3. Countries improved the adoption of policy and international instruments aimed at ensuring sustainable agriculture, forestry and fisheries. | The project targeted part of its design at strengthening public policy (Outputs 1.1.1 and 1.1.4). It also developed a measuring, reporting and verification system for the livestock sector (Outputs 3.1 and 3.2) to measure emissions and provide data for the measuring, reporting and verification system for agriculture, farming and other land use at a national level. |
| 2.4. Countries made evidence-based decisions to foster sustainability in agriculture, forestry and fisheries, while addressing climate change and environmental degradation. | Project design considered the generation of data on exotic invasive species (Outcome 1.1). These data were and will be used to design strategies aimed at mitigating the environmental degradation caused by biological invasions. |

*Source*: Developed by the authors.

**Finding 3.** The design of the implemented programme and activities worked towards transformative change to ensure the development of a low-emission livestock sector. This was the main objective of the GEF-6 Climate Change Mitigation Programming Direction.

46. The project was coherent and contributed to the achievement of Objective 2 of the GEF-6 climate mitigation strategy to support developing countries and economies in transition for transformational shifts towards a low-emission, resilient development path (GEF, 2014).

47. As stated in the project document, the chain of outcomes and the outputs and impacts registered when the evaluation was conducted were fully in line with: Strategic Objective 2, demonstrate systemic impacts of mitigation options; its Programme 4, promote conservation and the enhancement of carbon stocks in forest and other land use, and support climate-smart agriculture; and the corresponding Outcomes A and B, accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration, and policy, planning and regulatory frameworks to foster accelerated low GHG development and emissions mitigation, respectively.

48. The evaluation found that GANACLIMA-RD is not only subsidiary to the GEF-6 objective, programme and mitigation outcomes described in the previous paragraph but also interconnects harmoniously with the programmes of Strategic Objectives 1 and 3, in particular the project's input – potential or real – in: developing financial mechanisms and policy, planning and regulatory frameworks (Programme 2 of Objective 1); demonstrating and financing low emissions technologies (Programme 1 of Objective 1); and facilitating the integration of the livestock sector's contribution to the country's mitigation commitments (Programme 5 of Objective 3).

**Finding 4.** Target group needs related to the adoption of technology, knowledge and good practices were in line with the programming that had been set forth by the project.

49. During the evaluation, project beneficiaries (producers) acknowledged that the design and implementation of project activities had adequately addressed their needs. These referred primarily to the water shortage that they were experiencing in the Yuna River basin, which affected grassland and farm productivity. It also referred to the low level of knowledge and scarce application of climate change mitigation and adaptation measures, which were evident in the limited use of technologies and their unfamiliarity with sustainable and efficient farming practices.

50. Besides highlighting the coherence of the intervention with most of the issues they were facing, producers and other key agents indicated that the shortcomings and near absence of prior consultation (see 3.4.5 Stakeholder engagement) meant that many of their most pressing demands were not taken into account. These refer mainly to their struggle to store water for use during dry spells and the limitations of some of the organizations involved in GANACLIMA-RD. The ISA University corroborated this in a study that had been conducted on the framework for implementing the letter of agreement signed with FAO for the execution of activities linked to the project.

**Finding 5.** The project's greater strategic relevance helped to establish relationships of complementarity with other government and private sector initiatives linked to the livestock sector.

51. The evaluation found that the synergies established with other public and private initiatives were primarily the result of the project's coherence with the strategic frameworks of the different institutions directly and indirectly linked to GANACLIMA-RD.

52. This concerted effort not only underpinned the execution of activities but also, more importantly, ensured scalability and the possibility of improving the project's financial and institutional sustainability (see 3.7 Sustainability).

53. Partnerships with the Agricultural Bank of the Dominican Republic and the Reserve Bank of the Dominican Republic were prominent, as were the activities to ensure the continued management of grassland under the project to Improve Livestock Farming in the Dominican Republic. The latter was executed by the Presidency of the Republic in conjunction with CONALECHE.

## 3.2 Effectiveness

*Rating: Satisfactory*

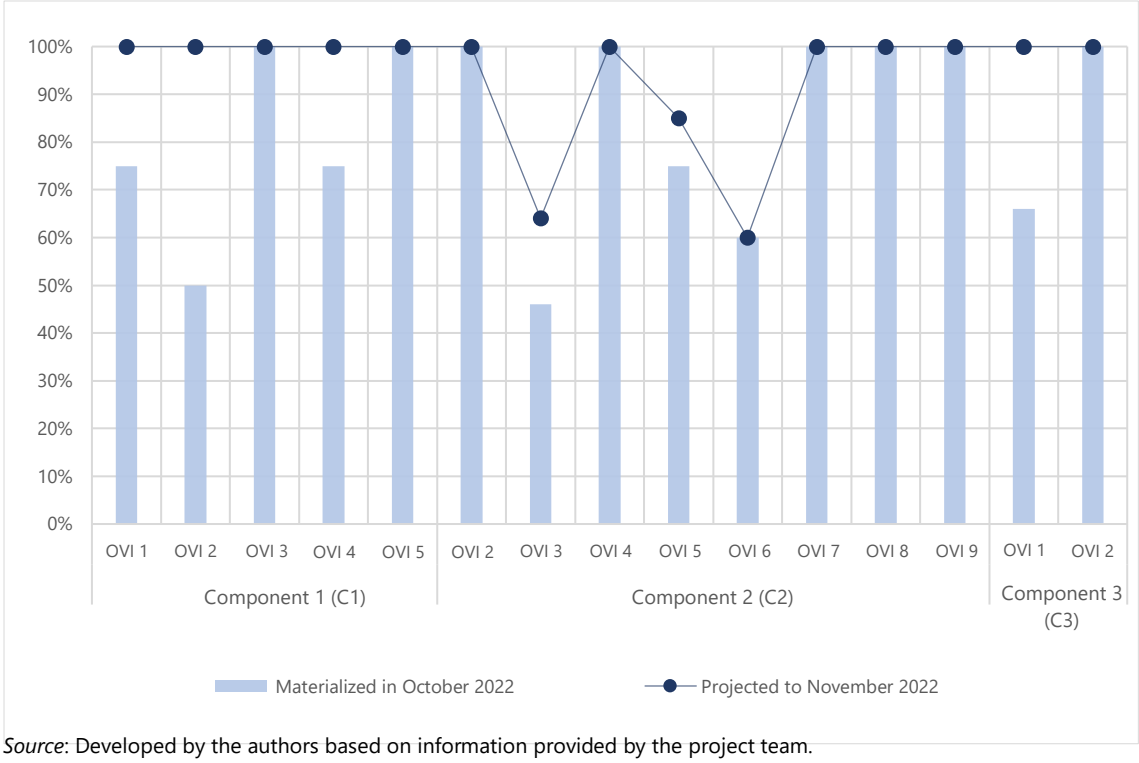
*Question 2. What outcomes and intended and unintended impacts has the project generated, and to what extent have they contributed to achieving the project's objectives?*

### 3.2.1 Delivery of outputs and achievement of indicators

**Finding 6.** When the evaluation was carried out (late October 2022), certain indicators and committed outputs per the project document had not been achieved. Among them were the CSLF strategy mechanism and the measuring, reporting and verification system. However, this situation will likely change during the last month of the project's technical execution.

54. As shown in Figure 5 and explained in detail in Appendix 3, the project had not finished developing an important part of the project's outputs and indicators that were associated with the three GANACLIMA-RD programme components by the time of the evaluation.

**Figure 5. Rate of delivery of objectively verifiable indicators (OVIs) for the outputs of each programme component (C) as of October 2022 and estimated for November 2022**




*Source*: Developed by the authors based on information provided by the project team.

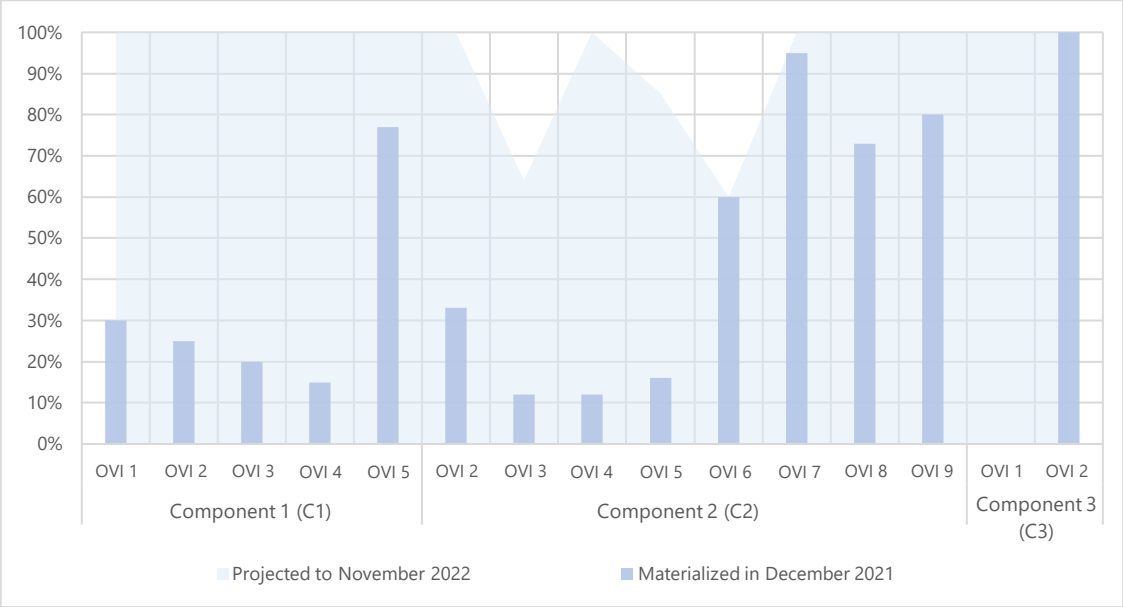
55. The information provided by key institutional agents and corroborated with data gathered from other sources indicates that the delivery of pending outputs should be close to 100 percent. Further, most indicators should be achieved by project closure in November 2022 (see Appendix 4).

56. As recurrent in successive findings, some of the pending outputs could have been delivered had they been defined well in advance to share and discuss them with stakeholders and ensure greater appropriation. This would have involved anchoring within the public and private sector institutional structure linked to GANACLIMA-RD.

**Finding 7.** The exponential rise in the technical execution curve during the final year and the associated concentration of activities affected the extent of the project's impact. This reduced the possibilities of achieving institutional sustainability during execution. Nonetheless, the project's potential long-term impact in mitigating climate change and restoring degraded land by promoting climate-smart practices in the livestock sector remains intact.

57. Figure 6 shows the rate of progress of output indicators as of December 2021. The shadow represents the intended scope as of November 2022.

**Figure 6. Success rate of OVIs of the output per programme component (C) as of December 2021 and estimated for November 2022**




*Source*: Developed by the authors based on the December 2021 project progress report (PPR) and data provided by the project team.

58. It is evident that the gap between what was achieved and what had been envisaged made it necessary to fast-track the technical execution curve and cluster activities during the project's final year.

59. This situation affected the extent of the intended impacts and the likelihood of sustainability – during project execution – of at least three key outputs. Specifically, this involved: the CSLF strategy (OVIs 1 and 5 of Component 1); the measuring, reporting and verification system (OVI 1 of Component 3); and the incentives mechanism (OVI 2 of Component 1). The outputs should be off the ground by December since only the last deliverables of the respective consultative processes are missing.

60. The rate of execution and haste in delivering the outputs during the final month of project execution deferred any possible debate, validation or institutional appropriation of the instruments developed within the time frame established for the execution of GANACLIMA-RD (see 3.2.3 Project outcomes and impacts). This will be reviewed in the forthcoming sections.

### 3.2.2 Project objectives

**Finding 8.** The project led to the incorporation of promoting CSLF practices in the government's agenda on climate, agriculture and livestock. This involved their applicability as effective tools for climate change mitigation and adaptation.

**Finding 9.** The project provided evidence of the positive impact that certain livestock farming practices have on climate change mitigation and adaptation, and the restoration of degraded land.

61. The CSLF approach was a novelty for the Dominican Republic. Prior to the project, the practices that had been promoted by the state and developed by producers in the intervention area were more traditional.

62. The GANACLIMA-RD proposal was able to demonstrate that reducing GHG emissions and improving the capacity to adapt can occur while increasing farm productivity and efficiency (see 3.2.3.2).

63. Capacity development and access to new knowledge by government officials (see 3.2.3.1) – together with evidence that the applied methodologies and promoted good livestock farming practices can generate positive climate and productive outcomes (see 3.2.3.2) – helped to raise interest among other actors. This confirmed that there is political and institutional willingness to consider adopting the CSLF approach.

64. The incorporation of CSLF as an NDC mitigation action, together with the willingness of the General Directorate for Livestock to include this approach in its strategic plan for the livestock farming extension programme, is an example. Further examples involve cooperation agreements with the Agricultural Bank of the Dominican Republic and the Reserve Bank of the Dominican Republic to leverage a green funding mechanism. This aimed to promote good livestock practices that had been tested by the project.

65. The evaluation found that progress towards the institutionalization of a policy to bolster the cattle industry was a major project contribution. In fact, this opened a window of opportunity that had not been there. These efforts will help to scale up GANACLIMA-RD and burgeon its proven environmental benefits and co-benefits. This was the principal medium-term challenge for stakeholders in the development of an adapted, efficient and productive low-emission livestock sector.

### 3.2.3 Project outcomes and impact

#### 3.2.3.1 Institutional capacity building

**Finding 10.** The proposed financial incentives mechanism for developing CSLF is off to a good start. A reasonable amount of time is needed to get the pilot farms running and for any climate, social, economic and productive impacts to be seen.

66. The financial incentives instrument (an Agricultural Bank of the Dominican Republic credit mechanism to finance the application of smart livestock farming practices) was in its final stage of development when the evaluation took place.

67. The evaluation found that data obtained from primary sources and the information contained in draft progress reports confirm that the instrument is off to a good start: the supply and demand of financial products of the cattle value chain were assessed; their characteristics and eligible practices were outlined; and a roadmap was proposed for their implementation.

68. The time frame established for delivering this output will make it impossible to test the instrument during project execution. However, FAO has signed two agreements to leverage funding for low-emission farming practices – one with the Ministry of Agriculture and the Agricultural Bank of the Dominican Republic and the other with the Reserve Bank of the Dominican Republic. Key agents that had been consulted viewed these agreements as an

opportunity for testing the financial mechanism that will be designed within GANACLIMA-RD.

69. In this regard, the evaluation identified certain elements that require special attention when these initiatives are implemented in terms of their setup, namely:

i. the design and setup of the governance body and interagency coordination mechanisms, their interaction with national regulations and planning instruments (for example, the NDC updating and plan of action) and the suitability and applicability of current national legislation, plans and strategies;
ii. entry barriers to credit and the receptiveness of users (with particular emphasis on female farmers);
iii. institutional capacity building needs, the upgrading of knowledge on climate funding, and the development of measuring, reporting and verification capacities, and the good agricultural practices (GAP) of stakeholders;
iv. complementarity with payment for environmental services (PES) or other climate financing instrument standards;
v. performance of the measuring, reporting and verification system for GHG emissions;
vi. the pertinence and possible advantages of monitoring and assessing the capacity to adapt;
vii. characteristics of the technical assistance and supervision provided by banks to producers; and
viii. environmental benefits and co-benefits provided by the instrument.

**Finding 11.** The capacities that the government staff had developed and the quality of the training opportunities that the project had provided were evaluated positively. It is essential that their scope and depth be furthered if the desired impact is to be achieved to support the implementation of a national CSLF strategy and the introduction of financial incentive mechanisms.

70. The quality and pertinence of the training opportunities for government staff that had been provided by the project and the capacities that had been developed by participants were assessed as satisfactory. However, the number of people who had access to this training and the depth of its content does not guarantee scalable autonomous replication beyond the scope of the project.

71. The training of extension workers was the exception in terms of content depth (30 extension workers received training during 80 class hours divided into four modules). This training, according to class participants, provided them with key knowledge on the project's technical assistance for producers in the field.

72. The evaluation found that certain key subjects, such as the handling of instruments to measure GHG emissions on farms (Global Livestock Environmental Assessment Model [GLEAM]) and the importance of linking the local measuring, reporting and verification system with the national system, were not adequately covered (two workshops). Staff participation was also unsubstantial (five people).

73. In both situations – the number of participants and the depth of the content covered – the institutional capacity to replicate and autonomously oversee practices, methodologies and tools developed within the project's framework was not sufficiently developed to support the implementation of a national CSLF strategy.

**Finding 12.** The project is expected to help develop a strategy to promote CSLF in the country. However, it is likely that consensus will not be reached among stakeholders. This involves a country strategy for developing efficient, adapted and low-emission livestock farming, its dissemination and its appropriation.

74. "A national CSLF strategy endorsed by the various ministries, the private sector and key civil society actors (…) understood as a legacy for future activities funded by the government and international cooperation agencies that are greater in scope", as stated in the project document, had not been developed – and there was only a month left until project termination.

75. Neither the strategy nor progress reports were available. This made it impossible to review this output with key agents. In fact, since this limitation could result in factual errors and interpretation, the evaluation suggests that, based on interviews and the review of project planning and accountability instruments, it would be appropriate to include the assumptions expressed through these consultations in the report.

76. There are many different ways of understanding the instrument, as revealed by the interviews. Some agents perceived the national CSLF strategy as a tool that provides guidelines to both scale up and provide sustainability to the processes promoted by the project and its impacts. Others understood its objective as one that should be upheld in state policy.

77. Regardless of the interpretation, the evaluation found that the objective will not be achieved in either of the two scenarios. Sustainability strategies and policy formulation require a methodological design that defines the amount of time spent on their development and implementation. This also provides for consultation, debate and appropriation of the instrument by public sector institutions, civil society and the private sector, as the project document suggests. All of these are unlikely to occur in this case.

#### 3.2.3.2 Climate-smart livestock farming in the field

**Finding 13.** The practices promoted and technology transferred by the project proved to be effective in reducing GHG emissions, enhancing the capacity to adapt to climate change, and increasing productivity and efficiency on small- and medium-scale farms in the Yuna River basin.

78. The impact of the practices promoted and the technology transferred to livestock producers by GANACLIMA-RD validate global evidence. Indeed, adopting the practices lead to greater farm efficiency and productivity. They are, in fact, effective in mitigating climate change.

79. In this sense, data gathered by the project team on the pilot farms identified the following outcomes:

i. pasture and fodder productivity increased by 38 percent;
ii. milk production per farm and per cow increased by 35 percent and 38 percent, respectively; and
iii. GHG emissions decreased by an average of 24 percent on farms, 30 percent per litre of milk and 26 percent per kilogram of meat. This prevented the direct emission of more than 8 000 t $CO_2$-eq by the third year of project implementation.

80. The importance of these outcomes on pilot farms in terms of productivity and GHG emissions is not limited to its specific contribution to climate change mitigation and productive efficiency. It also and specifically refers to lessons learned from the experience and the potential for replication.

81. In this regard, the pilot farms provided a learning opportunity: the promoted practices were extensively endorsed because of the immediacy and visibility of their impacts; and the CSLF approach garnered a high degree of appropriation among producers and extension workers. There was also evidence that the teaching methodology in field schools had been easily understood and highly valued by beneficiaries. Planning, which was an essential feature, made it possible to temporally align learning with actual implementation. Further, the imitation effect among peers was successful. Replication is contingent upon access to funding and timely and good quality technical assistance.

**Finding 14.** The usefulness and feasibility of the presented business plans will depend on certain unresolved aspects of the project, namely access to financial resources to implement them and the capacity of beneficiary associations.

82. Promoting livestock management in the field also involved the formulation of ten business plans. Four had been carried out by the time the evaluation took place and three were in the process of completion (seven in total).

83. Apart from achieving the output indicator, the evaluation found that the successful implementation of these plans is contingent upon the management capacity of producer associations and their financing. The GANACLIMA-RD project did not consider either of these aspects. Further, there is no clear evidence that these initiatives were a factor in the GANACLIMA-RD chain of outcomes and impacts (see 3.4.1 Project design).

#### 3.2.3.3 Measuring, reporting and verification

**Finding 15.** An instrument to monitor GHG emissions, GLEAM, was developed and tested due to project execution. A high level of appropriation at an institutional level might help to reinforce the measuring, reporting and verification system for the livestock sector and link it to the national system.

84. The execution of GANACLIMA-RD provided an opportunity to adapt GLEAM to the Dominican context. This could generate data on GHG emissions and the productivity of pilot farms while proving that the instrument works and can be useful.

85. Capacities must be built in the Dominican Republic's public sector institutions in order to increase the likelihood that the tested model will be scaled up and to ensure medium- and long-term impacts. This way, they can manage the instrument and implement it autonomously, and link it to the national measuring, reporting and verification system. The purpose of this is to incorporate livestock sector emissions reduction into the national inventory and use this to report on its part for the NDCs.

## 3.3 Efficiency

*Rating: Moderately satisfactory*

*Question 3. How efficiently and cost-effectively has the project been implemented? To what extent has it been able to adapt to any changing conditions (in government or policy, COVID-19, in the project team, etc.) to improve the efficiency of project execution?*

**Finding 16.** Restrictions on movement and assembly enforced by the government and FAO in the context of COVID-19 delayed project execution, which had already experienced delays caused by slow deployment and weak results-based management from the onset.

**Finding 17.** The technical and administrative response to the pandemic was far from optimal, despite being adjusted to the circumstances and institutional demands. During the lockdown, key outputs that were delayed but did not require intensive fieldwork could have been developed.

86. Restrictive and biosecurity measures applied by the Dominican Government and FAO lasted two years (from March 2020 to March 2022) before work could return to normal. As expected, this situation affected the normal execution of activities and delayed technical implementation.

87. Because of this unfavourable scenario, certain measures were taken to mitigate negative impacts. Among them were the hiring of technical field staff to provide additional support to the pilot farms and those linked to them, the development and dissemination of educational material, and the use of online platforms to create training modules for public sector employees.

88. The evaluation found that the measures had met the circumstances and institutional needs. However, it was also noted that they would have been more effective had technical and methodological adjustments been made to take advantage of this time. For example, the project could have advanced outputs that had already been delayed but did not require staff in the field. For the most part, these were done remotely (see Table 8). Among them, and given their importance in the project's success, were the following: the CSLF strategy; the farm-level measuring, reporting and verification system and its web application; and the design of financial mechanisms and incentives. None of these outputs had been delivered by the time the evaluation was conducted.

**Table 3. Summary of the workplan in the project document for Outputs 1.1.1, 1.1.2 and 3.1.1**

| Outputs | Year 1 (2019) | | | | Year 2 (2020) | | | | Year 3 (2021) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 1.1.1 CSLF strategies | | | | | | | | | | | | |
| 1.1.2 Incentives mechanisms | | | | | | | | | | | | |
| 3.1.1 Measuring, reporting and verification system | | | | | | | | | | | | |

*Source*: Project document.

89. As highlighted, not all delays were due to COVID-19. Key agents and reports – namely the annual Programme Implementation Report (PIR) and the semi-annual project progress report (PPR) – confirm this. There were difficulties in finding and hiring people with the right skills ahead of time, especially to design the measuring, reporting and verification

system of Component 3 and coordinate the CSLF strategy for Component 1. Further, the change in government in August 2020 caused greater delays because of the need to present the new authorities with the project's governance bodies and update them.

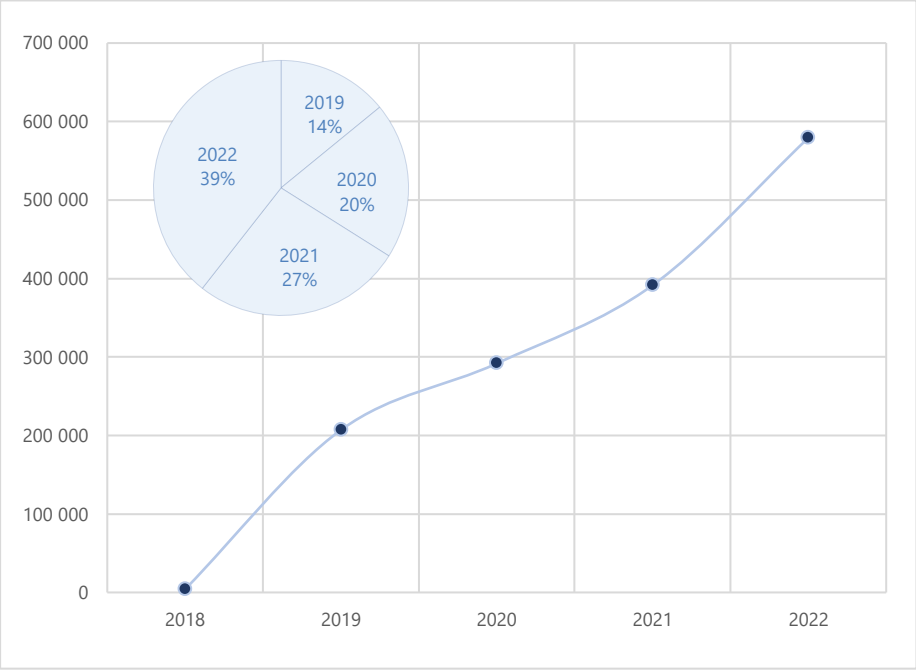
90. The first risk was identified and described in the project document as follows: "the limited technical capacity of experts and national- and local-level institutions may slow down project progression." However, the likelihood that this will happen and its impact, following "an evaluation of skills during the project formulation stage", was deemed low and did not consider related mitigation or managements measures. The rating for this type of risk in the PIRs for 2020 and 2021 continued to be low in terms of their impact and likelihood, and rose to medium risk in the final PIR in July 2022. This was a scenario that, in light of the facts and impacts on the project, bore little relation to the state of affairs during the execution phase.

91. Unlike the first, the second risk (change in government) was not considered in the project document but identified in the first PIR (year 2020) to anticipate any mitigation measures. These actions introduced the project to the new authorities and government staff who proved to be quite receptive and interested. They also provided an opportunity to sidestep any complications and move forward with the project's implementation.

**Finding 18.** Budgetary execution was expedited during the final year. This was consistent with technical implementation. The resulting concentration of expenditures was not cost-effective given the delivered outcomes.

92. Consistent with the delays and technical implementation requirements, 61 percent of the total budget was spent as of December 2021. This meant that 39 percent of funding is still available (Figure 7).

**Figure 7. Budgetary execution in USD per year**




*Source*: Developed by the authors.

93. The evaluation found that concentrating such a large amount of investment in 11 months was not cost-effective for the project. This is because the outcomes, impacts and output

sustainability possibilities that accrued most of the expenses that year (measuring, reporting and verification, the CSLF strategy and incentives mechanism) could have been enhanced had there been more time.

**Finding 19.** Human resources were clearly insufficient to cover the demands of the intervention within the time and quality required.

94. The GANACLIMA-RD project had an organizational structure with six staff members: a general coordinator; an administrative assistant; and four component coordinators.

95. Having only one staff member and the support of five dairy production improvement programme (MEGALECHE) extension workers (on a part-time basis) for the project was coherent and functional for technical execution. However, the team was inadequate in terms of delivering technical assistance, technology transfer, the provision of equipment and the coordination of field schools for 30 pilot farms with over 500 linked to them. This also had an effect on the quality and timeliness of activities for the second component.

96. The project's organizational shortcomings in terms of design were further compounded by a delay in hiring a coordinator for Component 3 and the resignation in 2021 of the coordinator for Component 1.

## 3.4 Factors affecting project performance

*Question 4. What are the main factors that affect or have affected project performance (design, implementation, execution, M&E, co-financing, partnerships, and communications and knowledge management)?*

### 3.4.1 Project design

*Rating: Satisfactory*

**Finding 20.** There was a relatively high degree of vertical coherence (activities-outputs-outcomes chain) in the project design. Shortcomings were identified in the formulation of two of its indicators and one omission that had stemmed from the disconnection between one specific output and an intended outcome.

97. The evaluation found the design of the intervention logic to be vertically coherent. In other words, the activities-outputs-outcomes chain signalled a reasonable secession to generate impact. In turn, this contributed to achieving the project's objective or intended impact.

98. In other words, in the design of GANACLIMA-RD, it was understood that:

"If activities are executed and outputs are delivered to strengthen institutional capacity (O.1.1); incorporate livestock sector emissions into the national measuring, reporting and verification system (O.3.1); test technologies, promote sustainable livestock production and develop technical capacities (O.2.1 and O.2.2); share what has been learned and disseminate the outputs and impacts of the project (O.1.2 and O.4.1), then this will contribute to climate change mitigation and the restoration of degraded land in the area of intervention (objective of GANACLIMA-RD)."

99. This proposal is consistent with the views of the key agents interviewed. It is adequate and considers the main barriers that were identified during the project design stage.

100. Although the intervention logic was considered satisfactory, a particular, pivotal shortcoming was detected during project execution. This refers to the need to include an

outcome aimed at strengthening the capacity of beneficiary organizations so that GAP can be disseminated and replicated autonomously among partners. Other alternatives were involved, including the need to endorse green funding options and support the implementation of business plans drafted within the framework of Output 2.2.2. This output, in turn, was cut off from the intervention logic and bore little relevance to Outcome 2.2: technical field capacities enhanced to disseminate climate-smart production models.

101. A few specific shortcomings were detected in the horizontal logic:

i. The target of 3 000 ha, 77 000 animals, 700 families and 70 women for Indicator 1 of Output 2.1.2: number of producers trained (women and men) from 20 producer associations in technology use and GAP for low-emission livestock farming was not consistent with the benchmarks.
ii. Indicator 1 of Outcome 2.1 t $CO_2$-eq directly and indirectly reduced or avoided with a target of 47 903 t $CO_2$-eq per year was inflated. This is because it was not an achievable goal given the institutional capacities and the financial and human resources earmarked for the project.

### 3.4.2 Implementation and execution

*Rating: Moderately satisfactory*

**Finding 21.** Since GANACLIMA-RD was the first GEF-financed initiative and the largest in terms of budget that the FAO Representation in the Dominican Republic had implemented and executed, certain shortcomings were identified. These need to be addressed for future projects of the scope and complexity of the one evaluated.

102. The evaluation found that FAO, as implementing and executing agency, fulfilled its core functions and minimum standards of quality per the GEF Guidelines on the Project and Program Cycle Policy (GEF, 2020), the GEF Policy on Minimum Fiduciary Standards (GEF, 2011a) and the 39th GEF Council Meeting (GEF, 2010a) – specifically the GEF/C.39/9 publication on Rules and Guidelines for Agency Fees and Project Management Costs (GEF, 2010b).

103. As an implementing agency, FAO endeavoured to guarantee the quality of the project's design, operationalization and execution by providing technical and programmatic support, as well as fulfilling the supervisory and assistance tasks for the project team. As an executing agency, it provided and applied operational and administrative instruments to ensure the proper and transparent use of financial resources.

104. For the evaluation, it is normal for first-time GEF projects to require that certain adjustments be made by FAO for future projects. For example, the review process may need to be improved and the design customized. Other aspects include: better risk management planning to mitigate possible negative impacts; more efficient and focused results-based project management and the opportunity to address possible temporary, programming and financial dispersals; administrative procedure adjustments to acquire goods and services; and greater coordination with subregional and regional offices on programming aspects, and to better disseminate lessons learned from previous FAO experiences with the GEF in the region (see 3.4.6 Communications and knowledge management).

**Finding 22.** Neither FAO nor the project team considered any measures to offset the Organization's bureaucratic internal procurement procedures. This had a negative effect on the timely delivery of technical assistance to producers.

105. FAO's financial administration of the project ensured that budget execution, management and reporting were systematic and transparent. However, it took longer than expected to acquire goods and services, and was therefore disengaged from the requirements of the intervention.

106. FAO procedures and requirements are applied worldwide. Therefore, FAO Representations can do very little to speed up procurement processes. However, the timing can be adjusted to stave off any possible delays that may affect project performance (see 4.2 Recommendations).

### 3.4.3 Monitoring and evaluation

*Rating: Satisfactory*

**Finding 23.** The M&E system that had been developed and implemented was in line with the project's follow-up and accountability requirements. However, the evaluation identified certain aspects that have to be improved for future projects.

107. The M&E system designed and implemented by the project included essential requirements and components as any M&E system should. The elements and how they were adopted in the M&E system for GANACLIMA-RD are presented in the following table.

**Table 4. Core components of an M&E system and the form adopted by the project**

| Components | Expression in GANCACLIMA-RD |
|---|---|
| Management structure | The project included a specific component with resources and an expert responsible for managing its M&E system. |
| M&E planning | A monitoring and learning management plan was drafted during the first part of project execution. It included, among other aspects, general guidelines, specific M&E management instruments and defined responsibilities. |
| Coordination arrangements | The project team met on a weekly basis to review progress and short-term programme activities. |
| Planning mechanisms | The monitoring plan, annual operational plans and the results matrix were used as planning instruments. |
| Mechanisms for technical follow-up and monitoring impacts | The monitoring plan considers the use of technical follow-up tools (activity report, attendance lists, photographic records and meeting minutes, among others) and instruments were designed to monitor climate impacts in the context of Component 3. |
| Online platform for storing and accessing data | Data generated by the project was stored and classified in an online platform to which team members had access. |

*Source*: Developed by the authors.

108. Certain aspects need to be improved for future projects, namely traceability and access to progress indicators and the related sources of verification. Impact monitoring and coverage follow-up (beneficiaries, hectares, families, etc.) also has to be more reliable, accessible and timely. The adoption of technological tools for gathering data in the field and its delivery

in real time to an online repository for storage, processing and analysis also need to be ensured since these data can serve as the basis for regular automated reports that effectively reflect the scope and progress of project activities, outputs, outcomes and indicators.

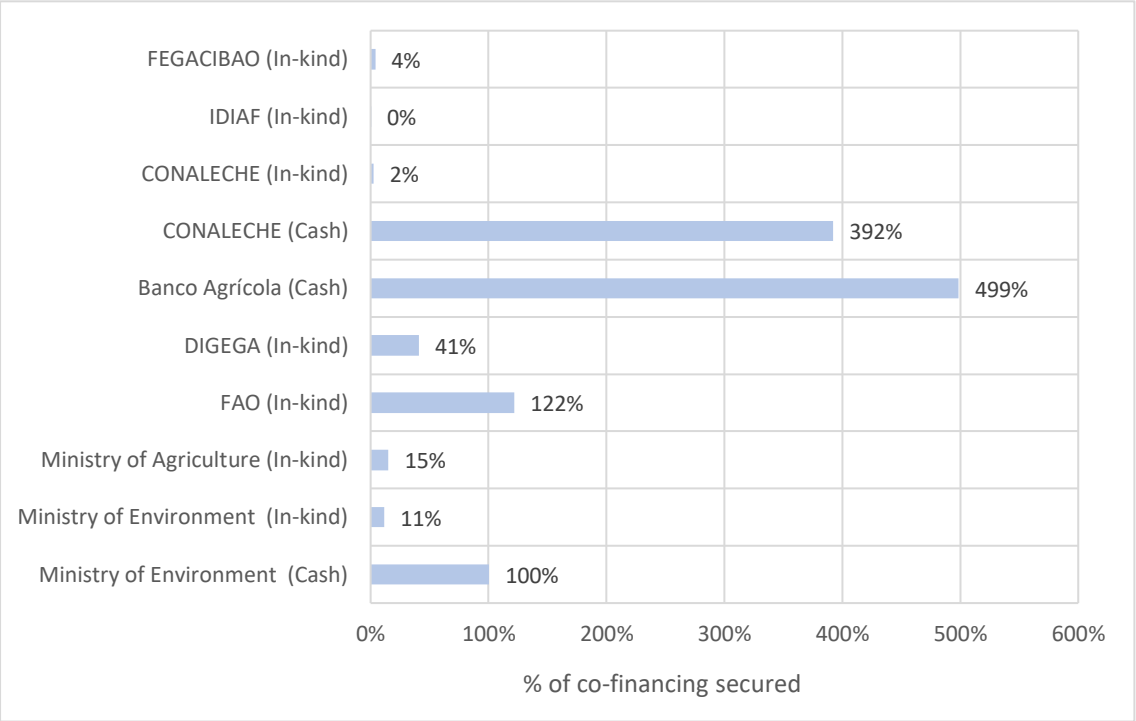
### 3.4.4 Co-financing

**Finding 24.** Total co-financing as of June 2022 greatly exceeded what had been anticipated when the project was drafted. However, only four of the seven institutions delivered 100 percent or more of the funds committed.

**Finding 25.** Follow-up, appraisal procedures and documents on co-financing need to be improved in terms of the traceability and reliability of data collected.

109. Overall co-financing amounted to USD 31 721 021 as of June 2022. This is 300 percent more than what was committed when the project was formulated (USD 8 141 408). This is because the Agricultural Bank of the Dominican Republic and CONALECHE contributed 499 percent and 392 percent more than what was committed (USD 25 638 905 and USD 4 925 492), respectively (see Figure 8).

**Figure 8. Percent of co-financing delivered per institution until June 2022**




*Notes:* FEGACIBAO = Federación de Ganaderos del Cuba Central y el Nordeste (Livestock Farmers Federation of Central Cibao and the Northeast); IDIAF = Instituto Dominicano de Investigaciones Agropecuarias Forestales (Dominican Institute of Agriculture and Forestry Research); DIGEGA = Dirección General de Ganadería (General Directorate for Livestock); Banco Agrícola = Agricultural Bank of the Dominican Republic.

*Source*: Developed by the authors.

110. These figures seem quite impressive but are based on the fact that both institutions (CONALECHE and the Agricultural Bank of the Dominican Republic) reported the loans to producers in the Yuna River basin as their main contribution to the project during this period. The conditions for these loans and if the intention was to foster CSLF were not clear in the reports reviewed for evaluation.

111. The scenario changes if we set aside the co-financing through loans and the contribution of FAO and the Ministry of Environment and Natural Resources (monetary). The rest of the institutions, except for the General Directorate for Livestock which reported a delivery of over 40 percent of its co-financing, delivered less than 20 percent of the committed funds.

112. Data did not necessarily reflect reality. The reason for this may be that follow-up, calculation procedures and reports submitted to document the co-financing did not adhere to the GEF co-financing guidelines (GEF, 2018a). These guidelines require agencies to provide information on the actual amounts, sources and type of co-financing and investment leveraged. According to co-financing policy (GEF, 2018b), agencies must identify, document, monitor and report on the expected and actual investment leveraged in all projects and programmes for which there is available information.

113. An example of the previously cited weakness is the manual recording of assistance and hours that government staff spent on project activities. A template had to be used to record this information for each institution for follow-up. The submission by institutions of official documentation that refers to their contribution and its details is the best practice.

### 3.4.5 Stakeholder engagement

*Rating: Satisfactory*

**Finding 26.** Project execution was transparent, and there were many opportunities for stakeholder participation and engagement.

114. Stakeholders (government staff, producers, producer organizations) were engaged with and had knowledge of the activities executed and implemented by FAO. The steering and technical committees had the opportunity to conduct consultations and express their points of view. They also had access to relevant information on the progress and possible shortcomings of GANACLIMA-RD. Further, the project website provided easy access to non-confidential information and was open to the public. Most of the GEF recommended procedures and standards contained in its policy on stakeholder engagement were met.

**Finding 27.** Consultation processes in the project design stage did not adequately cover demand and expectations regarding the participation of extension workers and direct beneficiaries (producers) of the project.

115. The participation shortcomings identified in the evaluation were due to the involvement of beneficiary producers and government staff through fieldwork (MEGALECHE extension workers).

116. The evaluation found that their participation in the project formulation stage and in consultations regarding activity design and the programming of outputs was insubstantial. As a result, certain beneficiary needs linked to water management and organizational capacity building were not taken into account. The assessment by extension workers on the volume of activities and the feasibility of delivering the intended outputs with the temporary human and logistics resources on hand was also not considered.

### 3.4.6 Communications and knowledge management

*Rating: Moderately satisfactory*

**Finding 28.** Communications were an instrument used to help disseminate information on project activities. The project website provided educational material, guides and factsheets developed

within the framework of GANACLIMA-RD. It also served as a repository for technical documents on sustainable livestock management.

117. The project's website was the platform designed and used to share information about GANACLIMA-RD activities. The website contains, among other material, newsletters, technical and scientific documentation on CSLF, presentations of the training modules, multimedia files and technical factsheets on some of the pilot farms.

118. Factsheets on the farms published as of October 2022 provide information about the productive and environmental changes that took place following the implementation of the promoted good practices. This material was considered one of the greatest achievements of the project.

119. The platform was well designed and includes relevant information. Further, the almost 40 000 visits are evidence of the interest generated by CSLF and the project – not only in the Dominican Republic but also in the United States of America (highest source of visits) and several European and Latin American countries.

120. Website maintenance and the addition of updated information after financing ends are key to maintaining interest. These are an opportunity to share the systematization of project delivery impact during its final weeks of implementation.

**Finding 29.** Better dissemination of management-related knowledge acquired in previous FAO experiences with the GEF in Latin America and the Caribbean would have facilitated and potentially improved the implementation and execution of the evaluated project.

121. Managing the cycle of projects financed by the GEF is a complex task. Project design and execution requires the involvement and coordination of people from different institutions, sectors and interest groups. These projects require more programming and greater funding than most other projects. The involved agencies must also adopt a series of specific technical and administrative procedures, as well as have extensive knowledge of the logical framework methodology and results-based management approach. These factors are among other special characteristics, all of which make these projects challenging in terms of implementation and execution.

122. The challenges surrounding the management of the GEF projects are similar. In the region, FAO has gained a considerable amount of experience and generated relevant lessons in this regard. The evaluation found that this knowledge was not adequately managed or incorporated by the GANACLIMA-RD team and the FAO Representation in the Dominican Republic. Starting from scratch meant that the project reproduced shortcomings that had been documented and overcome by offices with greater experience in the implementation of the GEF projects.

**Finding 30.** The knowledge generated by the project and the implementation of pilot initiatives had not been fully systematized or addressed by the time the evaluation was conducted.

123. Lessons learned at an institutional level, together with the knowledge generated during project execution, must be addressed. In GANACLIMA-RD, the pilot experiences delivered outcomes and lessons that deserve to be systematized and fully addressed.

124. The systematization of pilot experiences should describe the shortcomings and virtues of the process. This involves the role played by all stakeholders, the individual and institutional

capacities needed to carry them out, scheduling, logistics and the required regulatory backing. It also has to describe the multidimensional benefits (environmental, social, productive and economic) and cost per productive unit that the implementation of the project's technological package demands. All of this knowledge is very useful and, if adequately managed, can be used for advocacy and institutional anchoring purposes based on proven facts. This can also provide a greater amount of evidence to submit to international and regional fora on CSLF.

## 3.5 Gender

*Rating: Satisfactory*

*Question 5. To what extent have gender considerations been taken into account in designing and implementing the project? Has the project been implemented in a manner that ensures gender-equitable participation and benefits, contributing to women's empowerment?*

**Finding 31.** In line with the GEF and FAO guidelines applicable when the project had been drafted, mechanisms were established and gender-sensitive diagnostic and planning instruments were developed.

125. The project was formulated and implemented to incorporate the GEF guidelines and standards on gender equality (GEF, 2017a) and the FAO Policy on Gender Equality (FAO, 2013) that existed at the time.

126. In line with the recommendations of these instruments, GANACLIMA-RD included gender-disaggregated data in its outcome indicators. It also carried out a training workshop for the project team and partners, conducted an assessment on gender, and designed and implemented a specific activity (gender-sensitive programme to recover degraded pastures) to improve the supply of forage and the management of female-headed farms. Further, it intends to conclude the project with the systematization of this experience.

127. The evaluation found that measures taken to promote gender equality were satisfactory considering the institutional framework and guidelines at the time and during a greater part of project execution. As for the future, particularly in terms of initiatives to ensure the continuity of GANACLIMA-RD (see 3.7 Sustainability), it will be necessary to align their actions with the FAO regional strategy on gender (FAO, 2019a) and address one of the basic gaps identified in the assessment – affirmed by the evaluation – on land tenure and its repercussions on access to funding.

## 3.6 Environmental and social safeguards

*Rating: Highly satisfactory*

*Question 6. To what extent have environmental and social concerns been taken into account in the design and implementation of the project?*

**Finding 32.** In line with its risk classification and the GEF guidelines, the project applied the necessary environmental and social safeguards. It did not produce harmful effects among the population in the areas of intervention or put cultural heritage at risk. It provided the necessary conditions to guarantee the protection of the community.

128. In line with the GEF policies on environmental and social safeguards (GEF, 2018c), the project ensured that it did not produce any harmful effects in the area of intervention or produce negative impacts on cultural heritage. It also ensured that participating communities were safe and protected.

## 3.7 Sustainability

129. Overall likelihood of risks to sustainability: Moderately Likely

*Question 7. How sustainable have the achieved environmental, social, institutional and financial outcomes been so far? What are the key risks that could affect the sustainability of the project's achievements?*

**Finding 33.** The synergies developed between public and private institutions and the approval of at least one initiative to leverage green funding for the livestock sector increase the likelihood that the project's key processes will continue.

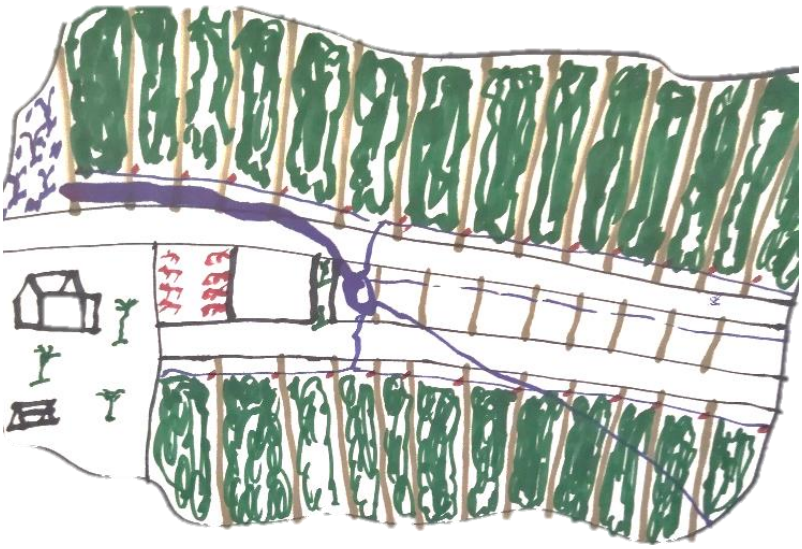
130. FAO signed two agreements: one with the Agricultural Bank of the Dominican Republic and another with the Reserve Bank of the Dominican Republic. This was for the execution of two Unilateral Trust Fund projects to promote the adoption of low-emission livestock practices through bank credit.

131. The projects to be implemented are good news for the sustainability of GANACLIMA-RD. They will provide not only financial resources to small- and medium-sized producers to replicate this experience but also leeway in terms of time and budget to close institutional and capacity building processes that could remain open following project closure.

**Finding 34.** Project beneficiaries have witnessed how the promoted practices improve farm efficiency and productivity. The chances are quite high that they will continue applying those once financing ends, expanding the area of intervention.

132. On-site observations, focus group discussions and evaluation workshops made it clear that the promoted practices and technology transfer were not only incorporated on pilot farms and some linked farms during project execution but also had an effect on the rest of the producers in the area. Proof of this is when people were asked to imagine farms of the future. They described the application of sustainable practices like electric fencing, milking rooms, piped water, protein banks and trees (see Figure 9).

**Figure 9. Depiction of future farms by producers who participated in an evaluation workshop**



*Source*: Developed by the authors.

**Finding 35.** Among the risks identified that could affect project sustainability are: the low level of individual and institutional capacity developed to replicate and scale up GANACLIMA-RD; and its formal anchoring as public policy within the institutional structure of the Dominican state.

133. The project was met with an enabling strategic and regulatory environment and the political will to scale up CSLF in the country. However, individual and institutional capacities to manage and implement the instrument and the measuring, reporting and verification system were not sufficiently strengthened to provide the necessary support to either implement it autonomously or at a greater scale. The same holds true for technical assistance in the sustainable livestock practices of other territories, climate financing and the management of producer associations.

# 4. Conclusions and recommendations

## 4.1 Conclusions

134. Considering the main findings associated with the questions and criteria of this evaluation, the following conclusions can be drawn.

**Conclusion 1.** Strategic relevance: the project's design, implementation and impacts are highly relevant to the Dominican state, FAO, the GEF and target groups. The high relevance, in addition to the enabling institutional environment, fostered the creation of strategic alliances that will ensure the continuity of the main processes introduced by the project.

**Conclusion 2.** Effectiveness: the evaluation concluded that the activities carried out, the outputs delivered and the outcomes achieved were decisive in ensuring that the appropriateness and importance of promoting CSLF practices as efficient mechanisms for climate change mitigation and adaptation be incorporated into the government's climate and agriculture agenda.

135. The institutional and political environment that the project created is favourable. It is, however, disengaged from the needed capacity development at an individual and institutional level to ensure that the CSLF approach is applied to the rest of the country.

**Conclusion 3.** Efficiency: the execution of project activities was evaluated as moderately satisfactory in terms of efficiency. The reasoning for this was due to the following: a) the quality of the technical team was good but human resources were insufficient to provide pilot farms with timely support; b) financial execution circumscribed to the final year affected the quality and timeliness of output delivery; c) slow procurement procedures given the project's technical execution requirements and limited ability to adapt to the situation; d) poor risk management; and e) room for improvement in the technical and administrative response to a health crisis.

**Conclusion 4.** Factors affecting project performance are as follows:

i. The vertical logic of the outcomes matrix was coherent. In other words, the activities-outputs-outcomes chain accounts for a reasonable secession of results which, in turn, contributes to achieving the objective or impact sought by the project. This feature led to a better overall understanding of the project by the team and stakeholders.
ii. The evaluation concluded that FAO, as executing agency, had fulfilled the core functions and minimum standards of quality required and described by the GEF. However, because GANACLIMA-RD is a first-time GEF-funded project and the largest in terms of budget that the FAO Representation in the Dominican Republic had implemented and executed, improvements need to be made to manage future projects with the scope and complexity of the project being evaluated.
iii. The evaluation concluded that the M&E system that had been designed and implemented was consistent with the follow-up and accountability requirements of the project. It also provided data and inputs for the preparation of material and its dissemination.
iv. Total informed co-financing for the project was considerably higher than anticipated. Improvements are needed for the monitoring mechanism, calculation procedures and co-financing documentation in terms of data traceability and reliability.

v. The evaluation concluded that project execution had been transparent and that there had been opportunities for stakeholder participation and engagement. The consultation processes in the design stage were considered insufficient with respect to demand and expectations surrounding the involvement of extension workers and producers who were direct beneficiaries of the project. This had a negative impact on the coherence and magnitude of some of the projected outputs.

vi. Communications were used to help disseminate information on project activities. The project website provided educational material, guides and factsheets developed within the framework of GANACLIMA-RD. It also served as a repository for technical documents on sustainable livestock management.

vii. Better dissemination of lessons learned from previous FAO experiences with the GEF in Latin America and the Caribbean could have facilitated and improved the implementation and execution of the evaluated project.

**Conclusion 5**. Gender: the inclusion of a gender-based perspective was evaluated as satisfactory. The GANACLIMA-RD project, in line with the GEF and FAO institutional policy at the time of project implementation, included gender-disaggregated data in its outcome indicators framework. It also offered a capacity building workshop for the project team and partners, carried out a diagnostic study on gender, designed and implemented specific activities to address it, and ensured experiences and knowledge were shared among women. The project is expected to end with the systematization of this experience.

**Conclusion 6.** Environmental and social safeguards: the project took the necessary measures and did not cause negative impacts on the environment or the target communities. Therefore, it was in line with and adequately adhered to the GEF policy on the matter.

**Conclusion 7.** Sustainability: the likely continuation of the project and the degree of appropriation of practices by producers ensure its medium-term financial, institutional and community sustainability in a way that is geographically constrained. Capacity development at an individual and institutional level will be key to scaling up and providing the technical support needed to replicate the project throughout the country.

## 4.2 Recommendations

136. The evaluation presents recommendations in the following points.

**Recommendation 1.** To the FAO Regional Office regarding knowledge management of the GEF experiences in project execution and implementation in the region.

137. FAO should strengthen the mechanisms for dissemination, appropriation and integration of lessons learned regarding cycle management for the GEF projects implemented and executed in the region. This aims to anticipate any possible difficulties and facilitate project management.

**Recommendation 2.** To the FAO Regional Office, the FAO Representation in the Dominican Republic and other stakeholders in the country and in Latin America and the Caribbean for managing the knowledge acquired through the CSLF projects in the region.

138. Jointly systematize the experiences in Uruguay, Ecuador and the Dominican Republic as a way to enhance advocacy for CSLF and broaden the application of this approach in the country and region.

i. **Suggestion.** Emphasize the necessary governance, institutional and regulatory arrangements, the proposed incentives mechanisms, methodologies for technical assistance for producers and the multidimensional benefits of CSLF.

**Recommendation 3.** To the FAO Representation in the Dominican Republic and government partners for scaling up CSLF, generating knowledge outputs and developing evidence-based advocacy strategies.

139. Package pilot experiences to reinforce evidence-based public policy advocacy and ensure greater scalability of the CSLF approach. Ideally, the systematization of these characteristics should provide, among other information, the cost per productive unit, and the environmental benefits and co-benefits of promoting CSLF.

**Recommendation 4.** To the FAO Representation in the Dominican Republic, the General Directorate for Livestock, the Ministry of Environment and Natural Resources and the Ministry of Agriculture on capacity development.

140. Develop a medium-term capacity building plan for government staff and institutions to take advantage of the enabling institutional environment and narrow the gap between the political will expressed and the capacity needed to scale up a CSLF programme in the country. The following topics should be covered: livestock extension for a CSLF approach; climate funding and country-level management; and integration of farm-level measuring, reporting and verification systems.

**Recommendation 5.** To the FAO Representation in the Dominican Republic, the General Directorate for Livestock, the Ministry of Environment and Natural Resources and the Ministry of Agriculture regarding M&E of the adaptation capacity of producers who apply the CSLF practices.

141. Include the improvement potential of producers in adapting to the applied sustainable practices in project termination documents. Future projects can also be supported in developing a system to monitor and evaluate measures in the livestock sector so that they can adapt to climate change.

142. Development of this system could be used to include the CSLF practices in NDCs and, consequently, broaden financing and development possibilities through PES.

**Recommendation 6.** To the FAO Representation in the Dominican Republic regarding scalability planning and the sustainability of the interventions.

143. FAO should include the development of advocacy and sustainability strategies in the project design and consider their ongoing implementation during execution. This is to increase the sustainability and scalability of projects to the maximum extent possible.

**Recommendation 7.** To the FAO Representation in the Dominican Republic regarding timely assistance.

144. Considering the time that FAO procedures take and to anticipate any possible delays in technical execution, it would be advisable to plan the initiation of procurement processes at least six months ahead of time. Dynamic annual operational plans should also be developed, reviewed and updated on a quarterly basis.

**Recommendation 8.** To the FAO Representation in the Dominican Republic, the Agricultural Bank of the Dominican Republic and the Ministry of Agriculture regarding the integration of lessons learned and the continuity of GANALICMA outcomes.

145. Consider a "phase zero" to transfer knowledge and the key outputs delivered by GANCLIMA-RD to stakeholders. This is for the project executed by FAO in conjunction with the Agricultural Bank of the Dominican Republic and the Ministry of Agriculture and aims to ensure appropriation.

**Recommendation 9.** To the Ministry of Environment and Natural Resources, the Ministry of Agriculture and the General Directorate for Livestock regarding the measuring, reporting and verification system.

146. Streamline processes so that the farm-level measuring, reporting and verification system is compatible with the country-level system. This is a prerequisite for quantifying livestock emission reductions in the national GHG inventory and NDC compliance.

147. Quantifying farm-level GHG emissions in compliance with the NDCs could potentially leverage funding, especially since CSLF and the green credit line fall within the NDC plan of action.

**Recommendation 10.** To the FAO Representation in the Dominican Republic, the Ministry of Environment and Natural Resources, the Ministry of Agriculture, the General Directorate for Livestock and the Agricultural Bank of the Dominican Republic regarding the governance and legal mechanism for the performance of the financial mechanism.

148. Create a governance body regulated by some form of legal instrument (decree, by-law or other) that is in line with the country's existing legal framework (PES Law and Decree 541-20, which establish the national measuring, reporting and verification system). This aims to optimize the operations of the financial mechanism and meet the green funding requirements.

# 5. Lessons learned

149. The evaluation was able to extract the following lessons learned.

**Lesson learned 1.** The duration and scheduling of the requested extension had to be adjusted, as did the available resources, to the implementation possibilities of the project.

**Lesson learned 2.** The timeliness of the technical assistance and delivery of farm infrastructure and supplies can improve. The condition is that yearly planning and procurement management must be done to stipulate risk mitigating measures that are associated with FAO administrative timelines and internal bureaucracy, technology constraints and the availability of suppliers.

**Lesson learned 3.** Perceiving the project as a means to test methodologies and innovative practices by implementing pilot farms is an adequate approach. In fact, this ensures long-lasting impacts that proliferate.

**Lesson learned 4.** The likelihood that outputs and outcomes will be replicated, scaled up, anchored and sustainable is greater if strategies are developed and put into action in advance.

**Lesson learned 5.** In order to promote pilot farms as a policy option, they need to be systematized as a package that considers the associated costs per productive unit and the institutional capacity needed. The environmental and associated social, cultural and economic benefits of the investment also must be quantified.

**Lesson learned 6.** Outputs aimed at strengthening the state (measuring, reporting and verification system, the CSLF strategy, the funding mechanism) must be delivered ahead of time in order to leave sufficient time for discussion, learning and institutional appropriation.

**Lesson learned 7.** First-time GEF project experiences require support from the nearest subregional or regional office and the FAO-GEF Coordination Unit.

**Lesson learned 8.** Letters of agreement are an efficient and effective instrument if they are endorsed. The time needed to conduct systematic technical monitoring and verify the quality and timeliness of the processes and outputs delivered should be considered.

**Lesson learned 9.** Projects where the intended effects and their sustainability are left to producer organizations require prior assessment to determine and incorporate capacity building needs in their design.

**Lesson learned 10.** The M&E of the growing capacity of producers who apply smart practices to adapt to climate change is an opportunity for financing in the framework of the NDC plan of action and PES (for which there are still no regulations).

**Lesson learned 11.** The prospects for success, effective implementation and sustainability of the green funding mechanism depend largely on its governance structure, stakeholder capacity development, the technical assistance provided to farms, the reduction of entry barriers to credit and the tangibility of the incentives that producers receive. It is also contingent on the operation of the measuring, reporting and verification system, that all of these elements conform to country standards and plans, and that the banking system and other institutions have access to funds from new sources (for example, PES and the carbon market).

**Lesson learned 12.** The methodology for promoting good practices and the CSLF approach proposed by the project ensure good productive and environmental outcomes, a high level of adherence by producers and significant institutional receptivity.

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# Appendix 1. Key agents consulted

| No. | Last name | First name | Position/institution |
|---|---|---|---|
| **Project team** | | | |
| 1 | Espinal | Edgar | Head of Component 3, FAO and GANACLIMA-RD |
| 2 | Fernández | Clara | Head of M&E, FAO and GANACLIMA-RD |
| 3 | García | Niurka | Administrative and Operations Assistant, FAO and GANACLIMA-RD |
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| 5 | Marte | Ramón | Head of Component 2, FAO and GANACLIMA-RD |
| 6 | Valerio | Daniel | National Coordinator, FAO and GANACLIMA-RD |
| **Partner institutions** | | | |
| 7 | Bazil | Hipólito | Planning Director, Agricultural Bank of the Dominican Republic |
| 8 | Canals | Martín | Head of Extension, General Directorate for Livestock |
| 9 | De Camps | Milagros | Deputy Minister for Climate Change, Ministry of Environment and Natural Resources |
| 10 | Durán | Ayda | Statistics, Agricultural Bank of the Dominican Republic |
| 11 | Durán | Juan Alberto | Extension Technician (Sánchez Ramírez), MEGALECHE |
| 12 | Encarnación | Flordeliz | Technician, Department of Risk and Climate Change Management, Ministry of Agriculture |
| 13 | Feliz | Alcibíades | Department of Extension, General Directorate for Livestock |
| 14 | Féliz | Kenia | Head of the Department of Metrics and Transparency, Ministry of Environment and Natural Resources |
| 15 | Gutiérrez | Juan | Extension Technician (Monseñor Nouel), MEGALECHE |
| 16 | Guzmán | Héctor | Extension Technician (San Francisco de Macorís and Pimentel), MEGALECHE |
| 17 | Laureano | Miguel | Executive Director, CONALECHE |
| 18 | Ledesma | René | Director, International Cooperation, Agricultural Bank of the Dominican Republic |
| 19 | Matos | Cristobal | Strategy Analyst, Agricultural Bank of the Dominican Republic |
| 20 | Méndez | Cesar | Extension Technician (Sabana Grande de Boyá), MEGALECHE |
| 21 | Morales | Milton | Programmes and Projects, Agricultural Bank of the Dominican Republic |
| 22 | Muñóz | Rafael | Extension Technician (Monseñor Nouel), MEGALECHE |
| 23 | Puello | Gustavo | Assistant Manager, Credit Office, Agricultural Bank of the Dominican Republic |
| 24 | Santana | Bernardo | Head of Planning, CONALECHE |
| **Consultants** | | | |
| 25 | Carrasco | Ramiro | Consultant, development and demand assessment for GANACLIMA-RD |
| 26 | Casasola | Karla | Livestock and Knowledge Management Unit, Tropical Agricultural Research and Higher Education Center |
| 27 | Checo | Glenys | Chief consultant for GANACLIMA-RD |
| 28 | Costa | Nicolás | Chief consultant for measuring, reporting and verification systems |
| 29 | Cruz | Yinerys | Head of business plan, ISA University |
| 30 | Lopera-Marín | Jhon Jairo | Sustainable Agricultural Production Systems Research Centre |
| 31 | Modesto | Marcela | Sustainable Agricultural Production Systems Research Centre |
| 32 | Nadames | Jason | Technical assistant for data collection, ISA University |
| 33 | Parra | Laura | Communications consultant, GANACLIMA-RD |

| No. | Last name | First name | Position/institution |
|---|---|---|---|
| 34 | Paula | Yensen | Head of business and validation analysis, ISA University |
| 35 | Peguero | Felipe | Agricultural economist, Tropical Agricultural Research and Higher Education Center |
| 36 | Quiroz | Daniel | Data analysis consultant, GANACLIMA-RD |
| 37 | Rodríguez | Susana | Head of assessment, ISA University |
| 38 | Tejeda | Diana | Technical liaison, Dominican Republic and Costa Rica, Tropical Agricultural Research and Higher Education Center |
| 39 | Velásquez | Paulo | Consultant, GANACLIMA-RD |
| **FAO Regional Office for Latin America and the Caribbean** | | | |
| 40 | Castañeda | Rodrigo | Representative, FAO Dominican Republic |
| 41 | Santoro | Roberta | Gender Focal Point, FAO |
| 42 | Tactuk | Zamira | Assistant Representative, Administration, FAO Dominican Republic |
| 43 | Vargas | Roberto | Assistant Representative, FAO Dominican Republic |
| **Producers** | | | |
| 44 | Batista | José | Producer El Catey |
| 45 | Berroa | Josefina | Producer La Galera |
| 46 | Caraballo | Félix | Beneficiary Sabana Grande de Boyá |
| 47 | Cedeño | Victor | Producer La Cueva Cévicos, Cotuí |
| 48 | Contreras | Bernardo | Producer Sabana Grande de Boyá |
| 49 | De la Cruz | Ana Daysi | Producer La Cuenta Cévicos, Cotuí |
| 50 | De la Cruz | Carlo | Producer El Catey |
| 51 | De los Santos | Martin | Producer Sabana Grande de Boyá |
| 52 | de Vargas | Andrés | Producer La Cuenta Cévicos, Cotuí |
| 53 | Dios | Juan De | Producer Cotuí |
| 54 | Erminia | Rosa | Producer La Cuenta Cévicos, Cotuí |
| 55 | Espina | Rudy | Chairperson, Association of Livestock Farmers El Catey |
| 56 | Espinal | Antonio | Producer |
| 57 | Estevez | Vicente | Producer La Cuenta Cévicos, Cotuí |
| 58 | Evangelista | Guillermo | Producer La Cueva Cévicos, Cotuí |
| 59 | Evangelista | Juan | Producer Sabana Grande de Boyá |
| 60 | Florimon | Cecilio | Producer El Catey |
| 61 | Galán | Lisbeth | Producer La Vega |
| 62 | García | Cristina | Producer Sabana Grande de Boyá |
| 63 | García-Obregón | Erwin | Producer Bonao |
| 64 | González | José | Producer El Catey |
| 65 | González | Mercedes | Producer La Cuenta Cévicos, Cotuí |
| 66 | Guzmán | Rosa | Producer La Cueva Cévicos, Cotuí |
| 67 | Hernández | Silvia | Producer La Cuenta Cévicos, Cotuí |
| 68 | Jiménez | Ramón | Producer Sabana Grande de Boyá |
| 69 | Lama | Bertha | Producer Sabana Grande de Boyá |
| 70 | López | Andrea | Producer La Cuenta Cévicos, Cotuí |
| 71 | Marte | Yvelisse | Producer Sabana Grande de Boyá |

| No. | Last name | First name | Position/institution |
|---|---|---|---|
| 72 | Martínez | Marta | Producer La Cueva |
| 73 | Mejía | Ramón | Producer La Cueva |
| 74 | Mercado | Roalmy | Producer La Cueva Cévicos, Cotuí |
| 75 | Mota | Ramona | Producer Sabana Grande de Boyá |
| 76 | Pacheco | Isabel | Producer Sabana Grande de Boyá |
| 77 | Paulino | Crucita | Livestock Farmers Association of La Cueva, Livestock Farmers Association of Sánchez Ramírez, La Cueva Cévicos, Cotuí |
| 78 | Peralta | Severino | Producer Las Galeras |
| 79 | Pérez | Juan | Producer Cotuí |
| 80 | Reyes | José | Trustee beneficiary Sabana Grande de Boyá |
| 81 | Reyes | José | Producer La Vega |
| 82 | Rodríguez | Arismeny | Livestock Farmers Federation of Central Cibao and the Northeast |
| 83 | Rosario | Wandy | Producer Sabana Grande de Boyá |
| 84 | Rosario | Yoeli | Producer La Vega |
| 85 | Sánchez | Juan María | San Francisco de Macorís |
| 86 | Sánchez | Lorenzo | Producer El Catey |
| 87 | Sánchez | Victor | Producer Cotuí |
| 88 | Vizcaino | Manuel | Producer Sabana Grande de Boyá |
| 89 | | Leonila | Producer La Cuenta Cévicos, Cotuí |

# Appendix 2. The GEF evaluation criteria rating table

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| **A. STRATEGIC RELEVANCE** | | |
| A1. Overall strategic relevance | HS | The project was fully aligned with the strategic priorities of the institutions involved. |
| A1.1. Consistency with the GEF and FAO strategic priorities | HS | The project was highly consistent with the objectives of the GEF-6, FAO Strategic Framework and FAO CPF in the Dominican Republic. |
| A1.2. Relevance to national, regional and global priorities and beneficiary needs | HS | The project was in line with country priorities with regard to climate change and livestock development as outlined in its national and sectoral plans. Its relevance grew in the course of the project's execution. |
| A1.3. Complementarity with existing interventions | HS | The prominent strategic relevance of the project has helped establish relationships of complementarity with other government and private-sector initiatives linked to the livestock sector. |
| **B. EFFECTIVENESS** | | |
| B1. Overall assessment of project outcomes | S | The project contributed to the inclusion of the appropriateness and importance of promoting the CSLF practices as effective mechanisms for climate change mitigation and adaptation into the government's climate and livestock farming agenda. |
| B1.1. Delivery of project outcomes | MS | There were delays in technical execution. Some indicators could not be met, and certain outputs had not been fully developed by the time the evaluation took place. The project made progress in installing CSLF as an actionable public policy approach. However, outputs aimed at ensuring institutional anchorage were developed at the end of the project, and no time was left for their appropriation. |
| B1.2. Progress towards project outcomes and objectives | S | The project made progress in consolidating the CSLF management as a valid climate change mitigation and adaptation option. |
| Outcome 1.1 | MS | The capacities of state agencies were strengthened, but not enough to support the implementation of a national CSLF strategy and set up the financial incentives mechanisms. |
| Outcome 1.2 | HS | Communications were used to disseminate information on project activities. The public had access to the project's website containing educational material, guides and factsheets developed within the framework of GANACLIMA-RD, as well as technical documents on sustainable livestock management. |
| Outcome 2.1 | S | The practices promoted and technology transferred by the project have proven effective in reducing GHG emissions, building capacity to adapt to climate change, and increasing productivity and efficiency on small- and medium-scale farms in the Yuna River basin. |
| Outcome 2.2 | MS | The usefulness and feasibility of the presented business plans were contingent upon certain unresolved aspects in the project, namely access to financial resources to implement them and strengthen beneficiary institutions. The capacities |

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| | | developed by extension workers contributed significantly to the dissemination of CSLF in the area of intervention. |
| Outcome 3.1 | MU | The GLEAM instrument was tested on pilot farms, but links could not be established with the national measuring, reporting and verification system. Neither was it possible to develop the capacities needed to support its implementation. |
| Outcome 4.1 | S | Adjustments were made to the M&E system to fulfil the follow-up and accountability requirements of the project. |
| Overall rating of progress towards achieving objectives/outcomes | MS | The project opened a window of opportunity to scale up CSLF in the country. The political will exists amid a favourable regulatory environment, but institutional and individual capacities are insufficient. |
| B1.3. Likelihood of impact | ML | FAO and other stakeholders have committed funding and technical assistance to extend achievements and deliver the effects sought by the project. |
| **C. EFFICIENCY** | | |
| C1. Efficiency | MS | The organizational structure, response to contingencies, delays in procurement and the decision to concentrate most of the expenditure in the final year of project execution were not efficient decisions or procedures. |
| **D. SUSTAINABILITY OF PROJECT OUTCOMES** | | |
| D1. Overall likelihood of risks to sustainability | ML | The identified risks that were likely to affect project sustainability were the low level of individual and institutional capacity development required to replicate and scale up GANACLIMA-RD, and its formal anchoring as public policy within the institutional structure of the Dominican state. However, FAO, in partnership with public and private institutions, committed funding and assistance for the processes arising from the project. |
| D1.1. Financial risks | ML | Two short- and medium-term initiatives will finance the continuation of GANACLIMA-RD. |
| D1.2. Sociopolitical risks | L | No sociopolitical risks were observed. |
| D1.3. Institutional and governance risks | ML | Action needs to be taken in advance. A system of governance for the incentives mechanisms and procedures for interinstitutional coordination in line with current country regulations should be established. |
| D1.4. Environmental risks | L | No environmental risks were observed. |
| D2. Extension and replication | L | The two initiatives that FAO will implement in partnership with other institutions will focus on scaling up and replicating GANACLIMA-RD achievements. |
| **E. FACTORS AFFECTING THE ACHIEVEMENT OF OBJECTIVES** | | |
| E1. Project design and readiness | S | There was a relatively high degree of vertical coherence (activities-outputs-outcomes chain) in the project's design. Shortcomings were identified in the formulation of two of its indicators and one particular omission resulting from the disconnection between one specific output and the intended outcome. |
| E2. Quality of project implementation | MS | There is room for improvement in the financial management and project cycle, technical and programme assistance, and in the administration of everyday activities for future projects of the scope and complexity of the project evaluated. |

| The GEF criteria and subcriteria | Rating | Summary comments |
|---|---|---|
| E2.1. Quality of project implementation by FAO (Budget Holder, Lead Technical Officer, Project Task Force, etc.) | S | The GANACLIMA-RD project is the first GEF-funded initiative and the largest in terms of budget that the FAO Representation in the Dominican Republic has implemented and executed. Thus, a few errors were made that did not significantly affect project performance. |
| E2.2. Project oversight (project steering committee, project working group, etc.) | S | Regular meetings were held and there was good communication between the team and governance bodies. |
| E3. Quality of project execution | MS | The project suffered a few delays in its execution. Some were justified by external factors beyond its control and others resulting from decisions made and processes conducted by the project. |
| E4. Project partnerships and stakeholder engagement | S | Project execution was transparent, and there was opportunity for stakeholder participation and engagement. |
| E5. Communications, knowledge management and knowledge outputs | MS | Better dissemination of lessons learned regarding management from previous FAO experiences with the GEF in Latin America and the Caribbean would have facilitated and potentially enhanced project implementation and execution. |
| E6. Overall quality of M&E | S | The M&E system was adjusted to the follow-up and accountability requirements of the project. |
| E6.1. M&E design | HS | A system was designed in line with monitoring standards and requirements. |
| E6.2. M&E plan implementation (including financial and human resources) | S | An M&E plan was developed and financial and human resources were earmarked for its implementation. |
| E7. Overall assessment of factors affecting outcomes | MS | Although there were factors that affected performance, others contributed to better execution and the achievement of results. |
| **F. CROSS-CUTTING ISSUES** | | |
| F1. Gender and other equity dimensions | S | A gender-sensitive analysis and planning mechanisms were incorporated. These aligned with the GEF and FAO guidelines at the time of project design. |
| F2. Human rights issues/Indigenous Peoples | N/A | There is no presence of Indigenous Peoples in the Dominican Republic. |
| F3. Environmental and social safeguards | HS | Measures were taken and there were no negative environmental or social impacts. |
| **Overall project rating** | **MS** | |

# Appendix 3. The GEF rating system

## PROJECT OUTCOMES AND OUTPUTS

| Rating | Description |
|---|---|
| Highly Satisfactory (HS) | The level of outcomes achieved clearly exceeds expectations or there were no shortcomings. |
| Satisfactory (S) | The level of outcomes achieved was as expected or there were no or minor shortcomings. |
| Moderately Satisfactory (MS) | The level of outcomes achieved was more or less as expected or there were moderate shortcomings. |
| Moderately Unsatisfactory (MU) | The level of outcomes achieved was somewhat lower than expected or there were significant shortcomings. |
| Unsatisfactory (U) | The level of outcomes achieved was substantially lower than expected or there were major shortcomings. |
| Highly Unsatisfactory (HU) | Only a negligible level of outcomes was achieved or there were severe shortcomings. |
| Unable to Assess (UA) | The available information does not allow for an assessment of the level of outcome achievements. |

## PROJECT IMPLEMENTATION AND EXECUTION

| Rating | Description |
|---|---|
| Highly Satisfactory (HS) | There were no shortcomings. The quality of implementation and execution exceeded expectations. |
| Satisfactory (S) | There were no or minor shortcomings. The quality of implementation and execution met expectations. |
| Moderately Satisfactory (MS) | There were some shortcomings. The quality of implementation and execution more or less met expectations. |
| Moderately Unsatisfactory (MU) | There were significant shortcomings. The quality of implementation and execution was somewhat lower than expected. |
| Unsatisfactory (U) | There were major shortcomings. The quality of implementation and execution was substantially lower than expected. |
| Highly Unsatisfactory (HU) | There were severe shortcomings in the quality of implementation and execution. |
| Unable to Assess (UA) | The available information does not allow for an assessment of the quality of implementation and execution. |

## MONITORING AND EVALUATION

| Rating | Description |
|---|---|
| Highly Satisfactory (HS) | There were no shortcomings, and the quality of M&E design and implementation exceeded expectations. |
| Satisfactory (S) | There were minor shortcomings, and the quality of M&E design and implementation met expectations. |
| Moderately Satisfactory (MS) | There were moderate shortcomings, and the quality of M&E design and implementation more or less met expectations. |
| Moderately Unsatisfactory (MU) | There were significant shortcomings, and the quality of M&E design and implementation was somewhat lower than expected. |
| Unsatisfactory (U) | There were major shortcomings, and the quality of M&E design and implementation was substantially lower than expected. |
| Highly Unsatisfactory (HU) | There were severe shortcomings in M&E design and implementation. |
| Unable to Assess (UA) | The available information does not allow for an assessment of the quality of M&E design and implementation. |

## SUSTAINABILITY

| Rating | Description |
|---|---|
| Likely (L) | There are little or no risks to sustainability. |
| Moderately Likely (ML) | There are moderate risks to sustainability. |
| Moderately Unlikely (MU) | There are significant risks to sustainability. |
| Unlikely (U) | There are severe risks to sustainability. |
| Unable to Assess (UA) | Unable to assess the expected incidence and magnitude of risks to sustainability. |

# Appendix 4. Results matrix

| Chain of outcomes | Indicators | Final goal | % success Oct 2022 | % projected achievement Nov 2022 | Description and brief comments |
|---|---|---|---|---|---|
| **Outcome 1.1__National institutional capacity to support the implementation of a CSLF management strategy scaled up.** | **Indicator 9 (climate change mitigation):** Extent of support for development with low GHG emissions in the policy planning and regulatory framework. | Subsector and institutional plans reflect the key political goals and priority actions of the core development plans for climate change, and subsector implementation capability scaled up. | 50% | 50% | Classification 4. The policy or strategy adopted is solid, whereas the implementation (or capacity) is weak or in progress. |
| | **Indicator 11:** Financial and market mechanisms scaled up. | Resources and capacity for financial and incentive mechanisms ensured. | 100% | 100% | Classification 4. Resources and capacity for financial and incentive mechanisms ensured. |
| **Output 1.1.1** A CSLF management strategy designed and agreed upon, and shared among public and private livestock sector stakeholders in the Yuna River basin. | Gender-sensitive country strategy document. | Strategy document submitted to the government for consideration. | 75% | 100% | The document should be ready by 30 November 2022. |
| **Output 1.1.2** Public-private partnerships created: i) for incentives, financial and market instruments (pilot farms); ii) to improve river basin management; and iii) implement the CSLF strategy. | Number of public and private sector partnerships established. | Two private-sector partnerships established. | 100% | 100% | A partnership was established with two banks: the Reserve Bank of the Dominican Republic and the Agricultural Bank of the Dominican Republic. |
| **Output 1.1.3** National and local public sector staff trained to provide effective support in the implementation of a gender-sensitive CSLF strategy. | Number of national organizations and local institutions with enhanced capacities. | Six national organizations and six local institutions. | +100% | +100% | Organizations: General Directorate for Livestock; Ministry of Environment and Natural Resources; Ministry of Agriculture; Dominican Institute of Agriculture and Forestry Research; Agricultural Bank of the Dominican Republic; and CONALECHE. |

| Chain of outcomes | Indicators | Final goal | % success Oct 2022 | % projected achievement Nov 2022 | Description and brief comments |
|---|---|---|---|---|---|
| | | | | | Local institutions: 14 producer associations; and Floresta, non-governmental organization. |
| **Output 1.1.4** A national CSLF strategy drawing on lessons learned from the pilot intervention in the Yuna River basin, defined and endorsed by the main stakeholders. | | National CSLF strategy document endorsed by key stakeholders. | 75% | 100% | The document should be ready by 30 November 2022. |
| **Outcome 1.2 Knowledge and lessons learned shared to support the dissemination of the CSLF strategy.** | Number of website visits. | One hundred visits per month | +100% | +100% | The platform has more than 1 000 visits per month – over 37 000 in total. |
| **Output 1.2.1** A technical platform in operation for the livestock sector that includes M&E data, as well as information on the dissemination of experiences and lessons learned. | Number of documented experiences on the platform.<br><br>Number of platform visits. | Ten documented experiences | 90% | 100% | Documented experience: nine technical factsheets on pilot farms (October) and 30 factsheets on pilot farms (November). |
| **Outcome 2.1 Technologies implemented on farms, promoting sustainable and low-emission livestock production.** | **Indicator 1 (climate change mitigation): t $CO_2$-eq directly and indirectly reduced or avoided.** | 47 903 t $CO_2$-eq per year | 23 % | 24 % | 2020: 871 t $CO_2$-eq<br>2021: 2 483 t $CO_2$-eq<br>2022: 8 381 t $CO_2$-eq |
| | **Indicator 5 (climate change mitigation):** Number of hectares where low GHG practices are applied. | 3 000 ha | +100% | +100% | 5 642 ha (October)<br>6 822 ha (November) |
| **Output 2.1.1** A gender-sensitive CSLF strategy tested and implemented on farms, incorporating financial incentive mechanisms and market access. | Number of producers who incorporate sustainable technologies and low-emission livestock farming practices. | Hectares (3 000) | +100% | +100% | 5 642 ha (October)<br>6 822 ha (November) |
| | | Producers (500) | 46% | 64 % | Two hundred forty-six producers (October) |

| Chain of outcomes | Indicators | Final goal | % success Oct 2022 | % projected achievement Nov 2022 | Description and brief comments |
|---|---|---|---|---|---|
| | | | | | Three hundred twenty-one producers (November) |
| | | Women (50) | +100% | +100% | Sixty-three women (October)<br>Seventy-nine women (November) |
| **Output 2.1.2** A capacity development programme for meat and dairy producers to support the adoption of CSLF technologies and good practices on farms. | Number of producers trained (women and men) from 20 producer associations in technology use and GAP (…) | Producers (700) | 75 % | 85 % | Five hundred thirty producers (October)<br>Six hundred producers (November) |
| | | Associations (12) | +100% | +100% | Fourteen associations |
| | | Women (70) | +100% | +100% | One hundred three women (October)<br>One hundred ten women (November) |
| **Outcome 2.2 Technical field capacities enhanced to disseminate climate-smart, low-emission production models in specific areas.** | Number of extension workers (men and women) trained in the application of low emission practices. | Thirty extension workers | +100% | +100% | Thirty-eight extension workers (October and November) |
| | | Five women | 100% | 100% | Five women (October and November) |
| **Output 2.2.1** A strengthened gender-sensitive extension programme to support the promotion and implementation of the CSLF strategy and low-emission livestock farming models. | Number of extension workers (men and women) trained in the application of low-emission practices. | Thirty extension workers | +100% | +100% | Thirty-eight extension workers (October and November) |
| | | Five women | 100% | 100% | Five women (October and November) |

| Chain of outcomes | Indicators | Final goal | % success Oct 2022 | % projected achievement Nov 2022 | Description and brief comments |
|---|---|---|---|---|---|
| **Output 2.2.2** Gender-sensitive business plans geared towards public programmes or development or commercial banks and certification schemes to implement the CSLF strategy. | Number of gender-sensitive business plans or certifications of producers subject to a bank or a relevant authority. | At least ten business plans or certifications, including two for women. | 40% | 70% | Four plans drafted (October)<br>Seven plans drafted (November) |
| **Outcome 3.1 Livestock sector GHG emissions incorporated into the national measuring, reporting and verification system.** | **Indicator 10 (climate change mitigation):**<br>A measuring, reporting and verification system for livestock sector emissions set up, reporting verified data. | GHG measurements are generally carried out (applying widely accepted methodologies), but a more sophisticated analysis must be conducted to improve policy.<br><br>Information released periodically and more transparently.<br><br>Verification uses more sophisticated methods, even if incomplete. | 33% | 33% | Classification 3. Measurement systems have been set up for some activities and data and methodologies are of a better quality, but they are not cost-efficient over time. Access to reports is still limited and the information is biased. Verification is rudimentary or not standardized. |
| **Output 3.1.1** A measuring, reporting and verification system in place to measure emissions and report data for the livestock sector. | Number of measuring, reporting and verification system reports. | Three reports | 66% | 100% | Two reports (October)<br>Three reports (November) |
| **Output 3.1.2** Farm-level monitoring system of GHG emissions, strategies, financing and land degradation. | Number of farms taking part in the monitoring system. | Thirty farms | 100% | 100% | Thirty farms (October and November) |
| **Outcome 4.1 Project management based on results and lessons learned, and good practices documented and disseminated.** | Number of M&E system reports. | Eight reports | 75% | 100% | Six reports (October)<br>Eight reports (November) |
| | | Twelve steering committee meetings. | 41% | 50% | Five meetings (October)<br>Six meetings (November) |

| Chain of outcomes | Indicators | Final goal | % success Oct 2022 | % projected achievement Nov 2022 | Description and brief comments |
|---|---|---|---|---|---|
| | Number of regular steering and technical committee meetings. | Nineteen technical committee meetings. | 47% | 52% | Nine meetings (October)<br>Ten meetings (November) |
| **Output 4.1.1** Project M&E plan and system in operation. | Number of PPRs. | Eight half-yearly<br><br>Four annual | 75% | 100% | Committed reports to be completed. |
| **Output 4.1.2** Project mid-term review and terminal evaluation. | Number of evaluations carried out. | Mid-term and terminal evaluation | 100% | 100% | Evaluations carried out. |
| **Output 4.1.3** Dissemination and communications products. | Number of copies of the dissemination outputs distributed (pamphlets). | - | - | - | No target set nor measurement of indicator. |
| **Output 4.1.4** Communications strategy implemented, including the project website. | Number of appearances in local media.<br><br>Number of website visits and social media accounts. | - | - | - | No target set nor measurement of indicator. |

# Appendix 5. Evaluation matrix

| **Criterion. Strategic relevance** | | | |
|---|---|---|---|
| **Question 1. To what extent have the project design and outcomes been consistent with the GEF and FAO focal areas and strategies of the operational programme, country priorities, FAO CPF and needs of the target groups?** | | | |
| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
| **Subquestion 1.1.** Were the design and outcomes of the project in line with the GEF-6 operational and programmatic strategies? | **Indicators**<br>• Degree of alignment, adaptation and contribution of project design and outcomes to the GEF-6 priority focal areas for climate change mitigation.<br>**Judgement criteria**<br>• Project design includes rationale that makes reference to GEF-6 strategies.<br>• Project document contains outcomes and a description of mechanisms that contribute to fulfilling the GEF-6 priorities.<br>• Rating of project actions and outcomes with respect to their contribution to the fulfilment of the GEF-6 priorities. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• The GEF-6 strategy<br>• Initial assessments<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Partner institutions |
| **Subquestion 1.2.** Were the project's execution, design and outcomes in line with the priorities of the Dominican state regarding livestock farming and climate change in the Dominican Republic? | **Indicators**<br>• Degree of coherence between project design, strategies and actions with policy regarding the environment and development of livestock farming in the Dominican Republic.<br>**Judgement criteria**<br>• Project design includes rationale that refers to the priorities of the Dominican state and its national, regional and local-level institutions.<br>• Perception of key agents of the evaluation. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Institutional and legal framework of the Dominican state<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean team and FAO Dominican Republic<br>• Partner institutions |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| **Subquestion 1.3.** Was the project consistent with country-level, national and global FAO strategic priorities? | **Indicators**<br>• Degree of alignment, adaptation and contribution of project design and implementation to the FAO CPF, policy and mandate.<br>**Judgement criteria**<br>• Project document includes outcomes and a description of the mechanisms that contribute to fulfilling FAO priorities.<br>• Rating of project activities and outcomes with respect to its contribution to the fulfilment of FAO priorities.<br>• Rating by project staff and stakeholders regarding how key FAO priorities regarding climate change mitigation and sustainable livestock farming were addressed. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• FAO Strategic Framework<br>• CPF<br>• Regional initiatives<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean team and FAO Dominican Republic |
| **Subquestion 1.4.** Have any changes occurred with respect to the project's relevance since its design, such as new country policies, plans or programmes that affect the relevance of its objectives and targets? How effective was the project's response to these changes? | **Indicators**<br>• Level of harmony and relevance of the project's design with a possible new political, institutional and regulatory scenario.<br>• Timeliness, amount and quality of the changes carried out.<br>**Judgement criteria**<br>• Evidence of the need for changes.<br>• Perception of key agents of the evaluation regarding the ability of the project to adapt to the constraints of the social and political context. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean team and FAO Dominican Republic<br>• Partner institutions |
| **Subquestion 1.5.** To what extent have project activities complemented other current interventions in the country? | **Indicators**<br>• Quantity, quality and impacts of possible partnerships with other initiatives in the country.<br>**Judgement criteria**<br>• Relevance and timeliness of the synergies created.<br>• Degree of amplification of the impacts of complementarity actions generated.<br>• Contribution to complementary relationships for project efficiency, effectiveness and sustainability.<br>• Evidence of agreements that make the most of the synergies, partnerships and associations.<br>• Perception of key agents regarding the evaluation of the partnerships that have been created. | Document reviews<br><br>Interviews<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Documents that support the created alliances<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean team and FAO Dominican Republic |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | | | • Partner institutions<br>• Beneficiaries<br>• Other |
| **Subquestion 1.6.** Did the project strategies respond to the needs of the target groups? | **Indicators**<br>• Degree of correlation of project strategies with needs expressed by the target groups.<br>**Judgement criteria**<br>• Rating (positive or negative) of staff and beneficiaries regarding the correlation of project activities with the needs of the communities.<br>• Assessment has been conducted, conveying the priorities of beneficiary communities.<br>• Project execution has been able to adapt to eventual changes in context or the needs of the target groups. | Document reviews<br><br>Interviews<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Beneficiaries<br>• Other |
| **Criterion. Effectiveness** | | | |
| **Question 2. What outcomes and intended and unintended impacts has the project generated, and to what extent have they contributed to achieving the project's objectives?** | | | |
| **Subquestion 2.1.** What outcomes has the project generated? To what extent have they contributed to the achievement of its objectives? | **Indicators**<br>• Contribution of the project to climate change mitigation and restoration of degraded land.<br>**Judgement criteria**<br>• Degree of execution and achievement of outcome indicators and objective.<br>• Contribution to the implementation of the four programme components in achieving the project's objective.<br>• Capacities developed, good practices adopted and level of institutional and organizational strengthening achieved.<br>• Rating by beneficiary stakeholders, government staff and authorities, FAO team, partner organizations and others.<br>• Replicability, scaling up and sustainability of project impacts. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops<br><br>On-site observation | **Secondary sources**<br>• Project document<br>• Logical framework matrix<br>• External services reports<br>• PIR, PPR, mid-term review<br>• Documents drafted in the context of the execution of different project components<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | | | • Partner institutions<br>• Other stakeholders |
| **Subquestion 2.2 – Component 1.**<br>To what extent has the financial and institutional efficiency improved, as well as the promotion of low-emission livestock farming? | **Indicators**<br>• Contribution of the project (quantitative and qualitative) to strengthening national institutional capacities to support the implementation of a CSLF management strategy.<br>• Level of improvement of the access and ownership of the knowledge acquired as a result of project implementation.<br>**Judgement criteria**<br>• Degree of execution of activities and achievement of indicators for Outcomes 1.1 and 1.2 of the project and their related outputs.<br>• Quality and functionality of the CSLF strategy.<br>• Advancement in development instruments and access to financing.<br>• Capacities developed, ownership and autonomous replication.<br>• Accessibility and usefulness of the knowledge generated.<br>• Drivers, opportunities and barriers in the achievement of component results.<br>• Rating (positive or negative) by stakeholders of the training programmes developed, the knowledge managed, the strategy created and the instruments designed. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops<br><br>On-site observation | **Secondary sources**<br>• Project document<br>• Logical framework matrix<br>• External services reports<br>• PIR, PPR, mid-term review<br>• Training and workshop reports, syllabus and evaluations<br>• Documents drafted within the framework of the execution of Component 1<br>• CSLF strategy<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean personnel and FAO Dominican Republic<br>• Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities<br>• Partner institutions<br>• Other stakeholders |
| **Subquestion 2.3 – Component 2.**<br>To what extent have technology packages to stimulate low-emission climate-smart livestock production been validated? | **Indicators**<br>• Contribution of the project (quantitative and qualitative) to the development of capacities to implement low-emission climate-smart production models.<br>• Degree of implementation of technologies on farms and the impact of low-emission climate-smart production.<br>**Judgement criteria**<br>• Degree of execution of activities and achievement of indicators for Outcomes 2.1 and 2.2 of the project and its associated outputs. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Logical framework matrix<br>• External services reports<br>• PIR, PPR, mid-term review<br>• Field school syllabus, curriculum and assessments |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | • Implementation and impacts of the CSLF strategy developed in the context of Component 1.<br>• Implementation and impacts of development instruments and access to financing developed in Component 1.<br>• Quality, relevance and incorporation of the gender perspective in the extension programme that was designed and implemented.<br>• Receptivity and appropriation by public institutions and banks of the business plans and certification schemes that were designed.<br>• Drivers, opportunities and barriers in the achievement of component results.<br>• Rating (positive or negative) by stakeholders of the extension programmes developed, business plans and certification schemes, and the implementation of the CSLF strategy and instruments and incentives that were designed. | On-site observation | • Documents drafted within the framework of the execution of Component 2<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities<br>• Partner institutions<br>• Beneficiaries<br>• Other stakeholders |
| **Subquestion 2.4 – Component 3.** To what extent has the measuring, reporting and verification system been scaled up in the Ministry of Environment and Natural Resources? | **Indicators**<br>• Contribution of the project (quantitative and qualitative) to the enhancement of the measuring, reporting and verification systems for the livestock sector.<br>**Judgement criteria**<br>• Degree of execution of activities and achievement of indicators for Outcome 3.1 of the project and related outputs.<br>• Opportunity and mechanisms for integrating the measuring, reporting and verification system in public institutions.<br>• Capacities developed by ministry staff in the use of the measuring, reporting and verification system.<br>• Quality, degree of use, appropriation and functionality of the farm-level monitoring system to monitor GHG emissions, strategies, financing and land degradation.<br>• Drivers, opportunities and barriers in the achievement of component results.<br>• Rating (positive or negative) by stakeholders of the measuring, reporting and verification systems and farm-level monitoring systems. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops<br><br>On-site observation | **Secondary sources**<br>• Project document<br>• Logical framework matrix<br>• External services reports<br>• PIR, PPR, mid-term review<br>• Measuring, reporting and verification system<br>• Monitoring system on the farm<br>• Documents drafted within the framework of the execution of Component 3<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | | | • Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities<br>• Partner institutions<br>• Other stakeholders |
| **Subquestion 2.5 – Component 4.** To what extent has results-based management for the project been ensured? How and to what extent have an M&E system and a results-based communications strategy been included? | **Indicators**<br>• Extent to which the project ensured results-based management.<br>**Judgement criteria**<br>• Institutional and human capacities to ensure results-based management.<br>• Existence and quality of a monitoring and follow-up system for the project.<br>• Usefulness of the M&E system in project cycle management, the incorporation of lessons learned and the dissemination of good practices.<br>• Capacity of the M&E system to deliver quality information on the progress and possible delays in implementation.<br>• Update status and sources of information in the M&E system.<br>• Rating (positive or negative) by stakeholders of the management of the project | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• Logical framework matrix<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Partner institutions<br>• Other |
| **Subquestion 2.6.** What preliminary impacts can be identified and to what extent can they be attributed to the project? Are there any barriers or risks that could prevent long-term impacts from progressing? | **Indicators**<br>• Rating of risks that could affect the impact of the project in the future.<br>• Rating of preliminary impacts on producers, associations, public institutions and the reduction of carbon emissions.<br>**Judgement criteria**<br>• Identification of environmental, social, cultural, political and economic risks, their causes and necessary mitigation measures to reduce negative impacts and ensure progress towards the achievement of impacts sought by the project.<br>• Community appropriation and institutional anchoring of practices, policy, promoted approaches and impacts of the project.<br>• Stakeholder perception regarding the existence of risks associated with the reduction of risks sought by the project. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops<br><br>On-site observation | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Documents drafted in the context of the execution of different project components<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | | | • Partner institutions<br>• Other stakeholders |
| **Criterion. Efficiency** | | | |
| **Question 3. How efficiently and cost-effectively has the project been implemented? To what extent has it been able to adapt to any changing conditions (in government or policy, COVID-19, in the project team, etc.) to improve the efficiency of project execution?** | | | |
| **Subquestion 3.1.** Has the institutional/organizational structure of the project contributed to achieving efficient and results-based management? | **Indicators**<br>• Rating of strengths and weaknesses of the institutional and organizational structure of the project with respect to outcome delivery.<br>**Judgement criteria**<br>• Perception of project managers regarding the functioning of the designed structure.<br>• Suitability of the institutional and organizational architecture implemented.<br>• Existence, usefulness and monitoring of the project's organizational chart.<br>• Existence and usefulness of protocols for stakeholder coordination.<br>• Quality, timeliness of technical and operational support of the FAO Regional Office for Latin America and the Caribbean and FAO headquarters.<br>• Functionality, suitability and efficiency of FAO coordination mechanisms and of the project team with stakeholders. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Financial reports<br>• Plan of action<br>• Budget<br>• Internal documents<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner organizations and other stakeholders |
| **Subquestion 3.2.** Have the mechanisms, institutional arrangements, and technical and financial management procedures contributed to or hindered the timely delivery and quality of project outcomes and objectives? | **Indicators**<br>• Suitability of the mechanisms, institutional arrangements, processes and technical and operational procedures in place.<br>**Judgement criteria**<br>• Perception of managers and partner institutions regarding the effectiveness and usefulness of project management.<br>• Ownership by project staff of the procedures that were implemented.<br>• Comparison of resources, outputs-outcomes and deadlines.<br>• Relationship between available resources (human, financial, technical, operational), outcomes and outputs and the time spent.<br>• Rating and degree of appropriation by project staff of the procedures implemented. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Financial reports<br>• Plan of action<br>• Budget<br>• Internal documents<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner organizations and other stakeholders |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| **Subquestion 3.3.** Has the administration of the project been able to adapt to changing conditions (changes in government policy, COVID-19, etc.) to implement the project efficiently? | **Indicators**<br>• Capacity and timeliness of the project administration to adapt to possible changes in context.<br>**Judgement criteria**<br>• Methodological adaptations carried out.<br>• Timeliness of budget delivery and programme adjustments in response to context variations.<br>• Perception of project managers and stakeholders of the capacity to adapt.<br>• Opinion of beneficiaries regarding execution methods and methodological adjustments made. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Partner institution staff<br>• Beneficiaries<br>• Other |
| **Criterion. Factors affecting project performance** | | | |
| **Question 4. What are the main factors that affect or have affected project performance (design, implementation, execution, M&E, co-financing, partnerships, and communications and knowledge management)?** | | | |
| **Subquestion 4.1 – Design and preparedness.** Is the programme's logic of intervention coherent? To what extent are the objectives and components of the programme clear, viable and feasible within the intended period of time? | **Indicators**<br>• Degree of coherence of the project's vertical and horizontal logic.<br>**Judgement criteria**<br>• Quality of the indicators and objectives (for example, specific, measurable, achievable, relevant, time-bound criteria).<br>• Analysis of project design coherence.<br>• Project team rating of the project's design. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Partner institution staff |
| **Subquestion 4.2 – Implementation.** To what extent has FAO met its commitment to identifying, conceiving, evaluating, preparing, approving, executing and overseeing the project? Have risks been identified and managed? | **Indicators**<br>• Quality and timeliness of FAO technical and operational support.<br>• Existence, usefulness and suitability of the project's organizational chart.<br>• Quality of the procedures for formulating the project outline, concept and document.<br>**Judgement criteria**<br>• Evidence of satisfaction regarding the timeliness and quality of the role played by FAO.<br>• Perception of project managers regarding the effectiveness and usefulness of FAO technical and administrative oversight.<br>• Shortcomings and success of technical and operational support mechanisms.<br>• Suitability of the institutional and organizational architecture implemented.<br>• Clarity in the definition of roles and responsibilities. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner institution staff<br>• Other stakeholders |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| | • Functionality, suitability and efficiency of FAO coordination mechanisms with stakeholders. | | |
| **Subquestion 4.3** – **Execution.** To what extent has FAO, as executing institution, been efficient in fulfilling its role and responsibilities with respect to the management and administration of the project? To what extent have the Ministry of Environment and Natural Resources and the Ministry of Agriculture, as co-executing bodies, been efficient in fulfilling their role and responsibilities with respect to the effective management and administration of the project? | **Indicators**<br>• Degree of fulfilment of the responsibilities and performance of the executing institution and co-executing partners.<br>**Judgement criteria**<br>• Evidence of challenges, shortcomings and benefits in the programme and financial administration of the project.<br>• Functionality, appropriateness, timeliness, efficiency and effectiveness of the coordination mechanisms of co-executing partners with FAO.<br>• Perception of project managers and other stakeholders regarding the operation and usefulness of the direction and administration of the project and of governance bodies. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner institution staff<br>• Other stakeholders |
| **Subquestion 4.4** – **M&E.** To what extent has the M&E plan and its implementation been efficient and contributed to achieving project outcomes? Has data delivered by the M&E system been used adequately to make timely decisions and encourage learning throughout project execution? | **Indicators**<br>• Existence and quality of project monitoring, follow-up and knowledge management systems.<br>• Suitability of M&E mechanisms for operational, strategic and management decisions.<br>**Judgement criteria**<br>• Evidence of an M&E system and plan.<br>• Data systematization.<br>• Adequate targets and indicators.<br>• The M&E system makes it possible to disseminate lessons learned and access quality information in a timely manner.<br>• Rating of the monitoring mechanisms and protocols generated and implemented during the project.<br>• Rating of internal accountability mechanisms (technical and financial).<br>• Stakeholder perception of how internal accountability mechanisms are operating. | Document reviews<br><br>Interviews | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• The M&E system<br>• Publications<br>• Other<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner institution staff<br>• Other stakeholders |
| **Subquestion 4.5 – Financial management and co-financing.** | **Indicators**<br>• Co-financing committed and delivered. | Document reviews | **Secondary sources**<br>• Project document |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| To what extent has the expected co-financing been delivered and how has this (lower or higher than expected) affected project outcomes? | • Amount of additional resources delivered and leveraged by the project.<br>**Judgement criteria**<br>• Evidence of committed and delivered funding.<br>• Shortcomings and advantages of the project's co-financing management. | Interviews | • PIR, PPR, mid-term review<br>• Financial reports<br>• Other<br>**Primary sources**<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Project team<br>• Partner institution staff |
| **Criterion. Gender** | | | |
| **Question 5. To what extent have gender considerations been taken into account in designing and implementing the project? Has the project been implemented in a manner that ensures gender-equitable participation and benefits, contributing to women's empowerment?** | | | |
| **Subquestion 5.1.** To what extent have gender considerations been taken into account in the design and implementation of the project? Was the project implemented in a manner that ensured the effective participation of women and equal benefits among men and women? | **Indicators**<br>• Existence of a gender mainstreaming strategy in the design and implementation of the project.<br>• Existence of gender equality measures in the design and implementation of the project.<br>• Incorporation of gender considerations in the design and implementation of the project.<br>• Extent of equal participation in the different phases of the project.<br>• Efforts to reduce gender gaps.<br>• Extent of gender mainstreaming in the country.<br>**Judgement criteria**<br>• Measures for the effective participation of women in project activities.<br>• How stakeholders rated gender mainstreaming in the project.<br>• Opinion of beneficiaries regarding gender mainstreaming in the design and implementation of the project. | Document reviews<br><br>Interviews<br><br>Workshops | **Secondary sources**<br>• Project document<br>• PIR, PPR, mid-term review<br>• FAO and the GEF gender equality policies<br>• Gender strategy of the project (if it exists)<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Beneficiaries<br>• External services (consultants and others)<br>• Government staff and authorities<br>• Partner institutions<br>• Other stakeholders |
| **Criterion Environmental and social safeguards** | | | |
| **Question 6. To what extent have environmental and social concerns been taken into account in the design and implementation of the project?** | | | |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| **Subquestion 6.1.** To what extent have environmental and social concerns been taken into consideration in the design and implementation of the project? | **Indicators**<br>• Degree of involvement in project design for the purpose of incorporating the social, cultural and institutional features of the beneficiaries.<br>**Judgement criteria**<br>• Strategies to address environmental and social issues during project implementation.<br>• Methodologies to address these issues tailored to local dynamics.<br>• Satisfaction of stakeholders with their involvement in project design and implementation.<br>• Coherence of project achievements with FAO and the GEF guidelines with regard to safeguards. | Document reviews<br><br>Interviews<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Project reports<br>• Mid-term review<br>• FAO-GEF safeguard guidelines<br>**Primary sources**<br>• Project team<br>• FAO Regional Office for Latin America and the Caribbean and FAO Dominican Republic personnel<br>• Beneficiaries<br>• External services (consultants and others)<br>• Partner institutions |
| **Criterion: Sustainability** | | | |
| **Question 7. How sustainable have the achieved environmental, social, institutional and financial outcomes been so far? What are the key risks that could affect the sustainability of the project's achievements?** | | | |
| **Subquestion 7.1.** Are national, regional and local-level institutions willing and committed to continue the project and apply its approach after funding ends? Have beneficiaries shown appropriation of the project? | **Indicators**<br>• Extent of national, regional and local-level ownership by government staff and authorities of the methodologies, knowledge and practices developed within the framework of the project and willingness to apply them.<br>**Judgement criteria**<br>• Evidence of willingness and commitment of national, regional and local-level authorities.<br>• Signs of transformational changes with long-lasting potential.<br>• State authorities and staff have developed greater capacities and replicated them with their peers.<br>• Producer organizations incorporate the skills generated during project execution autonomously.<br>• Opinion of key agents regarding institutional willingness and commitment to continue the project. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Partner institution staff<br>• Beneficiaries<br>• Other |
| **Subquestion 7.2.** What is the likelihood that the impacts of the | **Indicators**<br>• Likelihood that practices, policy and capacities promoted by the programme will be scaled up and replicated autonomously. | Document reviews | **Secondary sources**<br>• Project document<br>• Technical documents |

| Evaluation subquestions | Indicators and judgement criteria | Methods | Sources |
|---|---|---|---|
| intervention will be sustained after funding ends? | **Judgement criteria**<br>• Evidence that developed capacities have increased and were replicated among peers and stakeholders.<br>• Readiness of stakeholders and beneficiaries to sustain and replicate developed capacities and practices.<br>• Institutional mechanisms in place to promote programme-driven processes. | Interviews<br><br>Focus group discussions<br><br>Workshops | • PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Partner institution staff<br>• Beneficiaries<br>• Other |
| **Subquestion 7.3.** What risks could affect the sustainability of project achievements and impacts? | **Indicators**<br>• Amount and type of external and internal risks that could jeopardize the sustainability and rating of its mitigation measures.<br>**Judgement criteria**<br>• Evidence of financial, socioeconomic, institutional, governmental and environmental risks.<br>• Mitigation measures designed and implemented.<br>• Systematic identification of risks by the project team. | Document reviews<br><br>Interviews<br><br>Focus group discussions<br><br>Workshops | **Secondary sources**<br>• Project document<br>• Technical documents<br>• PIR, PPR, mid-term review<br>• Other<br>**Primary sources**<br>• Project team<br>• Partner institution staff<br>• Beneficiaries<br>• Other |

# Appendix 6. Data gathering instruments

The terminal evaluation applied the following criteria to identify sample groups of key stakeholders.

Territorial, thematic and gender representation criteria were as follows: a. equitable territorial distribution of key agents; b. beneficiaries of all programme components considered; and c. inclusion of women in the same proportion as their participation in programme activities.

Prioritization criteria (high, medium, low) were based on the following: a. extent of connection to the project (for example, amount of training or technical assistance received); b. data management (volume of information related to the project that key agents oversee); and c. degree of responsibility (for example, a technical specialist of the project will have a high level of responsibility).

Only those key stakeholders with a "high" classification in at least one of the three prioritization criteria and who had fulfilled the representation criteria overall were selected.

The following are the interview protocols for each category of stakeholder sample group.

**PROTOCOL FOR IN-DEPTH INTERVIEWS, PROJECT TEAM**

| | |
|---|---|
| **Project:** Promoting climate-smart livestock management in the Dominican Republic | |
| **Target group of the instrument:** project team, FAO and partner institution staff | |
| **Purpose of the interview:** assess and contrast qualitative data with respect to project evaluation criteria and questions | |
| **Duration:** 45–60 minutes | **Interviewers:** Germán Luebert and José Carlos Fernández |
| **Observation 1:** To ensure fluid dialogue, the manner in which questions are formulated is adapted to fit the profile of the key agents being interviewed.<br>**Observation 2:** Not all key agents will be asked the same questions. These will be selected from the following list based on their responsibilities, subject area and the information they manage. | |
| **Introductory questions** | |
| What is your name?<br>What is your position and responsibility in the project? | |
| **Criterion: relevance** | |
| 1. Considering the country situation and the strategic and political priorities of the Dominican state regarding climate change and livestock development, do you think the goals and strategies of the project were relevant?<br>2. Were the project's design and execution coherent with and did they contribute to the GEF-6 focal areas, strategic priorities and programmes in operation? What would you single out?<br>3. Was the project's design coherent with the FAO strategic framework and the CPF?<br>4. Have any changes affected the relevance of the project since its inception? What changes? Were strategies developed in response to these changes?<br>5. Do you think that the project responded adequately to target group needs?<br>6. Do you identify any synergies with other projects? Which ones? How have they contributed to the expected outcomes and impacts of the project?<br>7. Did the COVID-19 pandemic affect normal project execution? How? Were adjustments made and innovations implemented in response to the situation? | |

**Criterion: effectiveness**

1. In your opinion, what are the main outcomes and impacts attributed to the project?
2. From your point of view, how has the project contributed to climate change mitigation and the restoration of degraded land in the areas of intervention?
3. Component 1. From your perspective, to what extent has the project contributed to building national institutional capacities to support the implementation of a CSLF management strategy?
4. Component 1. How would you assess the impacts, functionality and methodologies for: a) the design and implementation of the CSLF strategy; b) the development of instruments for promotion and access to funding; c) capacity building of government and its staff; and d) knowledge management derived from the implementation of these initiatives?
5. Component 2. In your opinion, what contribution and impacts has the project made in the implementation of climate-smart, low-emission models of production? What aspects would you single out?
6. Component 2. How would you assess the receptivity to the business and certification plans developed and appropriation by government agencies and banks?
7. Component 2. Has access to funding by livestock farmers improved as a consequence of project execution?
8. Component 3. From your perspective, what contribution has the project made to improving the livestock sector's measuring, reporting and verification system? Has the system been adequately integrated into Dominican state institutions? Do the financial, technological and human capacities exist to ensure the continuity of the system?
9. Component 4. Has the project been able to deploy outcomes-based management? What strong and weak points do you identify in this regard? Did the project team have the necessary skills to carry out this task?
10. Do you identify any risks that could affect the future impact of the project? Which ones? Can you suggest any measures that could mitigate these risks?
11. What preliminary impacts do you identify in producers, associations and public institutions, and in reducing carbon emissions?
12. In your opinion, and taking into account your experience in project execution, what are the strong and weak points that have led to the achievement (or not) of the projected indicators and outputs?
13. Have there been any unintended outcomes? Can you describe and assess them?

**Criterion: efficiency**

1. Were the financial resources earmarked for the project enough to achieve the foreseen good quality outcomes?
2. Were adjustments made to the budget? Which ones? Why?
3. In your opinion, were the procedures and available human resources sufficient and adequate to implement the strategy of the project in a timely manner and ensure quality?
4. Did the institutional and organizational structure of the project contribute to ensuring efficient results-based management? Were the functions and roles of each member clear? What were the main challenges with respect to the management and administration of the project? What were the causes and outcomes of the changes made by the project team?
5. Were there delays in financial and technical execution? What were the causes of these delays? Were capacities sufficient to overcome these shortcomings?
6. Did the technical and financial management mechanisms, institutional arrangements and procedures contribute to the achievement of project outcomes and objectives? What elements would you single out? What aspects would you reinforce?
7. What factors affecting implementation costs have you identified?

**Criterion: environmental and social safeguards**

1. In your opinion, did the project take into account environmental and social concerns in its design and implementation?
2. Were the specific social, cultural and institutional characteristics of the beneficiaries considered in its implementation and activities? Have methodologies been adjusted in response to these specific features?

**Criterion: gender**

1. To what extent did the project contribute to achieving FAO gender objectives? (List objectives)
2. To what extent did the project contribute to achieving the GEF gender objectives? (List objectives)
3. Was there a strategy in place to ensure gender mainstreaming in the design or other specific actions to include the gender perspective? How did the project ensure gender parity in participation and representation in planning and implementation to benefit women? (Focusing on indicators and activities, the creation of conditions, decision-making incentives regarding design and execution, type of decisions made, greater income)
4. How did the project help empower women? (Focusing on management positions or those of responsibility, changes in the relationship of power between men and women)

**Criterion: sustainability**

1. Have any actions been taken to ensure the project's sustainability? Which ones?
2. What activities and impacts will remain following termination of the project?
3. What activities and impacts will not remain following termination of the project? Why?
4. Do you identify any risks that could jeopardize the sustainability of the project? How have the risks been managed and what mitigation measures have been identified?
5. Have local actors and beneficiaries adopted the good practices learned during the project's execution?
6. Do you think that the state has put in place the institutional arrangements necessary to continue the processes leveraged by the project?
7. Do you think that the state has put in place the institutional arrangements necessary (national, regional, local) to replicate the capacities and practices developed through the project in other contexts? What is the likelihood that the project will be replicated in other national contexts?
8. Have resources been identified to allow replication of the project in other national or international contexts?
9. Has the project made use of existing FAO networks to ensure its replication in other contexts?
10. Have resources been identified for replicating the project in other national or international contexts?

**Criterion: factors affecting project performance**

**Project design and preparedness**

1. How would you assess the design of the project's logical framework? Is it coherent and understandable by the project team and partner organizations? Is it an instrument that has facilitated planning, technical execution and monitoring?

**Project implementation**

2. Has FAO performed the expected duties? To what extent has FAO provided supervision, orientation and support (technical, administrative, operational) during execution? Was this support timely? What aspects would you single out? What elements need improvement?

**Project execution**

3. Have FAO and the executing partners fulfilled their responsibilities with respect to project execution? Have you identified difficulties or obstacles (internal and external) that could have influenced project execution?

**Monitoring and evaluation**

4. Has the project developed an M&E system? Did the M&E system gather data systematically, using the appropriate methodologies? Did the M&E system contribute to results-based management? Did the M&E

system facilitate the technical and operational management of the project? Was the budget earmarked for the tasks of the M&E system appropriate? What strengths and weaknesses have you identified in the M&E system?

**Co-financing**

5. Has the committed co-financing been delivered as planned? What shortcomings can you identify? Have there been delays in the delivery of these funds and, if so, has this jeopardized the technical execution of the project? Have additional resources been leveraged?

**Stakeholder engagement**

6. How would you assess the participation of partner organizations in the project cycle? What mechanisms are in place for their participation? Are all partners still involved in the project? What could have been improved in terms of quality, level of stakeholder engagement and coordination to ensure greater success of the project? (In particular to its design and implementation)
7. Have any other actors, such as the academic community, research centres, civil society or the private sector been involved in the design and implementation of the project?

**Communications, knowledge management and outputs**

8. How efficient was the project at communicating and promoting the objectives, progress, outcomes and key messages to partners, stakeholders and the public? Can you single out any? What could have been done better in terms of communications and knowledge management?

## PROTOCOL FOR IN-DEPTH INTERVIEWS, GOVERNMENT AND PARTNER INSTITUTION STAFF

| | |
|---|---|
| **Project:** Promoting climate-smart livestock management in the Dominican Republic | |
| **Target group of the instrument:** Dominican state authorities and staff | |
| **Purpose of the interview:** assess and contrast qualitative data with respect to project evaluation criteria and questions | |
| **Duration:** 45–60 minutes | **Interviewers:** Germán Luebert and José Carlos Fernández |
| **Observation 1:** To ensure fluid dialogue, the manner in which questions are formulated is adapted to fit the profile of the key agents being interviewed.<br>**Observation 2:** Not all key agents will be asked the same questions. These will be selected from the following list based on their responsibilities, subject area and the information they manage. | |
| **Introductory questions** | |
| What is your name?<br>What is your position and responsibility in the project and the nature of your connection to it? | |
| **Criterion: relevance** | |
| 1. Considering the country situation and the strategic and political priorities of the Dominican state regarding climate change and livestock development, do you think the goals and strategies of the project were relevant?<br>2. Have any changes affected the relevance of the project since its inception? What changes? Were strategies developed in response to these changes?<br>3. Do you think the project responds adequately to target group needs?<br>4. Do you identify any synergies with other projects? Which ones? How have they contributed to the expected outcomes and impacts of the project?<br>5. Did the COVID-19 pandemic affect normal project execution? How? Were adjustments made and innovations implemented in response to the situation? | |
| **Criterion: effectiveness** | |
| 1. In your opinion, what are the main outcomes and impacts attributed to the project?<br>2. From your point of view, how has the project contributed to climate change mitigation and the restoration of degraded land in the areas of intervention?<br>3. Component 1. From your perspective, to what extent has the project contributed to building national institutional capacities to support the implementation of a CSLF management strategy? | |

4. Component 1. How would you assess the impacts, functionality and methodologies for: a) the design and implementation of the CSLF strategy; b) the development of instruments for promotion and access to funding; c) capacity building of government and its staff; and d) knowledge management derived from the implementation of these initiatives?
5. Component 2. In your opinion, what contribution and impacts has the project made in the implementation of climate-smart, low-emission models of production? What aspects would you single out?
6. Component 2. How would you assess the receptivity to the business and certification plans developed, and appropriation by government agencies and banks?
7. Component 2. Has access to funding by livestock farmers improved as a consequence of project execution?
8. Component 3. From your perspective, what contribution has the project made to improving the livestock sector's measuring, reporting and verification system? Has the system been adequately integrated into Dominican state institutions? Do the financial, technological and human capacities exist to ensure continuity of the system?
9. Do you identify any risks that could affect the future impact of the project? Which ones? Can you suggest any measures that could mitigate these risks?
10. What preliminary impacts do you identify in producers, associations, public institutions, and in reducing carbon emissions?
11. Have there been any unintended outcomes? Can you describe and assess them?

**Criterion: environmental and social safeguards**

1. In your opinion, did the project take into consideration environmental and social concerns in its design and implementation?
2. Were the specific social, cultural and institutional characteristics of the beneficiaries considered in its implementation and activities? Have methodologies been adjusted in response to these specific features?

**Criterion: gender**

1. How did the project ensure gender parity in terms of participation and representation in planning and implementation to benefit women? (Focusing on indicators and activities, the creation of conditions, decision-making incentives regarding design and execution, type of decisions made, greater income)
2. How did the project help empower women? (Focusing on management positions or those of responsibility, changes in the relationship of power between men and women)
3. Are there adequate mechanisms and procedures in place to ensure the participation of beneficiary Indigenous communities? Did the design and implementation of material and capacity building methodologies take into account any possible cultural differences among Indigenous communities, and did they understand them?

**Criterion: sustainability**

1. Have any actions been taken by the state to ensure the sustainability of the project? Which ones?
2. What activities and impacts will remain following project closure?
3. Do you believe the state has put in place the institutional arrangements necessary to continue the processes leveraged by the project? Does the institutional capacity exist in the state to sustain the achieved outcomes?
4. Does the will and capacity exist in the state to replicate the project in other contexts?
5. Do you identify any risks that could jeopardize the sustainability of the project? What could have been done to mitigate them?

**Criterion: factors affecting project performance**

**Project design and preparedness**

1. How would you assess the design of the project's logical framework? Is it coherent and did the project team and partner organizations understand it? Is it an instrument that has facilitated planning, technical execution and monitoring?

**Project implementation**

2. Has FAO performed the expected duties? To what extent has FAO provided supervision, orientation and support (technical, administrative, operational) during execution? Was this support timely? What aspects would you single out? What elements need improvement?

**Project execution**

3. Have FAO and the executing partners fulfilled their responsibilities with respect to project execution? Have you identified difficulties or obstacles (internal and external) that could have influenced project execution?

**Co-financing**

4. Was the committed co-financing delivered as planned? What shortcoming can you identify? Have there been delays in the delivery of these funds and, if so, has this jeopardized the technical execution of the project? Have additional resources been leveraged?

**Stakeholder engagement**

5. How would you assess the participation of partner organizations in the project cycle? What mechanisms are in place for their participation? Are all partners still involved in the project? What could have been improved in terms of quality, level of stakeholder engagement and coordination to ensure greater success of the project? (In particular to its design and implementation)

**Communications, knowledge management and outputs**

6. How efficient was the project at communicating and promoting the objectives, progress, outcomes and key messages to partners, stakeholders and the public? Can you single out any? What could have been done better in terms of communications and knowledge management?

## PROTOCOL FOR IN-DEPTH INTERVIEWS, BENEFICIARIES

| | |
|---|---|
| **Project:** Promoting climate-smart livestock management in the Dominican Republic | |
| **Target group of the instrument:** producers, direct beneficiaries of the project | |
| **Purpose of the interview:** assess and contrast qualitative data in relation to project evaluation criteria and questions | |
| **Duration:** 30–45 minutes | **Interviewers:** Germán Luebert and José Carlos Fernández |
| **Observation 1:** To ensure fluid dialogue, the manner in which questions are formulated is adapted to fit the profile of the key agents being interviewed.<br>**Observation 2:** Not all key agents will be asked the same questions. These will be selected from the following list based on their responsibilities, subject area and the information they manage. | |
| **Introductory questions** | |
| What is your name?<br>What is the name of your organization? What role do you play in the community? What role do you play in the project? | |
| **Criterion: relevance** | |
| 1. Do you believe the project responds adequately to your needs and those of your community?<br>2. Did the COVID-19 pandemic affect normal project execution? How? Were adjustments made and innovations implemented in response to the situation? | |

| **Criterion: effectiveness** |
|---|
| 1. In your opinion, what are the main outcomes and impacts attributed to the project?<br>2. From your perspective, was the project successful in raising awareness, transferring knowledge and developing capacities in the community and in your organization? What aspects can you single out? (Give details of the capacity building opportunities offered)<br>3. What improvements have taken place in livestock production as a consequence of project execution?<br>4. Have you had timely access to information of interest that the project has generated? What elements would you highlight and which ones do you believe were non-existent or should have been reinforced?<br>5. What impact has the project caused for you, your community and your organization?<br>6. In your opinion, and taking into consideration your experience in project execution, what are the strong and weak points that have led to the improvement (or not) of livestock productions and the reduction of $CO_2$ emissions? |
| **Criterion: environmental and social safeguards** |
| 1. In your opinion, did the project take into account environmental and social concerns in its design and implementation?<br>2. Were the specific social, cultural and institutional characteristics of the beneficiaries taken into account in its implementation and activities? Have methodologies been adjusted in response to them? |
| **Criterion: gender** |
| 1. What has the participation and representation of women been like in the planning, capacity building and implementation of project activities? Did the conditions exist (adequate time and place, daycare, etc.) to facilitate the participation of women in project activities?<br>2. How did the project support women in taking on leadership roles and to participate actively in it?<br>3. What could have been done to improve women's participation in the project, both in terms of reaching positions of leadership and as beneficiaries? |
| **Criterion: sustainability** |
| 1. What capacities has your community or organization developed in order to continue on the path of achieving project objectives autonomously? What project activities and impacts will continue once aid ends? What factors will make this possible?<br>2. What project activities and impacts will NOT continue once aid ends? Why?<br>3. Have you, your community or your organization replicated the practices and knowledge acquired autonomously due to the project? Have methodologies and material been supplied to replicate what has been learned?<br>4. What project achievements and benefits need to be considered for it to be applied to other settings?<br>5. What aspects do you believe should be reinforced to ensure the sustainability of the project? |
| **Criterion: factors affecting project performance** |
| 1. How has the project been at communicating and promoting the objectives, progress, outcomes and key messages to you and your community? Which ones would you single out? What needs improvement?<br>2. What could have been done better in terms of communication? |

## FOCUS GROUP DISCUSSIONS, GENERAL DIRECTORATE FOR LIVESTOCK EXTENSION WORKERS

| | |
|---|---|
| **Project:** Promoting climate-smart livestock management in the Dominican Republic | |
| **Target group of the instrument:** MEGALECHE extension workers | |
| **Purpose of the focus group:** assess and contrast qualitative data with respect to project evaluation criteria and questions | |
| **Moderators:** Germán Luebert and José Carlos Fernández | |
| **Duration:** 60–80 minutes | **Number of participants:** from four to eight |
| **Observation**: To ensure fluid dialogue, the manner in which questions are formulated is adapted to fit the profile of the key agents being interviewed. | |

**INTRODUCTION**

- Welcome and words of thanks to participants for their attendance and disposition
- Introduction by moderator
- Summary of the project evaluation's objective
- Brief explanation of the focus group discussion methodology
- Underscore the confidential nature of the meeting
- Encourage participation: no answers or comments are disregarded; all ideas are interesting, important and valid
- Introduction of participants (name and organization)
- Request permission to record and take notes

**GUIDING QUESTIONS**

1. What participation have you had and how involved were you in the planning, capacity building and implementation of project activities?
2. What new techniques, capacities and knowledge have you developed as a result of the training opportunities offered through the project? What impact has this had on your work?
3. Have you had the chance to share your knowledge with peers at the General Directorate for Livestock?
4. Do you think that the capacities you have developed will be useful in the future? Will you continue to apply the knowledge you have acquired?
5. What observable changes – tangible and non-tangible – do you most value following your participation in the project?
6. What has the participation and representation of women been like in the capacity building processes and in the different project activities?
7. How would you assess the degree of satisfaction regarding the project in terms of its progression and results?
8. What could have been done differently to ensure even greater climate change mitigation capacity in livestock farming?

## EVALUATION WORKSHOP WITH PRODUCERS

| | |
|---|---|
| **Project:** Promoting climate-smart livestock management in the Dominican Republic | |
| **Target group of the instrument:** farmers, direct beneficiaries of the project | |
| **Objective of the interview:** evaluate and contrast qualitative data with assessment criteria and project questions | |
| **Facilitators:** Germán Luebert and José Carlos Fernández | |
| **Duration:** 150 minutes | **Number of participants:** eight or more people |
| **Material:** flip charts, markers, cards and tape | |

**Part one: introduction and presentation**

- The facilitator will introduce him/herself and thank participants for their attendance and disposition, as well as explain the purpose of the workshop.
- Second, the facilitator will invite each participant to introduce themselves.
- The third step consists of pointing out the confidential nature of the meeting and the importance of everyone taking part: no answers or comments are disregarded; all ideas are interesting, important and valid.
- The introductory part will end with the facilitator requesting permission to record, photograph and take notes.

**Part two: what is a project?**

The facilitator presents a summary and explains, with the participation of those present, the characteristics, stages and methodology for developing a project. Emphasis should be placed on how projects seek to make the transition from the baseline scenario – which has a negative impact on a community or territory – to the desired situation. This, in turn, moves us closer to the long-term objective or dream.

**Part three: the past and present, and dreams for the future (group work)**

The facilitator invites participants to: think retrospectively on their knowledge and capacities, access to credit and marketing, their farms and the role of women in each of these settings (initial situation); identify the situation they currently find themselves in; and imagine their future farms, organizations and the women. This exercise is carried out in three groups: 1) farms; 2) capacities and access to credit; and 3) the role of women. The observations of the participants will be organized and systematized in the form of a drawing or a list made by them on one or more flip chart.

**Example of workshop results in the Umari district in Peru (farm group)**

**Part four: plenary**

Each group is invited to present the results of their observations to all participants. The facilitator can ask questions, encourage discussion on the results and reach, where possible, some form of consensus among participants.

**Part five: conclusion**

The facilitator presents a summary of the day's work and thanks participants for attending.

# Appendix 7. Co-financing upon realization of the terminal evaluation

| Institution | Co-financing committed (USD) | Co-financing delivered (USD) as of June 2022 | Percentage of co-financing delivered |
|---|---|---|---|
| Ministry of Environment and Natural Resources (monetary) | 1 000 000 | 1 003 999 | 100% |
| Ministry of Environment and Natural Resources (in-kind) | 98 550 | 11 289 | 11% |
| Ministry of Agriculture (in-kind) | 156 460 | 23 779 | 15% |
| FAO (in-kind) | 60 000 | 72 981 | 122% |
| General Directorate for Livestock (in-kind) | 95 100 | 38 768 | 41% |
| Agricultural Bank of the Dominican Republic (monetary) | 5 142 857 | 25 638 905 | 499% |
| CONALECHE (monetary) | 1 256 545 | 4 925 492 | 392% |
| CONALECHE (in-kind) | 132 176 | 3 182 | 2% |
| Dominican Institute of Agriculture and Forestry Research (in-kind) | 146 160 | 512 | 0% |
| Federation of Livestock Farmers of Central Cibao and the Northeast (in-kind) | 53 560 | 2 114 | 4% |

# Appendix 8. Fieldwork agenda

| Week 1 | | | | | |
|---|---|---|---|---|---|
| Date | Time | Type of key agent | Name of key agent | Place | Technique |
| Monday 10 October | 9.00–10.00 | Greetings to the FAO Representative | | | |
| | 10.30–11.30 | Project team | Daniel Valerio | FAO Office, Santo Domingo | Interview |
| | 12.00–13.00 | | Roberta Santoro<br>Glenys Checo | FAO Office, Santo Domingo | Interview |
| | 14.30–15.00 | | Martín Canals<br>Alcibiades Feliz | General Directorate for Livestock office, Santo Domingo | Interview |
| | 15.30–16.30 | General Directorate for Livestock | Niurka García<br>Zamira Tactuk | General Directorate for Livestock office, Santo Domingo | Interview |
| Tuesday 11 October | 7.00 | Travel to La Vega | | | |
| | 9.00–9.30 | Project team | Presentation of methodology to project team | La Vega office | Meeting |
| | 9.30–10.30 | | Ramón Marte | | Interview |
| | 10.30–11.30 | | Clara Fernández | | Interview |
| | 12.00–13.00 | | Edgar Espinal | | Online interview |
| | 14.30–15.30 | | Nicolás Costa | | Online interview |
| | 16.00–17.30 | Travel to accommodation in Santo Domingo | | | |
| Wednesday 12 October | 9.00–10.00 | CONALECHE | Miguel Laureano | CONALECHE office, Santo Domingo | Interview |
| | 10.00–10.50 | FAO Dominican Republic | Roberto Vargas | FAO Country Office, Santo Domingo | Interview |
| | 12.00–13.00 | | | | |
| | 14.30–15.30 | Agricultural Bank of the Dominican Republic | René Ledesma Hipólito Bazil | Agricultural Bank of the Dominican Republic office, Santo Domingo | Interview |
| | | | | | |
| Thursday 13 October | 6.30 | Travel to San Francisco de Macorís | | | |
| | 9.00–10.00 | Target groups | Extension workers | San Francisco de Macorís | Focus group discussion |
| | 10.30–11.00 | | | | |
| | 11.00–12.00 | Beneficiary | Juan María Sánchez | San Francisco de Macorís | Farm visit |
| | 14.30–15.30 | Travel to La Vega | | | |
| | 15.30–16.30 | External consultants | Business plan consultants, ISA University | La Vega project office | Interview |
| | 17.00 | Travel to accommodation in Santo Domingo | | | |
| Friday 14 October | 7.00 | Travel to Sabana Grande de Boyá | | | |
| | 9.00 –10.00 | Beneficiary | Ivelisse Mota | Sabana Grande Boyá | Farm visit |
| | 10.30–11.30 | Beneficiary | Félix Caraballo | Sabana Grande Boyá | Farm visit |

| Week 1 | | | | | |
|---|---|---|---|---|---|
| Date | Time | Type of key agent | Name of key agent | Place | Technique |
| | 12.00–13.00 | Beneficiary of the degraded pastures recovery programme | | Sabana Grande Boyá | Farm visit |
| | 14.30–16.30 | Target groups | Altagracia Livestock Association, UGASABOYA and Sabana Grande Boyá Agricultural Association | Sabana Grande Boyá | Workshop |

| Week 2 | | | | | |
|---|---|---|---|---|---|
| Date | Time | Type of key agent | Name of key agent | Place | Technique |
| Monday 17 October | 7.00 | Travel to La Vega | | | |
| | 9.00–10.00 | Beneficiary | Yoeli Rosario | La Vega | Farm visit |
| | 10.30–11.30 | Beneficiary | Lisbeth Galán | La Vega | Farm visit |
| | 12.00–13.00 | Federation of Livestock Farmers of Central Cibao and the Northeast | Arismendy Rodríguez | La Vega | Interview |
| | 14.30–17.30 | Target groups | La Vega Association of Milk and Meat Producers, and Bonao Livestock Farmers Association | La Vega Association of Milk and Meat Producers | Workshop |
| | | Travel to accommodation in La Vega | | | |
| Tuesday 18 October | 7.30 | Travel to Cotuí | | | |
| | 9.00–11.00 | Target group | Cueva Cattle Farmers' Association, Sanchez Ramírez Cattle Farmers' Association (Finca Crucita Paulino) | La Cueva Cevicos, Cotuí | Workshop |
| | 11.30–12.30 | Beneficiary | Crucita Paulino | | Pilot farm visit |
| | 12.30–13.30 | Lunch | | | |
| | 14.30–16.00 | Beneficiary of the reforestation, degraded pastures recovery programme | | La Cueva, Cotuí | Farm visit |
| | 16.00 | Travel to accommodation in San Francisco de Macorís | | | |
| Wednesday 19 October | 7.00 | Travel to Sánchez, Samaná | | | |
| | 9.00–10.00 | Target groups | ASOGACATEY, Las Galeras Livestock Breeders Association | El Catey, Sánchez | Workshop |
| | 10.30–11.30 | | | | |
| | 12.00–13.00 | Travel to Santo Domingo | | | |
| | 14.30-15.30 | | | | |
| | 16.00–17.00 | FAO Representative | Rodrigo Castañeda | FAO Country Office, Santo Domingo | Interview |
| Thursday 20 October | 9.00–10.00 | Partner | Miguel Laureano, Executive Director CONALECHE | CONALECHE | Interview |
| | 14.30–15.30 | Partner institutions | Center for Research in Sustainable Production Systems | FAO Country Office, Santo Domingo | Online interview |
| | 16.00–17.00 | Partner institutions | Tropical Agricultural Research and Teaching Center | FAO Country Office, Santo Domingo | Interview |
| Friday 21 October | 9.00–10.00 | External consultants | Paulo Velásquez, Ramiro Carrasco, Daniel Quiroz | FAO Country Office, Santo Domingo | Online interview |
| | 10.30–11.30 | Partner | Flordeliz Encarnación Department of Risk Management and Climate Change | Ministry of Agriculture, Santo Domingo | Interview |
| | 11.00–11.30 | Partner | Milagros De Camps Deputy Minister for International Cooperation | Online | Online interview |

| Week 2 | | | | | |
|---|---|---|---|---|---|
| Date | Time | Type of key agent | Name of key agent | Place | Technique |
| | 12.00–13.00 | Partner | Kenia Feliz<br>Head of the GHG Department | Ministry of Environment and Natural Resources | Interview |
| | 14.30–15.30 | Internal team evaluation meeting | | | |
| | 16.00–17.00 | | | | |

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Rome, Italy

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