TERMINAL EVALUATION

DOMINICAN REPUBLIC

DEMONSTRATING SUSTAINABLE LAND MANAGEMENT IN THE UPPER SABANA YEGUA WATERSHED SYSTEM

GEF ID: 2512 - UNDP PIMS: 3185

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ACRONYMS USED

APR	Annual Progress Report
AWP	Annual Work Plan
BAGRICOLA	Dominican Republic Agricultural Bank
CAD	Dominican Environmental Consortium
CAE	State Sugar Council
CBO	Community Based Organization
CC	Comité de Cuenca (Watershed Council)
CDC	Community Development Committee
CDEEE	Corporación Dominicana del Estado de Energía Eléctrica
CDZ	Comité de Desarrollo Zonal (Zonal Development Committee)
CEDAF	Centro de Desarrollo Agroforestal y Forestal
CEPROS	Center for Social Promotion and Studies
CODOCAFE	National Coffee Corporation
CTL	Comité de Trabajo Local
DIARENA	National Direction for Environmental and Natural Resources Information
EGEHID	Empresa de Generación Hidroeléctrica Dominicana
ERP	External Review Process
EXA	Executing Agency
FAO	Food and Agriculture Organization
FEDECARES	Federation of Coffee Producers in the Southern Region
FONDO/ MARENA	Fondo Nacional para el Medio Ambiente y los Recursos Naturales
FUNDASEP	Fundación de Azua y Elías Piña
GEF	Global Environment Facility
GHG	Green House Gases
GIS	Geographic Information System
GTI	Inter-institutional Working Group
IA	Implementing Agency
IDIAF	Instituto de Investigaciones Agropecuarias y Forestales
INAPA	Instituto Nacional de Aguas Potables y Alcantarillados
INDRHI	National Institute of Hydrological Resources
INVI	National Housing Institute
IR	Inception Report
IW	Inception Workshop
IWCAM	Integrating Watershed and Coastal Area Management in Small Island Developing States of the Caribbean
JICA	Japanese International Cooperation Agency
LAC	Latin America and the Caribbean
MASL	Meters Above Sea Level
M&E	Monitoring and Evaluation
MCM	Millions of Cubic Meters
MDG	Millennium Development Goals
NAP	National Action Plan
NERIS	National Environmental Resources Information System

NGO	Non-Governmental Organization
NPC	National Project Coordinator
ONAPLAN	National Planning Office
OP-15	Operational Program 15
OSPP	Secretarial Office of Planning and Programming
PAN-FRO	National Action Plan for the Border Region
PDF-B	Project Development Phase-Block B
PES	Payment for Environmental Services
PID	Participatory Innovation Development
PIR	Project Implementation Review
PLAN-FRO	Plan Nacional Fronterizo
PMU	Project Management Unit
PROCARYN	Management of the Upper Rio Yaque del Norte Watershed Project
PSC	Project Steering Committee
PTA	Principal Technical Advisor
RC	Regional Coordinator
RCU	Regional Coordinating Unit
RDT	Reduction of Land Degradation
RPC	Regional Project Coordinator
RSC	Regional Steering Committee
SEA	Secretariat of Agriculture
SEE	Secretariat of Education
SEOP	Secretary of State for Public Works and Communications
SESPAS	Secretariat of Health and Social Assistance
SIC	Secretariat of Industry and Commerce
SLM	Sustainable Land Management
SSA	Undersecretary for Soils and Water
STP	Technical Secretariat of the Presidency
SUREF	Under-secretariat for Forest Resources
TA	Technical Advisor
TFCA	Tropical Forest Conservation Act
TPR	Tripartite Review
TTR	Terminal Tripartite Review
UAM	Unidad Ambiental Municipal
UGAMs	Municipal Environmental Management Units
UNCCD	United Nations Convention on Combating Desertification
UNDP	United Nations Development Programme
USD	US Dollar
USAID	United States Agency for International Development
WEF	Watershed-wide Environmental Fund

EXECUTIVE SUMMARY

1. This document presents an independent and final evaluation of a project implemented by the Dominican Republic to create policies, develop local and national capacities, and develop the sustainable financing necessary to promote long-term sustainable land management and assure the environmental services needed to reduce poverty at the Sabana Yegua watershed. The project was financed by the GEF as a Full Size Project within the Land Degradation Focal Area, with UNDP acting as the Implementing Agency and Fundacion Sur-Futuro as the Executing Agency (NGO execution mode).

2. The evaluation was carried out by an international consultant (Dr. Gonzalo Castro de la Mata) with logistical support from UNDP and the project staff[1]. The evaluation was conducted during the month of September 2012, with a visit to Dominican Republic and the Sabana Yegua watershed between September 16th and 22nd, 2012. The evaluation was conducted in a participatory manner through a combination of: (i) Site visits and interviews in the field with key stakeholders, and (ii) A review of documentation.

3. Goal and Objectives of the Project. The project Goal was the "Promotion of sustainable development of the human and natural resources of the Upper Sabana Yegua Watershed System". The Immediate Objective was "To promote the sustainable land management in the Upper Sabana Yegua Watershed System, in order to achieve global environmental benefits within the context of sustainable development and poverty reduction." The project envisioned five main outcomes:

i. Creation of a favorable environment of policies, programs, planning frameworks and tools for SLM;
ii. Creation of the necessary capacities among local and institutional stakeholders for planning, regulation and support of SLM initiatives;
iii. Promotion of access to the finance and other forms of incentives necessary to make SLM-related activities economically attractive,
iv. Improvement of the livelihood and wellbeing of the population in the watershed system, and
v. Learning, evaluation, and adaptive management.

4. The original Logical Framework (now Results Framework) of the project was complex and ambitious, and included 5 Outcomes, 18 Outputs, 42 Indicators, and 50 proposed activities (Annex 1). Nonetheless, it was considered of high quality at Mid-Term Evaluation, although many indicators and targets at the objective and outcome levels were adjusted as a result of the MTE.

5. Project Implementation. The following are key observations regarding project implementation performance:

- The approval process was extremely swift when compared with other GEF projects. The Project was approved by the GEF CEO on September 21st, 2005 and the first disbursement took place on August 1st, 2006, 2 years and 3 months after its pipeline entry and less than a year after CEO endorsement. The time-frame encompassed between pipeline entry and the first disbursement,

[1] The author expresses its sincere thanks to UNDP and the project staff at Fundacion Sur Futuro for their assistance and support during the course of this evaluation, in particular to Roberto Galvez, Maria Eugenia Morales, Ana Carolina Beras, Jacqueline Sanchez, Melba Grullon, Kathia Mejia, and Elpidio Tineo.

including preparation, award, and execution of the Block-B grant was extremely fast and significantly below the average for full-size GEF projects.

- The project closed on October 31st, 2011, approximately 5 years after the first disbursement, 6 years after its approval by the GEF, and 7 years after its pipeline entry. In absolute terms, this is a very fast execution project, with short preparation times, quick disbursements, and swift execution.

- The Mid Term Evaluation (MTE) helped sharpen indicators so that they would better reflect the challenges; despite its many recommendations, the MTE did not detect any material implementation shortcomings. Effective implementation proceeded at excellent pace immediately thereafter, and despite the change of Project Coordinator 3 times, Fundacion Sur-Futuro ensured continuity of project delivery.

- The years 2010 and 2011 saw the final consolidation of key project outputs, and the project entered into a phase in which it effectively achieved and in many cases exceeded its targets for outputs, outcomes, and its goal. The very strong and widespread support witnessed by the evaluator everywhere in the field, coupled with the objective measurement of the project's results is in line with the positive observations recorded in the PIRs for the years 2009, 2010 and 2011.

6. Outcomes. Targets for all outcomes were achieved or exceeded. The project ratings are unusually positive across the board: Of 10 targets at the Outcome level, one was rated as Satisfactory and 7 as Highly Satisfactory (2 have not yet been rated for lack of data). Of the 5 targets at the Objective level, all five were rated as Highly Satisfactory.

7. On the basis of these observations, it is evident that the project's achievement of its goal, the "Promotion of sustainable development of the human and natural resources of the Upper Sabana Yegua Watershed System," can be rated as Highly Satisfactory. Because these accomplishments transcend the project's lifetime by influencing society over the long term, and by setting the basis for long-term, sustainable land management both within the watershed and throughout the country, the project's sustainability is also rated as Highly Satisfactory. The table below provides the summary ratings for the project.

8. Summary Ratings:

Element Evaluated	Rating
Project success overall	HS
Progress towards achieving its development objective	HS
Progress in implementation	HS
Sustainability	HS

HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory; MU = Marginally Unsatisfactory; U = Unsatisfactory (U); HU = Highly Unsatisfactory

9. Lessons Learned and Best Practices. Looking ahead, it is important for future projects to learn from the successful experiences here, as well as to avoid pitfalls identified in this project. The following are the main lessons-learned:

- A foundation provided by the presence of strong partners and previous experience and work in the area greatly facilitates project development and implementation. The unusually fast approval process as well as smooth implementation and delivery of results is to a great extent a result of Sur-Futuro's demonstrated technical abilities, local experience, and its capacity to positively influence high-level processes.

10. The project provided five lessons that are highlighted in the report as "Best Practices," as follows:

- Under the right conditions, NGO execution can lead to very successful and efficient implementation. Fundacion Sur-Futuro was able to manage technical and financial aspects efficiently and effectively. It was also able to build the support from the local populations by effectively engaging them and ensuring their full participation. At the national level, it effectively engaged public and private players in support of the project,

- The demonstration farms established by the project combined a series of SLM techniques that demonstrated that it is possible to reduce erosion while increasing incomes for local farmers and enhancing their livelihoods. These techniques provided visible results in the short term, thus the replication effect was spontaneous and immediate. The contrast between the presence of organic soil matter in the demonstration farms versus farms without such techniques was striking,

- The project placed significant emphasis in carefully developing a series of technical publications that served as foundation for the project's interventions at the practical and policy levels. Furthermore, results were documented, systematized, and disseminated widely. The extensive set of documentation produced has become a critical tool for the replication of the experiences in additional watershed,

- Fundacion Sur-Futuro based most of its actions upon the establishment of successful Public-Private Partnerships. Although in many cases it is clear that Fundacion Sure-Futuro led the actions required by the project, it did so by successfully engaging public institutions at the national and local levels, and thus ensuring their ownership of the resulting processes, producing in this way a strong foundation for sustainability,

- Finally, the level of community organization and participation achieved by the project was remarkable. The project has successfully supported the creation of an integrated set of organizations in which communities participate in decision-making, going all the way from the village to the watershed level. These organizational structures also ensure the participation of the young and women in decision-making.

11. In summary, the project has left behind many important lessons that have strong implications for learning and replication for SLM within the Dominican Republic and beyond. Five of these lessons are considered examples of Best Practices.

12. Recommendations. The project has successfully established the long-term foundation for successful establishment of a SLM system in the Sabana Yegua watershed. This is a major accomplishment and greatly enhances the long-term conservation prospects of these ecosystems and the establishment of a successful sustainable development model. In order for the momentum gained not to be loss and for additional gains to be achieved, the following recommendations are provided:

- The watershed provides an extraordinary opportunity to internalize the ecosystem services it provides to users downstream. The project financed a series of studies to determine the form and value of all ecosystem services, but the mechanisms to establish a system of Payments for Ecosystem Services (or "compensation for ecosystem services") have not yet been established with sufficient depth to produce a steady flow of income to the local inhabitants. These are great opportunities to "close the loop" that must be pursued aggressively.

- In the future, it is also important to ensure that there is a transfer of capacities from Fundacion Sur-Futuro to other local actors, including smaller NGOs and community organizations. In situations where an effective NGO such as Fundacion Sur-Futuro dominates the development agenda, there is a risk of creating a dependency upon one actor. To avoid these potential pitfalls, Fundacion Sur-Futuro needs to continue operating under its current philosophy of strong community participation and the establishment of Public-Private partnerships.

13. Finally, and in the end, it will be private actors, whether farmers or companies that will maintain SLM practices as long as these provide visible economic benefits to them. The actors in the watershed must not lose sight of the fact that any project is just an input that produces momentary results; long-term sustainability depends upon the adoption of these practices for self-interest by actors operating freely within a market economy.

1. INTRODUCTION AND PROJECT CONTEXT

14. This document presents an independent and final evaluation of a project implemented by the Dominican Republic to "create policies, develop local and national capacities, and develop the sustainable financing necessary to promote the long-term sustainable land management and assure the environmental services needed to reduce poverty at the Sabana Yegua watershed."

15. The project was financed by the GEF as a Full Size Project within the Land Degradation Focal Area, with UNDP acting as the Implementing Agency and Fundacion Sur-Futuro as the Executing Agency (NGO execution mode).

COUNTRY AND SECTOR BACKGROUND

16. The Dominican Republic is an island nation located within the Greater Antillean region of the Caribbean Basin, with a population of approximately 10 million people and a surface area of 48,670 km². The country has a rugged terrain, with four parallel mountain ranges and fertile valleys creating a variety of ecosystems. Only 20% of the land is considered appropriate for agriculture. The Dominican Republic has one of the highest population densities in Latin America, half of which depends directly on land resources, primarily agriculture. On the other hand, agriculture accounts for only 14 per cent of GDP, although it provides over 40 per cent of total employment and 65 per cent of total exports.

17. Rural areas and their ecosystem services supply all of the country's domestic water and 20% of its electricity. At the same time, it is estimated that 85% of its upper watersheds are degraded, threatening long term food security and the sustainability of the delicate environment that provides the nation with food and water. Based on hydrologic potential for agriculture, 16.7% (8,055 km²) of the national territory is classified as "arid" and "semi-arid". The majority of these lands are concentrated in the southwestern region of the country, whose provinces are among the driest and poorest.

18. The Government of the Dominican Republic has declared poverty reduction as a country priority, including the link between poverty and the environment. The link between environmental degradation and limited access to safe drinking water and vulnerability to natural disasters is a special issue. The Secretariat of Environment and Natural Resources (Ministerio de Medio Ambiente), created in 2000, is the umbrella agency for over twenty public institutions with overlapping responsibilities for managing environmental issues. It contains several Under-Secretariats charged with program guidance and direction. While the Ministry of Environment has made significant progress in developing and issuing environmental regulations, standards, and impact assessment procedures, important challenges lie ahead. Similar restrictions exist within other governmental agencies such as the Secretariat of Agriculture (SEA) and the Agricultural Bank.

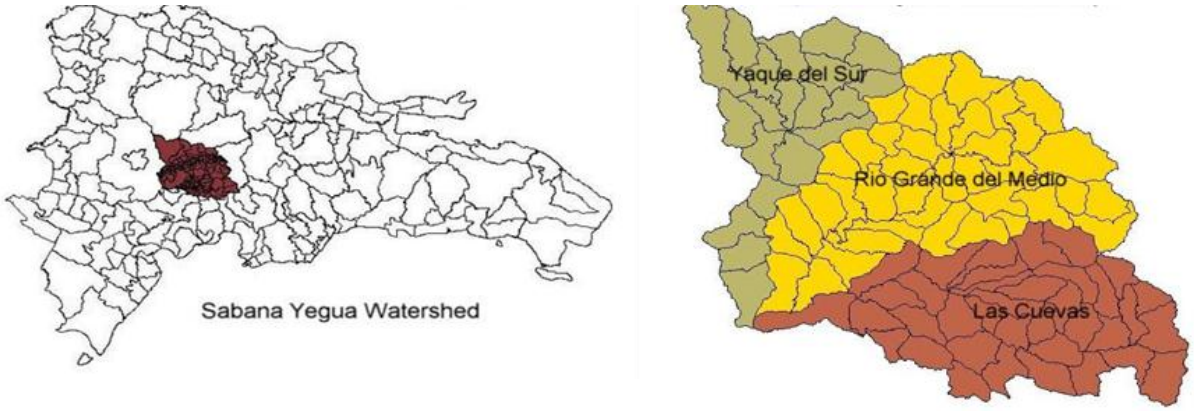
19. The initial national framework for combating desertification is the "Plan Nacional – Fronterizo" (PAN-FRO), launched in 2001 to investigate and coordinate actions to reduce the expanding effects of drought and to achieve sustainable and rational trans-national resource management with the Republic of Haiti. The Ministry of Environment developed a ranking system for watersheds, based on criteria of degradation and population, under which the project area of the Sabana-Yegua watershed received the highest priority for attention out of all the arid and semi-arid watersheds in the country, and the second

highest ranking overall. National support to this initiative was ratified via Presidential Decree on August 22, 2002.

PROJECT CONTEXT

20. The project is situated in the southwestern region of the country, classified as a priority region for social development, and including steep degraded lands and flat alluvial soils with high agricultural potential. The project area is the Greater Upper Sabana Yegua Watershed System, which covers a total of 1,660 km^2 (166,000 ha.), and consists of the catchments of three rivers (Yaque del Sur, Grande del Medio, and Las Cuevas). The topography of this region is mountainous, ranging from 400 to 1,640 meters above sea level, and with a wide diversity of climatic conditions ranging from 725 mm spread over 75 rain days, to 2,000 mm spread over 102 rain days.

Figure 1 - Location of the Sabana Yegua Watershed, and its main catchment areas



21. The Upper Watershed System houses 77,000 people living in around 100 villages located within 159 rural compartments known as “parajes”. The communities are economically depressed, with 80-100% of households in the communities living below the poverty line. There is no electricity in the majority of the communities, and households frequently do not have access to clean water, solid waste collection, or water sanitation services. Farmers are heavily dependent on precarious subsistence agriculture, with limited access to markets, opportunities for employment, or alternative income sources.

22. At project start, almost all of the area outside of the protected area system was deforested and dedicated to subsistence agriculture and grazing activities. Those areas were heavily eroded and with declining fertility because when vegetation is removed for cultivation, the topsoil and the subsoil are very susceptible to erosion and physical degradation, therefore reducing its capacity for agricultural production.

23. Furthermore, the removal of vegetation and the use of fire to burn woody debris release significant volumes of CO_2 into the atmosphere, thus contributing to global warming. Given its high

levels of dependence on natural resources for their livelihoods, the population is highly vulnerable to environmental disasters, in particular periodic hurricanes which in the past have led to flash floods that have destroyed arable land and increased cultivation pressure on hillsides. Because the population depends principally on rain-fed agriculture designed to fit into the timing of annual cycles of dry and wet seasons, any increases in the variability of climatic patterns resulting from global climate change is likely to have severe impacts on local livelihoods.

24. The project area drains into the Sabana Yegua Dam, completed in 1978 to provide irrigation, electricity, and domestic water services to over 610,000 people in an area of over 7,100 km^2. Families downstream of the dam place access to irrigation water at the top of their list of agricultural priorities. The total volume of the hydrologic resources in the area, however, is less than 4% greater than the demand and will not be sufficient to meet future needs for domestic use, irrigation and the maintenance of aquatic ecosystems. At the time of project design, sedimentation due to degradation of the Upper Watershed System was estimated to reduce reservoir capacity by 1% per year and was supposed to have already resulted in a loss of 24.5% of its total capacity. Loss of reservoir capacity jeopardizes hydroelectric generation. Overgrazing and unsustainable land use practices on steep slopes therefore threaten electricity, irrigation and domestic water services.

25. In order to reduce land degradation and poverty in the watershed, the Government of the Dominican Republic, with support from the Japanese International Cooperation Agency (JICA), formulated a 15-year Master Plan in late 2002. Its implementation was intended to commence in 2002, therefore the project took this implementation as its main axis of action. Thanks to the Presidential Decree, the responsibility for managing the Watershed System was assigned to the national non-profit organization “Fundacion Sur-Futuro” under a public-private partnership arrangement with the Ministry of Environment. The Foundation coordinates activities with government and non-government entities through an inter-sectoral committee that includes representatives of the Forest Resources, Soils and Water, and Biodiversity Under-Secretariats of the Ministry of Environment. The Foundation is also a member of the Inter-Institutional Working Group (GTI), the national watershed management network and the international model forest network.

PROJECT GOAL AND EXPECTED OUTCOMES

26. The project Goal was the “Promotion of sustainable development of the human and natural resources of the upper Sabana Yegua watershed system”. The Immediate Objective was “To promote the sustainable land management in the Upper Sabana Yegua watershed system, in order to achieve global environmental benefits within the context of sustainable development and poverty reduction.”

27. The overall project strategy was to focus over a 5 year period to remove the barriers to achieving SLM in the Upper Sabana Yegua watershed system, integrating SLM principles and “jump-starting” the implementation of the Watershed System Master Plan, therefore increasing its effectiveness and sustainability during the subsequent 10 years and beyond. The project was expected to enhance sustainable land management directly in at least 9,000 ha of land during its life and 62,800 ha in 15 years, with a total indirect effect on the management of the entire area for a total of 166,000 ha after the full implementation of the Master Plan after 15 years.

28. The project envisioned five main outcomes:

i. Creation of a favorable environment of policies, programs, planning frameworks and tools for SLM;
ii. Creation of the necessary capacities among local and institutional stakeholders for planning, regulation and support of SLM initiatives;
iii. Promotion of access to the finance and other forms of incentives necessary to make SLM-related activities economically attractive,
iv. Improvement of the livelihood and wellbeing of the population in the watershed system, and
v. Learning, evaluation, and adaptive management.

29. Under Outcome 1, Creation of a favorable environment of policies, programs, planning frameworks and tools for SLM, the following outputs were envisioned:

- Output 1.1. SLM principles harmonized into the policies, programs and planning frameworks of key government institutions.
- Output 1.2. System developed for the management of information related to SLM, in support of the participatory watershed planning system and policy formulation.
- Output 1.3 Implementation strategies for future phases of the 15 year SY initiative designed and agreed among all stakeholders.

30. Under Outcome 2, Creation of the necessary capacities among local and institutional stakeholders for planning, regulation and support of SLM initiatives, the following outputs were envisioned:

- Output 2.1. Participatory governance structures and procedures for watershed planning for SLM functioning.
- Output 2.2. Land management and production models to support SLM are developed and adopted.
- Output 2.3. Knowledge among local population to reduce technical problems that influence production models, land degradation and ecosystem recovery.
- Output 2.4. Project and agency technical capacity to promote SLM developed, and
- Output 2.5. A broad environmental education program established for communities within the Upper Sabana Yegua Watershed System.

31. Under Outcome 3, Promotion of access to the finance and other forms of incentives necessary to make SLM-related activities economically attractive, the following outputs were envisioned:

- Output 3.1. Funding strategy for the Watershed System developed.
- Output 3.2. Payment-for-environmental-services schemes established which promote SLM.
- Output 3.3. Debt-for nature swap schemes established which promote SLM.
- Output 3.4. Watershed-wide environmental fund (WLEF) established which promotes SLM.
- Output 3.5. Innovative funding guarantee mechanism established to promote access to, and guarantee credit, for local rural development activities compatible with SLM, and
- Output 3.6. Establishment of environmental service exchange and incentive programs for the Watershed System, which promote SLM.

32. Under Outcome 4, Improvement of the livelihood and wellbeing of the population in the watershed system, the following outputs were envisioned:

- Output 4.1. Increased employment generated, and
- Output 4.2. Improvement in basic human service delivery that follow environmental practices.

33. Under Outcome 5, Learning, evaluation, and adaptive management, the following outputs were envisioned:

- Output 5.1. Effective project implementation through adaptive management, and
- Output 5.2. Monitoring and evaluation.

34. The original Logical Framework of the project therefore was complex and ambitious, and included 5 Outcomes, 18 Outputs, 42 Indicators, and 50 proposed activities (UNDP and Dominican Republic, 2005).

PROJECT SITES

35. The principal geographical area of intervention of the project was the productive landscape (not including protected areas) of the Upper Sabana Yegua watershed system, where the land degradation processes are taking place most acutely. Within this area, the project involved all relevant stakeholders, including not only resource managers but the population affected by the livelihood implications of land degradation, and the corresponding local authorities and NGOs. The system boundary for the schemes for the compensation of environmental service provision was to be expanded beyond the watershed system itself, to include the downstream areas dependent on the services (principally hydrological) provided by the watershed system.

36. The system boundary for interventions at policy and institutional levels (Outcome 1) and replication (the Goal) were the national territory of the Dominican Republic.

37. Figure 2 shows the project area and the proposed demonstration farms at the time of project approval. Figure 3 shows the number and types of demonstration farms by zone.

Figure 2 - Project Area Showing the Demonstration Farms

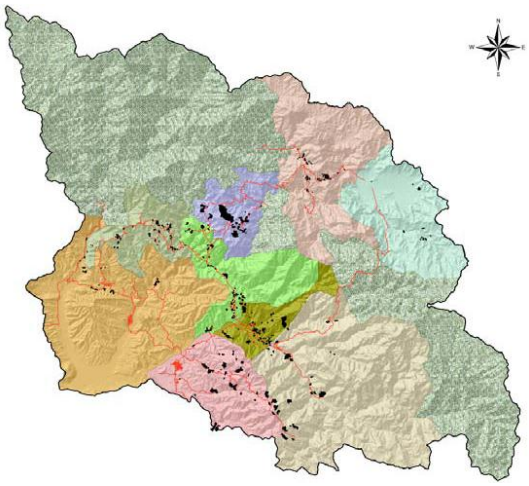
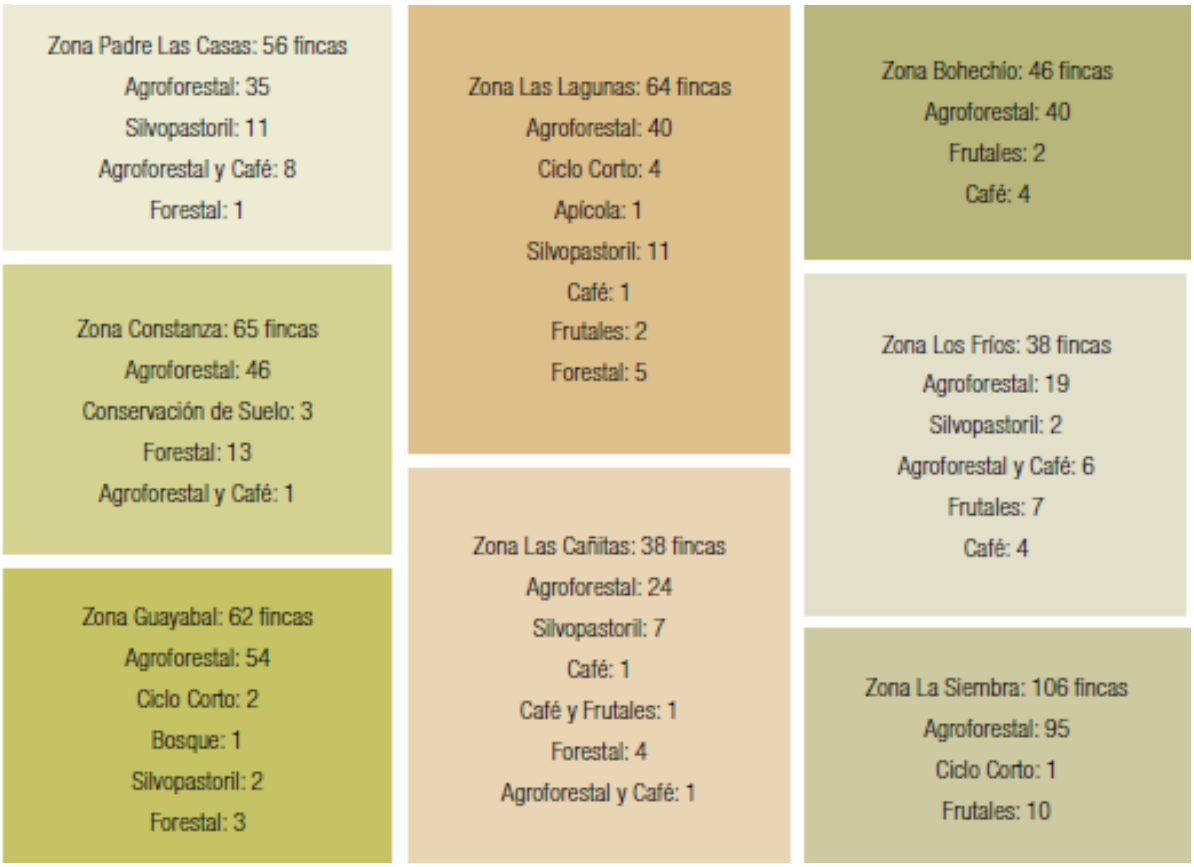


Figure 3 - Number and Type of Demonstration Farms in the Project Area, by Zone



PROJECT WORKING STRATEGY

38. As mentioned above, the project centered on the implementation of the Master Plan that was prepared for the Upper Sabana Yegua watershed system in 2002 (JICA and Ministry of Environment, 2002). The emphasis was on removing the barriers to the implementation of sustainable land management, specifically through integrating SLM considerations (including a landscape approach, an analysis of tradeoffs between social and environmental concerns, integrated and cross-sector planning, and land functionality analysis), eventually to result in the revision and implementation of the Master Plan.

39. Through the project, solutions to land degradation were to be implemented in the Upper Sabana Yegua watershed system which will be sustainable in the long term, and compatible with national goals of poverty reduction. These solutions were to be inserted into a reformulated Master Plan (2005-2020) for the watershed system and, through the dissemination and replication of lessons learned, would lead to more effective combat of land degradation throughout the Dominican Republic.

40. According to the Project Brief (GEF 2005), the overall project strategy was “to focus over a 5 year period on removing the barriers to achieving SLM in the Upper Sabana Yegua watershed system, integrating SLM principles and “jump-starting” the watershed system Master Plan, therefore increasing its effectiveness and sustainability during the subsequent 10 years and beyond.” The project was

expected to enhance sustainable land management directly on at least 9,000 ha of land during its life and 62,800 ha in 15 years, with a total indirect effect on the management of the entire area for a total of 166,000 ha after the full implementation of the Master Plan after 15 years. Key strategies to be applied were the following:

- Use of a public-private partnership as a conduit between the Dominican government and local level stakeholders,

- A gradual transfer of implementation responsibilities from the Sur-Futuro Foundation to local governance and stakeholder participation structures, leading to the development of the social, human, and financial capital required to achieve long-term participatory management,

- Consolidation of fragmented policy, social, and financial approaches to land management into a more synergistic framework,

- The use of incentive processes to promote SLM, such as the provision of information, opportunity, and incentives, rather than controls on land use through zoning and penalties,

- Creation of a four-level participatory coordination structure, which would facilitate communication among stakeholders (from local to national level) and the democratic development of community level political solutions to problems,

- Investment in the capacity of younger generations to manage governance structures and manage livelihoods in a sustainable manner, in order to ensure the long-term sustainability of project results and counteract the weakening of social and human capital by emigration,

- Promotion of the generation and channeling of funding for SLM, from diverse sources, including innovative schemes and existing credit mechanisms, within a context of watershed level strategic financing plan,

- Linkage of SLM initiatives to poverty reduction initiatives, in order to address the poverty-related causes of SLM and at the same time maximize the potential of land management activities to contribute directly to poverty reduction, and

- Promotion of a gradual shift from annual crops to those that produce permanent cover, soil conservation, or non-agricultural opportunities that create consciousness or reduce the pressure on the resource base.

41. At the national level, the project was to contribute to the stabilization of this watershed system and to protect the availability of water resources for the economic development of the dry southwest. The country would have developed a model of governance for sound integrated and sustainable land management with stakeholder participation that is tested and validated, and learned lessons regarding the mainstreaming of environmental benefits into poverty reduction initiatives, with a focus on schemes which are self-sustaining at the local level. In addition, the public-private partnership model for sustainable resource management would also be validated as a potential course of action for other

priority watersheds. The financial mechanisms would set the standard in the Dominican Republic for financing natural resources and create unique expertise, which would have an indirect effect on other areas in the Dominican Republic as those lessons learned would be put into practice. The extensive support received by the business community of the Dominican Republic through direct involvement of their Board of Directors would create interest and direct participation of the country's top business leaders.

42. At the local level, the population of the area would enjoy increased access to the natural capital on which the sustainability of their livelihoods depends, and would also receive direct economic and social benefits through the provision of compensation for the costs of carrying out sound land management. The population downstream of the watershed system would also enjoy increased access to water for drinking and irrigation. Investment in local organizations would contribute to social cohesion and empowerment, with benefits that will go beyond land management issues.

43. In addition to the above benefits which are of direct relevance to Sustainable Land Management, the project would also have additional incidental benefits for other global values; however, given the specific focus of this project on SLM, these benefits were not measured as indicators of project success. Among these, the promotion of a spatially and structurally diverse landscape containing a large number of native woody perennials (for example in shade coffee stands) would result in biodiversity benefits through the improvement of habitat conditions for endemic bird species; stabilization of land use patterns would also result in reduced pressures on the remaining natural vegetation of the watershed (most of which is confined to protected areas); increased quantities of woody perennials in the landscape, coupled with increased levels of soil organic matter, in turn, would also confer benefits in terms of carbon storage and mitigation of climate change; while decreased erosion rates would result in reduced discharge of sediment from the watershed into the Caribbean Sea.

PROJECT PARTNERS AND IMPLEMENTATION ARRANGEMENTS

44. Management arrangements reflected the provisions of standard rules and procedures of the UNDP NGO Execution Modality. Specifically:

- UNDP is the GEF Implementing Agency as nominated by the National Global Environment Facility Operational Focal Point,

- Due to formal legal arrangements between the Dominican Government and the Sur-Futuro Foundation to co-manage the Sabana Yegua watershed, the Project's Implementing Partner chosen was Sur- Futuro Foundation,

- Project Oversight is undertaken at the strategic level by a specially Inter-Institutional Project Steering Committee (PSC), vested with the responsibility of approving the project's annual operational plans and reports and ensuring that project activities are in line with those outlined in the approved project documentation and with national policy frameworks. The PSC also ensured coordination with relevant and associated projects.

- The PSC would be Chaired be a senior staff member from the Ministry of Environment and Natural Resources, and would be composed of representatives from UNDP, the Ministry of Environment and Natural Resources, Sur-Futuro Foundation, the Inter-institutional Technical

Group in support of the Convention to Combat Desertification in the Dominican Republic (GTI), the National Planning Office (ONAPLAN), the Ministry of Agriculture, the Ministry of Education, as well as any other that might be considered relevant,

- Project Implementation is executed through a Project Management Unit (PMU) responsible for the general oversight and running of project implementation,

- Day-to-day management is led by a National Project Coordinator (NPC).

- A Regional Project Coordinator (RPC) would oversee project activities on a daily basis at the local level.

45. Financial management and accountability of resources as well as other project execution activities will be under UNDP country office direct supervision. Upon approval of project, and development of annual operative program, in cases agreed by project counterparts, UNDP's Dominican Republic office will be able to charge the project directly for Implementation Support Services (ISS) on a transaction basis using a universal price list.

46. The PSC would meet at least twice a year, and on other occasions as needed, to review partial progress reports, monitor results, receive other reports that they may request on an ad hoc basis and to approve annual project reports and work plans. The National Project Coordinator (NPC) will be the Secretary of the PSC and would be responsible for setting up their meetings, circulating documentation for review, taking minutes and preparing their reports.

47. The NPC would head the Project Management Unit (PMU) responsible for the general oversight and running of project implementation. This Unit would be largely decentralized with only the NPC and a financial assistant housed in Santo Domingo, and a Regional Project Coordinator and an administrative-financial assistant to be housed in the main Sur-Futuro Foundation Sabana Yegua regional office located in Padre Las Casas.

48. The Regional Project Coordinator (RPC) will oversee project activities on a daily basis at the local level. He/she will also be responsible for developing regional work plans and budgets and providing these to the NPC in agreed formats that enable them to be aggregated into the overall project work plans and budgets.

49. Disbursements of project funds will be made through request to UNDP on a quarterly basis. Funds for the first quarter will be advanced, according to the operational plan, and funds for the following quarters will be transferred after proper reports are submitted to UNDP. Disbursements will be made in national currency.

50. UNDP-GEF signed the Project Document with the Government of the Dominican Republic on 31st October, 2005. The Project National Director was hired in March, 2006. The first AWP was approved in July, 2006, and the first disbursement occurred in August 1st, 2006.

DEPARTURES FROM THE ORIGINAL PROJECT DESIGN

51. The original closing date was planned for October 31st, 2010. On October 29, 2007, however, tropical storms Noel and Olga hit the Dominican Republic. Heavy rainfalls generated serious flooding in 21 of the 31 provinces in the country. Particularly impacted was the Sabana Yegua watershed, where rainfall continued for one week. Registered impacts included 87 deaths and 46 missing, 78,752 displaced, and hundreds of communities' cut-off for over a month, including 20 communities in the project zone. Damages and losses to infrastructure, agriculture and housing were estimated in the millions of dollars.

52. The country was still under the effects of Noel when on December 11, 2007, the country was hit by Tropical Storm Olga. The registered damages of this natural disaster amounted to 22 deaths, 34,480 displaced and 7,594 houses destroyed. This storm further impacted the project area. As a result, about 20 communities were inaccessible by land for almost three months. This isolation resulted in lack of food, health problems, and loss of productive units, suspended schools, and water scarcity. Communities were drastically affected by the storms, and the community members suffered emotional turmoil. Local communities, Fundación Sur-Futuro, and all institutions and organizations in the Sabana Yegua Upper Watershed focus their attention and efforts on humanitarian assistance and recovery operations. This situation started on October 2007 and lasted until the end of February 2008.

53. Not surprisingly, the situation seriously affected programmed activities for the last quarter of 2007 and the beginning of 2008. Due to these unforeseen external factors the project's closing date was postponed by one year to October 31st, 2011.

Figure 4- Demonstration Farm in the Sabana Yegua Watershed

2. OBJECTIVES AND METHODOLOGY OF THE FINAL EVALUATION

54. According to the Project Document (UNDP and Dominican Republic 2005), "an independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The organization, terms of reference and timing of the final evaluation will be decided after consultation between the parties to the project document."

55. The statement above is in line with the objectives of the monitoring and evaluation guidelines of the Global Environment Facility (GEF):

i. To promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities. GEF results are monitored and evaluated for their contribution to global environmental benefits, and,

ii. To promote learning, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners, as a basis for decision-making on policies, strategies, program management, and projects, and to improve knowledge and performance.

56. In addition to providing an independent, in-depth review of implementation progress, this type of evaluation is responsive to the GEF Council's decisions on transparency and better access to information during implementation and on completion of a project. Specifically, the Final Evaluation provides a comprehensive and systematic account of the performance of a completed project by assessing its project design, process of implementation, and results, vis-à-vis project objectives endorsed by the GEF including the agreed changes in the objectives during project implementation. Final evaluations have four complementary purposes:

i. To promote accountability and transparency, and to assess and disclose levels of project accomplishments,

ii. To synthesize lessons that may help improve the selection, design and implementation of future GEF activities,

iii. To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues, and,

iv. To contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on quality of monitoring and evaluation across the GEF system.

METHODOLOGY OF THE FINAL EVALUATION

57. The evaluation was carried out by an international consultant (Dr. Gonzalo Castro de la Mata) with logistical support from UNDP and the project staff. All logistical and organizational matters were handled by UNDP and Fundacion Sur-Futuro, both in Santo Domingo as well as in in the field through their office in Padre Las Casas.[2]

58. The evaluation was conducted during the month of September 2012, with a visit to the Dominican Republic and the Sabana Yegua watershed between September 16th and 22nd, 2012. The evaluation was conducted in a participatory manner through a combination of:

i. Site visits and interviews in the field with key stakeholders (Annexes 4 and 5), and,

ii. A review of documentation (Annex 7).

59. In line with UNDP Evaluation Guidelines (UNDP 2002), this evaluation report is the key product of the evaluation process. Its purpose is to provide a transparent basis for accountability for results, for decision-making on policies and programs, for learning, for drawing lessons and for improvement.

Figure 5 - Mangos at a Demonstration Farm

[2] The author expresses its sincere thanks to UNDP and the project staff at Fundacion Sur-Futuro for their assistance and support during the course of this evaluation, in particular to Roberto Galvez, Maria Eugenia Morales, Ana Carolina Beras, Jacqueline Sanchez, Melba Grullon, Kathia Mejia, and Elpidio Tineo.

3. ASSESSMENT OF PERFORMANCE

60. This section presents the key project identifiers, basic data on the project's disbursements, a brief history of the approval process, and a condensed narrative of the project's and implementation history and performance.

61. Table 1 below summarizes the key project identifiers.

Table 1 - Key Project Identifiers

GEF ID	2512
UNDP PMIS ID	3185
GEF PHASE	GEF-3
Project Type	Full Size Project
Focal Area	Land Degradation
Operational Program	OP 15
GEF Strategic Priorities in Land Degradation	SP-2 with Relevance to SP-1
Current National Project Manager	Elpidio Tineo
Current UNDP Project Manager	Maria Eugenia Morales
Current UNDP Lead RTA	Lyes Ferroukhi

PROJECT FINANCES AT PROJECT APPROVAL

62. Table 2 below shows the key project finances at the time of GEF CEO Approval. The total approved GEF grant including project preparation funds amounted to US$ 4.6M, while co-financing was expected at US$25.5M, for a total project cost of US$30.1M.

Table 2 - Key Project Finances at the time of GEF CEO Approval

PDF-A Amount (Project Preparation)	None
PDF-B Amount (Project Preparation)	162,224 US$
GEF Project Grant	4,434,700 US$
Total GEF Grant	4,596,920 US$
Co-financing Total	25,462,700 US$
Total Project Cost	30,059,600 US$
GEF Agency Fees (UNDP)	382,000 US$

HISTORY OF THE PROJECT APPROVAL PROCESS

63. The project first entered the GEF Pipeline on May 19th, 2004 under the Focal Area of Land Degradation, Operational Program Number 15. Table 3 below shows the key project dates during the approval and implementation process.

Table 3 - Key Project Dates

PDF-A Approval Date	None
GEF Formal Pipeline Entry for Full-Size Project	May 19th, 2004
PDF-B Approval Date	June 25th, 2004
GEF Work Program Inclusion	April 6th, 2005
GEF CEO Endorsement Date	September 21st, 2005
PRODOC Signature Date	October 31st, 2005
Date of First Disbursement	August 1st, 2006
Planned project duration	5 Years
Original Planned Closing Date	October 31st, 2010
Actual Closing Date	October 31st, 2011

64. The Project was approved by the GEF CEO on September 21st, 2005. The first disbursement took place on August 1st, 2006, 2 years and 3 months after its pipeline entry and less than a year after the CEO endorsement. Therefore, the time-frame encompassed between pipeline entry and the first disbursement, including project preparation, award, and execution of the Block-B grant, can be considered extremely fast and significantly below the average for full-size GEF projects.

65. The project closed on October 31st, 2011, approximately 5 years after the first disbursement, 6 years after its approval by the GEF, and 7 years after its pipeline entry. The original project duration was envisioned to be 5 years, and in the end it took indeed 5 years to be implemented.

66. A timeline showing the project history is shown in Figure 6 below. In absolute terms, this is a project with short preparation times, quick disbursements, and swift execution.

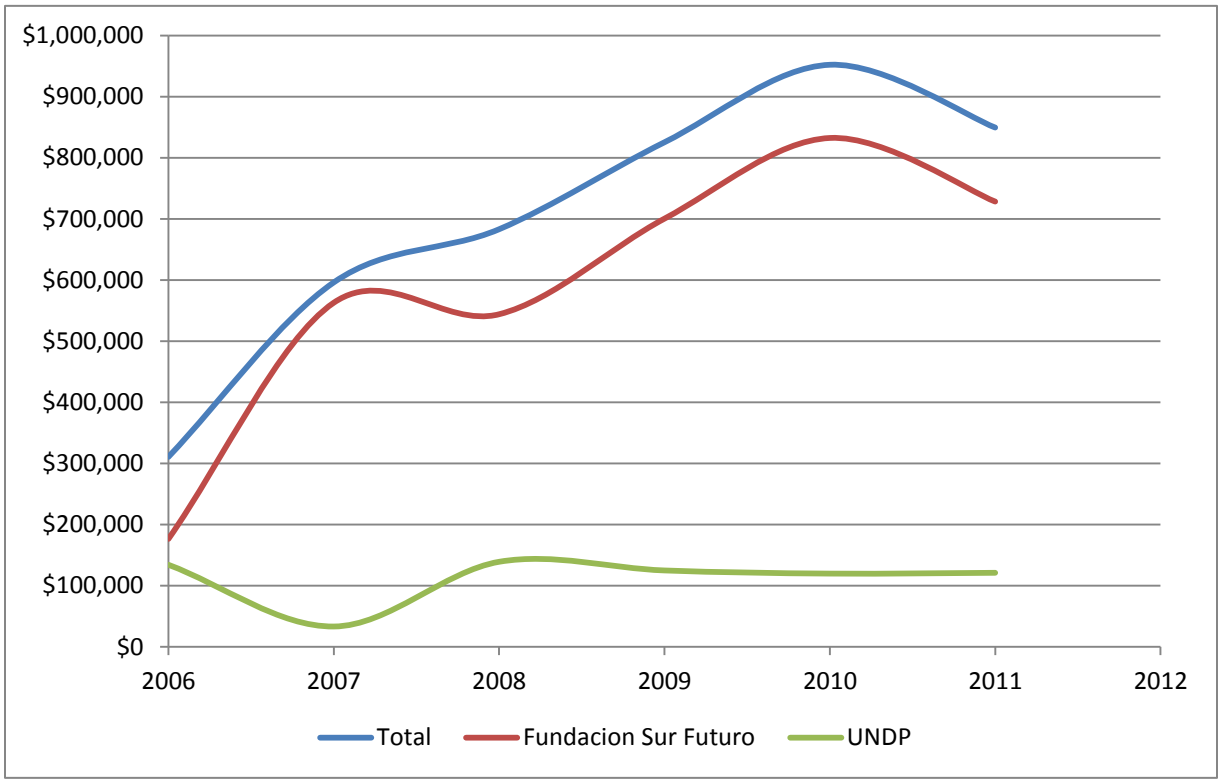
Figure 6 – Graphic Timeline of Key Project Events

	2004	2005	2006	2007	2008	2009	2010	2011
Pipeline Entry								
PDF-B Approval								
GEF Approval								
GEF CEO Endorsement								
First Disbursement								
Expected Implementation								
Actual Implementation								

PROJECT DISBURSEMENTS

67. This section analyses project disbursements from data provided by UNDP in the form of Combined Delivery Report by Activity (CDR) for the years 2006 through 2011. Figure 7 below shows the project disbursements since the first disbursement in 2006, by source.

Figure 7 - Annual Disbursements by Funding Source (US$)



68. Figure 7 reveals the following patterns:

- The overall disbursement patterns reflect a healthy project, in which total disbursements pick-up quickly in the first years, and remain relatively constant until the project ends.

- Most funds were disbursed directly to Fundacion Sur-Futuro, which in turn spent the funds directly or through third-party contracts.

- UNDP disbursed directly a small percentage of all funds, in all years just around US$100,000. This amount is relatively constant.

69. The disbursement profile in Figure 7 is not typical of GEF projects that are characterized by slow start and unsteady implementation. This project was able to start quickly following the Prodoc signature (as mentioned earlier), and to disburse rapidly thereafter.

COFINANCING

70. Figure 8 below shows a summary of the co-financing figures by funding source, and compares expected co-financing at the time of Project Approval against actual co-financing achieved. Figures in

blue highlight categories in which co-financing exceeded expected amounts; figures in red, on the other hand, reflect shortcomings.

Figure 8 – Co-financing, Proposed vs. Actual (US$)

	TOTAL COMMITTED	ACTUAL	DIFFERENCE
CASH			
National Government	$1,140,000	$7,390,000	$6,250,000
Other	$1,400,000	$1,400,000	$0
NGO	$1,400,000	$1,670,000	$270,000
Private sector	$1,600,000	$1,520,000	($80,000)
Bilateral donor	$220,000	$230,000	$10,000
TOTAL	$5,760,000	$12,210,000	$6,450,000
IN-KIND			
National Government	$29,280,000	$27,360,000	($1,920,000)
other	$70,000	$70,000	$0
NGO	$660,000	$460,000	($200,000)
Bilateral donor	$670,000		($670,000)
TOTAL	$30,680,000	$27,890,000	($2,790,000)
GRAND TOTAL	**$36,440,000**	**$40,100,000**	**$3,660,000**

71. The total co-financing committed at CEO endorsement was US$25,462,700 but additional commitments were made during project implementation, thus bringing the total co-financing pledged to US$36,440,000.

72. Several patterns emerge from Figure 8:

- The total co-financing achieved exceeded the planned amount by almost US$3.7M. This excess was a result of a US$6.45M excess in cash co-financing. In-kind co-financing felt short by US$2.8M.

- Most of the excess cash co-financing was due to national government contributions (US$7.4 M, greatly exceeding the US$1.1M pledged).

- In-kind co-financing from the national government, however, was short by almost US$2M.

73. In general terms, actual co-financing was very significant, at about 9 times the GEF grant; most of this was due to government co-financing, demonstrating a strong commitment by the government to the project and its objectives.

MONITORING AND EVALUATION

74. The M&E strategy of the project was developed and implemented jointly with UNDP, and allowed both the Project and UNDP to have up-to-date information on an ongoing basis. Reports were produced quarterly and annually (the latter presented formally to the NSC). In addition to these regular monitoring events, UNDP also conducted monitoring missions on an sporadic basis to keep a historical record of the monitoring of risks and the progress for each result. Similarly, the financial and administrative aspects were monitored periodically, thus allowing the project to be better prepared and organized for the formal auditing events.

75. These monitoring systems strengthen the capacity of Fundacion Sur Futuro to document and demonstrate the progress with the project at any given time, thus enhancing its ability to approach additional donors by demonstrating its capacity to manage substantial amounts of funds.

76. A key monitoring tool was the periodic organization of working workshops involving the entire Project team and their counterparts from the Ministry of Environment and UNDP. These workshops served to gather the basic data to prepare the PIRs, the annual evaluations, and the annual work programs. This level of interaction was a key element to ensure that the implementation of the project was aligned with the government priorities while complying with the GEF's requirements.

77. The periodic monitoring allowed UNDP to maximize the opportunities to highlight the project's lessons at international fora, such as a side event at the CRIC of the UNCCCD in Buenos Aires in 2007, together with other UNDP Land Degradation projects, where the financial mechanisms lessons were presented; a field day to the Project sites during the V Africa, Latin-American and the Caribbean UNCCCD Forum in the Dominican Republic in 2007; and the project's selection as one of 5 globally to review Land Degradation indicators at a United Nations University initiative, among others.

78. The relevance of the monitoring system to the Project was strengthened by UNDP's ability to tap into its technical network of Land Degradation expertise. In parallel, the decision by Fundacion Sur Futuro to establish a joint M&E team allowed the project to agree on a strategy to implement the monitoring goals in the Project Document, as well as the internal follow-up actions at all lelves of Sur Futuro.

79. It was also useful (although fortuitous) the fact that two GEF Land Degradation projects coincided in time: (Sabana Yegua and "Reduciendo Usos de Agua Conflictivos en la Cuenca Ribereña de Artibonito a través del Desarrollo e Implementación del Programa de Acción Estratégico Multi-Focal Artibonito" (2009-2013). This coincidence supported the exchange of lessons and ideas between both projects. Such lessons were properly documented within UNDP's CO through their M&E platform, which has shown to be a highly effective tool for timely follow-up.

PROJECT IMPLEMENTATION HISTORY

Project Inception and Early Implementation

80. Early implementation was unusually swift. The first project activities included the hiring of the Project National Director on March 1st, 2006 and the approval of the first AWP in July 2006. The first disbursement took place immediately afterwards, on August 1st, 2006. According to the 2007 PIR, there were some delays in project start-up "as a result at least in part of the complexity of putting in place the support and participatory mechanisms in each of the project zones." One of the first activities by the project team was to undertake a comprehensive review of the project Operational Work Plan, together with UNDP.

81. The Project National Steering Committee, which included seven institutions, was established immediately. In addition to staff recruiting, Sur-Futuro Foundation established technical follow-up committees at both national and local levels. In parallel, UNDP in Santo Domingo developed an M&E system to provide technical, administrative and financial assistance to the project.

82. The project personnel included staff hired by Sur-Futuro Foundation as well as government employees from several different institutions assigned full time to the project, and serving as institutional links to the Ministry of Environment, the Dominican Agrarian Institute, the Forestry Service, and others. This development shows the strong support and government commitment to the project from the beginning.

83. The first year witnessed significant integration of government agencies, local governments, community organizations, and NGOs, as evidenced by the secondment of staff by several government institutions as mentioned above. Twelve community committees were rapidly established, and Zone Committees were established in 3 of the 9 zones. Two hundred and eight three farmers showed interest in the application of sustainable land use practices and started adopting the new SLM models introduced by the project.

84. Co-financing contributed significantly to the achievement of activities from the beginning. Even though the start-up took a bit longer than planned as mentioned earlier, the efforts to establish various coordination agreements with government institutions and local organizations paid off so that activities proceeded rapidly, creating a solid institutional and participatory basis at national and local levels.

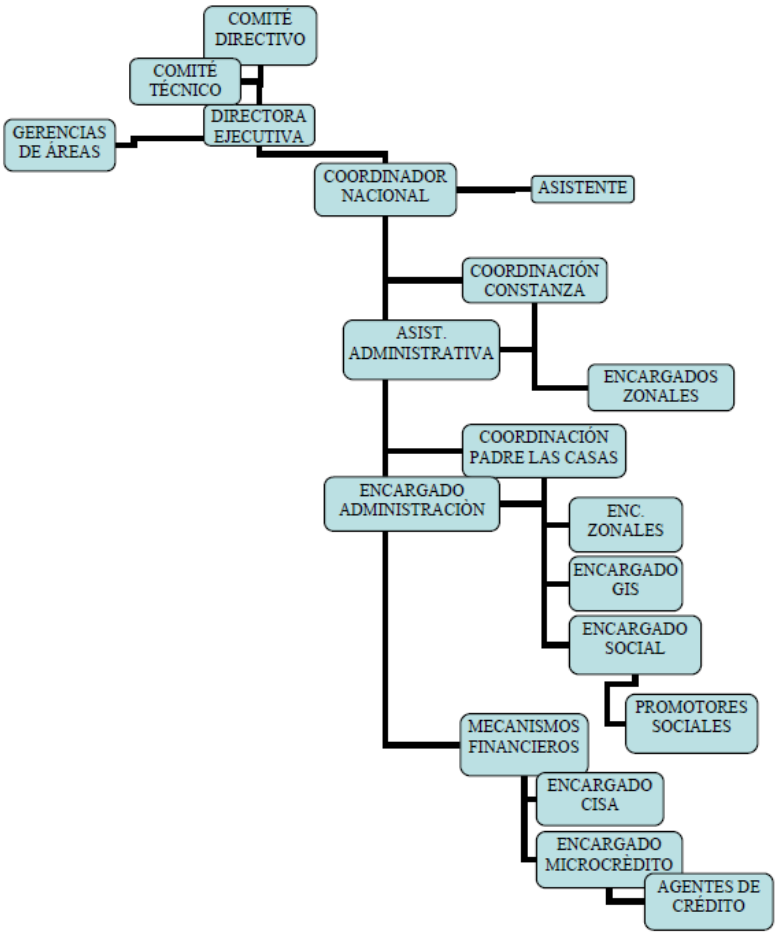
85. During the second year, the closing date was delayed by one year, from October 31st 2010 to October 31st, 2011, as mentioned earlier, due to the effects of two strong tropical storms to hit the Dominican Republic (Noel and Olga).

Mid-Term Evaluation (MTE)

86. The MTE took place during the month of June 2009. The MTE concluded that project design at the high strategic level was sound. It stated that "the Project Goal and the Project Objective determine precisely what should be done to overcome all significant problems" and thus both were rated as Highly Satisfactory. In terms of progress towards achieving the project outcomes, 4 out of 5 were rated as Highly Satisfactory.

87. Regarding implementation, the MTE identified some shortcomings, with many components showing important delays, but concluded that implementation capacity was sound. Detailed recommendations to improve project implementation were provided, both at the Outcome level, as well as cross-cutting. It also recommended a second closing extension through October 2012, although this was not followed-up as it turned out to be unnecessary.

Figure 8 - Project Implementation Structure at the Time of the MTE



88. Regarding co-financing, the MTE showed that it was already exceeding its targets: “One of the strengths of the project ‘Demonstrating Sustainable Land Management in the Upper Sabana Yegua Watershed System’ is the multi-institutional alliance between different Governmental and Private Sector Organizations for funding of SLM and sustainable development actions in the Upper Sabana Yegua Watershed System. In fact, outcome 4 is completely funded by Fundación Sur Futuro and at least 28 economic partners, including the Ministry of Environment, with a high degree of fulfillment. Co-financing – in monetary form and in form of material goods - has been very successful.”

89. The most important issues raised by the MTE related to the inadequacy of the project indicators at the level of objective, outcomes and outputs. “With respect to indicators at the project objective level, there can be identified serious deficiencies in this part of the project design which have serious

effects on project implementation and thus should be adapted" and "there are also shortcomings of indicator formulation at the outcome and output level. Several indicators lack significance, are difficult to measure or are not conceptually linked to the next level within the Local Framework Matrix." Therefore, very specific and detailed recommendations were provided to adjust the projects indicators.

90. As a result of these recommendations, changes were implemented. The 2009 PIR commits to these changes as follows: "it is noted that based on the preliminary findings of the mid-term evaluation which will be finalized in July, the objective level indicators will need to be revised. These were too ambitious given the duration and resources the project has, as well as the fact that there are ongoing processes outside of the project systems boundary that directly impact on these. Work on this revision will be a core component of the management response plan to the MTE."

91. Indeed, during a planning workshop held in October 2009, the project team discussed the MTE recommendations and many but not all were accepted. Of particular relevance to this TE are those related to indicators and targets:

- Modify the target that refers to reducing inappropriate use of land by 10% to one that says "25% of producers living in the area of the basin," applied technology with a focus on SLM,

- Change the indicator on reducing erosion to "the erosion is reduced or maintained at current levels until 2020."

- The measurement of sedimentation be modified to "the current level is maintained or reduced in the next 20 years,"

- For ecosystem restoration through forest cover, to "There is a viable scheme that promotes large-scale reforestation and encourages landowners to reforest,

- Additionally, the evaluation recommended the inclusion of two new indicators related to the livelihood and welfare of local people, which were considered relevant. During the workshop, the team accepted the recommended changes to the indicators and included an indicator to measure levels of income and another one on access to basic services.

- Insert a new indicator related to the measurement of capacity building of stakeholders in SLM,

- The indicator of the perception of SLM modified to "25% of producers consider that the regulations and logistics for the principles of SLM are favorable by the end of the Project,

- The specific amount of money that would be generated for the operating funds of the project was changed to "20% of the costs for the sustainable management of land are generated through innovative mechanisms for the purpose of the project cycle,"

- Concerning the welfare and improvement of the population of the basin as a target that indicates the % of the population that depends on land use has decreased, it is proposed to amend by "the level of unemployment and particularly of young people has decreased at the end of the project cycle,"

92. Going beyond the results of the MTE, the 2009 PIR provides a positive view: “the delays experienced in previous years are being made up for and the project is fully on track. Management by Fundación Sur-Futuro continues to be one of the project’s strongest assets as they have a strong track record in the project area and credibility at national levels” …. “The project is delivering at various levels” ….

93. The RTA stated that “On the ground, targeted support has been provided in terms of technical and financial assistance which has delivered concrete results including the establishment of almost 300 model farms with their associated management plans. Project nurseries as well as individual household nurseries, established with project support, are ensuring sustainability of production even in the face of extreme weather events. 272 new model farms have been established with their respective Management Plans designed. This is in addition to 664 ha within productive lands where farmers are receiving incentives and technical assistance to apply SLM techniques. The conversion of the Guarantee fund into a microcredit mechanism, as described and approved in the previous reporting period, has also made resources available to meet growing demand in the watershed for support in adoption of more sustainable productive practices.”

Project Implementation Since 2009

94. Since 2009, the PIRs start to reflect the substantial implementation progress towards the projects’ objective and outcomes with “Highly Satisfactory” ratings almost everywhere. Given the strong perception of performance, the opinion of UNDP’s RTA is presented here directly from the 2010 PIR: “Overall, the project has made consistent and diligent progress on achieving stated outcomes over the four years of implementation. There have been some delays, which required an extension of one year, but this is attributable in part to the fact that the project coordinators resigned twice, and that intense tropical storms and hurricanes, particularly in 2007, created very severe setbacks in the project area, parts of which were isolated for over 3 months. However, through these changes and challenges, the project has been ably managed by Fundacion Sur-Futuro, a widely respected NGO that will also provide for solid continuity of project achievements beyond the project’s lifetime.”

95. The 2010 PIR further states “of all project components, Outcome 3, related to financial instruments, was of concern given that little progress had been achieved. However, over the last year, and particularly given the recruitment of a new coordinator with extensive experience in this field, implementation of this component is well underway. It is fully expected that by project end, all stated outcomes will have been delivered, as detailed below. Under Outcome 1, the ProDoc calls for revising the Master Plan for the Watershed and developing a sustainability plan to underpin it. The project has made important progress on this front, establishing strong participatory governance structures and developing a consolidated system for the management, exchange and harmonization of information related to SLM. The Master Plan is scheduled for completion during the final year but most of the required information has been generated already and extensive stakeholder consultations held. The information system and data base deserves special mention. These are quite robust, and are already being used to guide investment and planning decisions in the watershed. It includes a system for weekly

monitoring of erosion and sedimentation rates, according to different land uses. It is complemented by the network of weather and hydro-meteorological stations of the INRHI. With support from the project many stations that had broken down were repaired, and there is now strong collaboration between INRHI and the Ministry of the Environment. Real time information is available and decisions in the watershed are based on sound science. These efforts have also contributed to strengthening early warning systems which is critical as the watershed is highly vulnerable and easily isolated during periods of intense rainfall."

96. "Under Outcome 2, over 400 SLM models for productive farms were developed - even prior to the MTE – and are since being strengthened and further validated. The number of farms that have committed to working with the project already exceeds the target defined in the ProDoc. Under Outcome 3, the EcoFund for the watershed has been established, with a fully operational general assembly and board of directors in which an array of stakeholders participate including: community producers, grassroots organizations, NGOs and public and private institutions. The micro credit fund is already disbursing funds, and allocating credit to producers for implementation of SLM practices, development of productive models at farm level, and establishment of nurseries. Demand has outpaced supply, and although the fund is starting to capitalize, active efforts are being made to mobilize additional resources." Ratings in the 2010 PIR were unanimously "Highly Satisfactory" across the board.

97. The 2011 PIR concluded that "The project has now reached the end of its lifetime and this PIR should be considered as the last one. Looking at the progress made during the current reporting period and the cumulative achievements made by the project over the past years, the project deserves a rating of Highly Satisfactory. Rating on implementation is qualified as Highly Satisfactory. Despite the rotation of key personnel within the project management unit (3 coordinators in 5 years), the project has shown over the year a consistent pace and rhythm if execution."

98. At the time of the Terminal evaluation visit, these views were widely shared by all interviewed, and the support for the project at all levels (public, private, NGOs) was indeed substantial.

PROJECT PERFORMANCE SUMMARY

99. This section[3] builds from the reinforcing observations provided by the analysis of key project data and dates, project disbursement patterns, information provided annually in the PIRs, the MTE report, and the interviews during the field visit. The project performance in relation to implementation, disbursements, and ability to delivery outputs can be summarized as follows:

100. The approval process was extremely swift when compared with other GEF projects. As mentioned earlier, the Project was approved by the GEF CEO on September 21st, 2005. The first disbursement took place on August 1st, 2006, 2 years and 3 months after its pipeline entry and less than a year after the CEO endorsement. Therefore, the time-frame encompassed between pipeline entry and the first disbursement, including preparation, award, and execution of the Block-B grant was extremely fast and significantly below the average for full-size GEF projects.

101. As mentioned above, the project closed on October 31st, 2011, approximately 5 years after the first disbursement, 6 years after its approval by the GEF, and 7 years after its pipeline entry. In absolute

[3] Additional performance issues as required in the TORs but not essential to this evaluation are included in Annex 3.

terms, this is a very fast execution project, with short preparation times, quick disbursements, and swift execution.

102. The Mid Term Evaluation (MTE) helped sharpen indicators so that they would better reflect the challenges ahead, and despite the many recommendations, in general terms it did not detect substantial material implementation shortcomings. Effective implementation proceeded at excellent pace immediately thereafter, and despite the change of Project Coordinator 3 times, Fundacion Sur-Futuro ensured continuity of project delivery.

103. The years 2010 and 2011 saw the final consolidation of key project outputs, and the project entered into a phase in which it effectively achieved and in many cases exceeded its targets for outputs, outcomes, and its goal. The very strong and widespread support witnessed by the evaluator everywhere in the field, coupled with the objective measurement of the project's results as described in the next section is in line with the positive observations recorded in the PIRs for the years 2009, 2010 and 2011.

Figure 9 - One the Project's Vehicles in Service at the time of the TE

4. PROGRESS TOWARDS ACHIEVING OUTCOMES, GLOBAL ENVIRONMENTAL BENEFITS, AND THE PROJECT's GOAL

104. The previous section discussed the progress made by the project under the following two dimensions: (i) Project performance as measured by implementation effectiveness and (ii) Progress towards delivering inputs and outputs (disbursements). With these results in mind, this section now analyzes three fundamental question of the Final Evaluation:

i. Has the project achieved its outcomes?

ii. Has the project generated global environmental benefits?, and

iii. Will results be sustainable beyond the project life?

Achievement of Outcomes

105. This question is analyzed separately for each of the 5 Project Outcomes. Targets for each Outcome are ranked against achievement at the time of the Terminal Evaluation by following the color key in Table 4 below (refer to Annex 1 for the full Logical Framework):

Table 4 – Color-key to Rank the Level of Outcome Achievement

Level of Achievement	Color-Code	Rating[4]
Achieved		HS and S
In Progress		MS and MU
Little or no Progress so Far		U and HU

HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory; MU = Marginally Unsatisfactory; U = Unsatisfactory (U); HU = Highly Unsatisfactory

106. The color-coded method[5] is used to facilitate the rapid review of the broad patterns emerging, but specific ratings are also provided.

Outcome 1. Creation of a Favorable Environment of Policies, Programs, Planning Frameworks and Tools for SLM

107. Table 5 below summarizes the progress made by the project at the time of the Final Evaluation towards achieving the targets under Outcome 1.

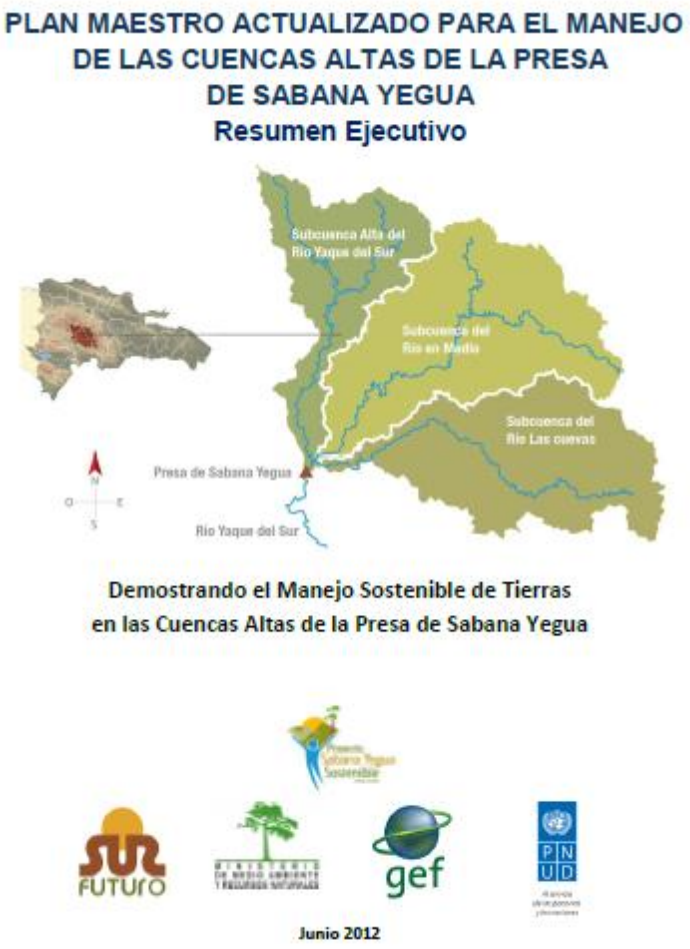
[4] Annex 6
[5] ES LLC unpublished

Table 5 - Level of Achievement for Outcome 1

Outcome 1	Indicator	Target	Achievement
Creation of a favorable environment of policies, programs, planning frameworks and tools for SLM	Planning instruments incorporating SLM, implemented by agencies, municipalities, NGOs, and local organizations	2 Zone Development Plans per year for a total of 9 Plans by 2009	**HS**
	Reformulated Master Plan approved with consensus and funded to incorporate SLM principles	One Master Plan reformulated, approved and financed by 2009	**HS**

108. This outcome deals with long-term planning mechanisms to establish the principles of SLM in the watershed. Both targets were achieved with full support from national and local authorities, as well as local communities.

Figure 10- Management Plan for the Watershed Produced by the Project



109. The Management Plan (Figure 10) adds to the 9 zonal plans and 54 community development plans developed by the project. The Plan is "owned" by the Watershed Development Council. Additional accomplishments include the establishment of 8 Municipal Environmental Management Units (MEMU) in 3 Municipalities and 3 Municipal Boards of the Watershed.

110. A management system was developed and integrates biophysical, socioeconomic and productive systems data along two main axes: Basic Watershed Data and Monitoring Database. The first contains all the maps generated for the watershed and the second is where the management and results data of the model farm and erosion measurement programs are stored. The contents of the database were widely disseminated and today are part of the database of DIARENA (National Direction for Environmental and Natural Resources Information) and are integral to the National System of Environmental Information.

111. The Management Plan has substantial funding secured. All stakeholders have participated in the exercise and endorsed it. Indeed, the consultant's visit to the area coincided with the visit by the Minister of Environment of the new administration (less than a month in office), and as a result of the visit a public commitment was made by the Government of the Dominican Republic to adopt and implement the Management Plan. This is indeed a very major accomplishment of the project as it has measurably influenced public policy for SLM in the watershed, and as a demonstration showcase for the country as a whole.

Outcome 2. Capacity of Stakeholders at Diverse Levels to Improve Application of SLM in the Project Area Developed

112. Table 6 below summarizes the progress made by the project at the time of the Final Evaluation towards achieving the targets under Outcome 2.

Table 6 - Level of Achievement for Outcome 2

Outcome 2	Indicator	Target	Achievement
Capacity of stakeholders at diverse levels to improve application of SLM in the project area developed	Reports of violations of environmental regulations that are effectively processed	Eighty percent (80%) of reports of violations of environmental law effectively processed by 2006 and 90% by 2009 (As a result of the MTE, this target was changed to "Relevant stakeholders have jointly created a participatory governance structure that is able to coordinate development interventions and SLM initiatives in the Upper Sabana Yegua Watershed System")	**HS**
	Local perception of effectiveness of	Forty (40) % of local population of the Watershed System considers	**HS**

	regulation, planning and technical support	favorable the regulatory and logistic to SLM principles by 2006 and 80% by 2009 (As a result of the MTE, this indicator was changed to "Twenty five (25)% of farmers and ranchers of the Watershed System considers favorably the regulatory and logistic to SLM principles by the end of the project cycle")	

113. Targets under Outcome 2 were also largely exceeded. There was significant and measurable enhancement of the capacity of stakeholders at diverse levels to improve application and perception of SLM.

114. Regarding effective follow-up and processing to reports of violations of environmental regulations, violations to the Environmental Law were reported in 2010 and according to the registries of the Ministry of the Environment and Natural Resources, all of them were processed. These violations included logging, slash-burn and illegal land removal. Throughout Project implementation, there were 173 accumulated violations, a significant increase that was detected as a result of the agreement between the 9 Zonal Development Committees and the Ministry of Environment and Natural Resources to promote reporting and processing violations.

115. According to the 2011 PIR, and even though the percentage of reported violations processed was exceeded, its impact was not as expected because the sanctions contemplated by the Law are too benign and of low cost, thus failing to discourage offenders from breaking the law.

116. A perception survey conducted by the Project in 2011 found that 90% of the respondents (residents, technical staff and members of the ZDC) feel that Law 64-00 is too lenient with those individuals who damage the environment and the natural resources. For this reason, the Project has promoted actions to mitigate the impact of environmental violations, including the training and equipping of 23 brigades of forest firefighters and 41 workshops on fire prevention and forest fire control. These activities were implemented in close collaboration with the Vice-Ministry of Forestry Resources, responsible for implementing the National Pan for Fire Prevention and Control. The synergies benefited from the training support provided by the experts from the Ministry of Environment, in line with national policies and procedures. Collaboration also took place with the 2007 – 2010 Program for Disaster Prevention and Control (UNDP / European Union/ Ministry of Environment 2007 - 2010), with which this plan was implemented, and thanks to which the number of brigades and community personnel reached was increased.

117. Regarding perceptions of SLM, in early 2011 a survey was conducted in Padre Las Casas, Guayabal, Bohechío, Palero, and Maldonado. The study measured perception, acknowledgment and application of SLM practices implemented by the project in the 9 zones of the watershed. 80.4% of the residents have knowledge of issues; 57% link the term SLM with land conservation practices such as live and dead barriers, and the remaining 43% mentioned other practices such as crops that allow permanent land use, agroforestry systems, minimal farming, and plans for farm management, sustainable forest use, silviculture systems, the establishment of small-scale pressurized irrigation

systems and others. 67% already apply some of the practices recommended by the project, especially the live and dead barriers, individual fruit terraces, reforestation with wooden species, plots with low pressure irrigation, minimal farming, fire prevention, agroforestry (coffee alone or combined with perennial species, fruits with annual crops and others) improvement of pastures, silvo-pastoral systems, and others; and 74.1% recommend the use of SLM practices to other farmers.

118. In relation to benefits, 78.6% of the residents and 73.3% of the ZDC members acknowledge their contribution to avoid soil erosion and to improve the yield of their harvest. 66.6% felt that people are taking better care of the environment than before the implementation of the Sustainable Sabana Yegua Project, and 68.8% felt that the implementation of SLM practices promoted by the project have improved the environment and natural resources in comparison with 15.5% who felt the contrary. 70.4% of the respondents perceive that production in their plots has improved after adopting SLM practices; of these, 37.9% felt that the production has improved considerably and 32.5% felt that the production has improved fairly. In the case of the ZDC members interviewed, 91.1% have seen an improvement in their crops.

119. Among the most important impacts of the project are the demonstration farms. These farmers believe that the increment in their main crops is a result of using SLM practices (live and dead barriers, use of organic waste for their land and terraces). This experience of the watershed producers is in line with the results of experiments made in the country and abroad on the effectiveness of conservation practices to improve the physical and chemical condition of the soil.

120. The use of model farms represents the practical and hands-on implementation of the strategy. The Project achieved the setup and maintenance of 491 model farms, which are registered in the monitoring database with a total extension of 1,294.84 hectares. The 491 producers are evenly distributed within the 9 zones managed by the project.

121. The amount of product commercialized has increased through the years due to the land expansion of the crops planted. The model producers are marketing more than 973,000 units of avocados, over 1,500 quintals of coffee, and more than 270,000 units of Persian lemons; in comparison with 484,000 units of avocados, 1,900 quintals of coffee, and 126,000 units of Persian lemon being marketed two years ago. Prices have also increased at US$ 0.21 per unit of avocado, US$ 124.93, a quintal of coffee, and US$ 0.06 a unit of Persian lemon.

122. The use of chemicals for pest control decreased from 37% to 23%. Similarly, plague control with the pesticides has decreased from 29% to 21%. Chemical fertilization has also decreased from 37% to 25%. Correct irrigation use increased from 10% to 47%. In total, 57% of the producers irrigate their crops. The number of producers applying land conservation practices reached 81% as compared to 60% two years before the project ended.

Figure 11 - A Sign Identifying a Demonstration Farm

Outcome 3. Sustainable Long-Term Financing Schemes Generate Funding for SLM Activities and SLM Institutional Infrastructure in the Upper Sabana Yegua Watershed

123. Table 7 below summarizes the progress made by the project at the time of the Final Evaluation towards achieving the targets under Outcome 3.

Table 7 - Level of Achievement for Outcome 3

Outcome 3	Indicator	Target	Achievement
Sustainable long-term financing schemes generate funding for SLM activities and SLM institutional infrastructure in the upper Sabana Yegua watershed	# of farmers who have had direct benefit or support from at least one of the financing schemes	500 farmers by 2008, 2,000 by 2013, and 3,000 by 2017	**HS**
	Quantity of money in the funds generated for operational costs of a SLM in the Watershed System	US$1,000,000 generated by 2007 and $2,000,000 by 2009 (as a result of the MTE, this indicator was changed to "30% of all investments and running costs related to SLM is generated through innovative financing mechanisms by the end of the project cycle")	**S**

124. Progress under Outcome 3 were mixed, with the target for the number of farmers receiving support greatly exceeded, while the revised capitalization target not being met; at the same time, it is questionable whether or not the capitalization target was realistic at all.

125. The Eco Development Fund was established with 4 mechanisms: (i) incentives for the application of SLM practices, providing supplies and materials to producers who apply LSM practices in their farms; (ii) Payment for Environmental Services (PES); (iii) green credit, and (iv) integral compensation for the Exchange of Environmental Services, through which basic community investment agreements are made in exchange for the commitment of community organizations to protect natural resources. Of these, the incentives, the green credits and the integral compensation for environmental services are already in place.

126. Achievements were as follows:

- Incentives: 491 producers in the model farms receiving wheelbarrows, shovels, picks, pruning scissors, backpack pumps, pipes, construction materials for building water reservoirs, sheds and fertilizer storage, forest trees for the construction of windbreakers and live barriers, coffee plants for renewal and seeds for improved pastures. The amount invested equaled US$475,775,

- Green credits: 195 producers benefited from green credits for a total of US$135,320,
- Exchange for environmental services: 7 agreements were made to assist 5,130 persons in seven watershed communities with infrastructure in exchange for the reforestation of degraded areas, commitments to refrain from burning in agricultural production and to support the process of reporting violations to Law 64-00 on Environment and Natural Resources.

127. The Project developed an aggressive campaign with potential donors for the capitalization of the Eco Development Fund, but this is still work in progress. This project would provide the Fund with a maximum of US$1M per year starting in 2014 during a 20-year period to support sustainable land development practices in the watershed area. In addition, there is a CDM project generating Certified Emission Reductions (CERs) that if successful, may be sufficient to capitalize the fund, but it is dependent upon the actual issuance of the CERs, and their future prices.

128. On the positive side, and although the capitalization target was not reached, given the track record of Fundacion Sur-Futuro, the consultant considers it very likely that this Fund will be capitalized as desired in the short or medium term.

Figure 12 - Greenhouse for Intensive Agriculture Receiving Financial Support through the Project

Outcome 4. Livelihood and Wellbeing of Population in the Watershed System Improved.

129. Table 8 below summarizes the progress made by the project at the time of the Final Evaluation towards achieving the targets under Outcome 4.

Table 8 - Level of Achievement for Outcome 4

Outcome 4	Indicator	Target	Achievement
Livelihood and wellbeing of population in the Watershed System improved.	Migration rate	Rates stay the same or decrease	**N/A**
	School age children attending school	Increased to 87% by 2009	**N/A**
	Percentage of population whose livelihood is directly dependent on land exploitation has decreased.	Decrease dependency on agriculture and natural resource exploitation by 10% by 2009 (25% by 2020)	**HS**

130. Regarding a decrease in the migration rate, the final data is not available and thus this target has not been ranked. Variations in the migration rate will be determined once the results of the national census that was conducted in 2012 are published. Preliminary results (PIR 2011) indicate that the

number of residents in the watershed has increased and there is a slight decrease in the migration rate. Those producers who have seen their economy improve as well as the general population perceive an upgrade in the livelihood indicators and production goods due to the new investments made in the area, particularly the construction of the Palomino dam which has generated jobs and migration to the area.

131. Regarding school attendance, once again, the results of this indicator depend on the results of the 2012 census, which are not available. The baseline is represented by the 2005-2006 school year in which enrolment in elementary and basic levels (3-14 years old) in the Project area were 18,366 from an estimated population of 24,148 according to the 2003 census (76% attendance).

132. The working population in the project area is 48,008 individuals. A total of 12,286 residents reduced their dependency on natural resources, representing 25.60% of the population older than 15 years in the watershed. Thus, the target for 2012 was greatly exceeded and the 2020 target was actually reached.

Figure 13 - Increased School Enrolment is Key for SLM

133. Related to this outcome, and although not counted as a target, is the new project by Fundación Sur Futuro from the European Union "Facilidad Sub-Solar" (EUR 1.3M), to increase the access of mountain communities to renewable photovoltaic energy by promoting the creation of cooperatives or community enterprises to manage the energy systems.

Outcome 5. Learning, Evaluation and Adaptive Management

134. Table 9 below summarizes the progress made by the project at the time of the Final Evaluation towards achieving the targets under Outcome 5.

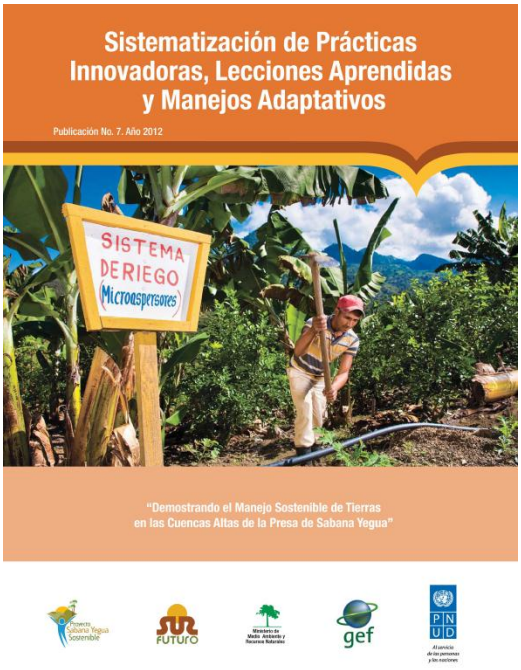
Table 9 - Level of Achievement for Outcome 5

Outcome 5	Indicator	Target	Achievement
Learning, evaluation and	Zone committees directly manage implementation	9 zones under management and one overall watershed	

adaptive management	of project activities project phase 3.	management structure managing the master plan by 2005	**HS**

135. This target was easily achieved, with nine zones under management and one overall watershed management structure in charge of the Master Plan. A systematization of the experiences was performed by Fundacion Sur-Futuro combining analysis with literature review and data collection through field observation, focus groups, and specific interviews to key stakeholders, as well as with institutional actors involved in the development of this experience. Lessons learned and success stories on Sustainable Land Management were documented.

Figure 14- Document Summarizing the Main Project Experiences



Achieving the Project Goal and Sustainability Issues: Towards Long-Term Impacts

136. Finally, Table 11 below shows the level of progress toward achieving the targets of the Project's main objective. The table utilizes the color-key described in table 4. The color-coded method is used to facilitate the rapid review of the broad patterns emerging, but specific ratings are also provided.

Table 11 – Level of Achievement for the Project Main Objective

Main Objective	Indicator	Target	Achievement
Promotion of integrated Sustainable Land Management in the Upper Sabana	Consensus reached on a new 5-year plan (2010-2015) for the management of the watershed system with	A new 5-year plan within the context of the master Plan by 2009	**HS**

Yegua Watershed System, in the context of sustainable development and poverty reduction	SLM principles		
	Amount of land with appropriate use (use in-line with the bio-physical characteristics of the area)	Inappropriate land use reduced to 62% (53,953 ha) by the end of 2009 (Adjusted after MTE to "There is a viable scheme in place that promotes reforestation at large scale and motivates a great number of landowner to reforest")	**HS**
	Soil Erosion	Reduced to 8,500,000 Tons per year at the end of project in 2009 (Adjusted after MTE to "Having in place, working and functioning of a viable erosion monitoring system, whilst implementing indirect measures to reduce soil erosion")	**HS**
	Volume of accumulated sediments in SY dam (original storage capacity is 479.9 million cubic meters)	Rate of sedimentation maintained to within tolerable limits to produce no more than. 118.2 MCM by 2009 (Adjusted after MTE to "Sedimentation rate of the SY reservoir stays stable or has been reduced in year 2020")	**HS**
	Ecosystem restored as measured by forest cover in the Watershed System	Increased to 95,034 ha of forest cover by 2009 (Adjusted after MTE to "There is a viable scheme in place that promotes reforestation at large scale and motivates a great number of landowner to reforest")	**HS**

HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory; MU = Marginally Unsatisfactory; U = Unsatisfactory (U); HU = Highly Unsatisfactory

137. A new Master Plan has been formulated for the 2012-2022 period. It incorporates numerous innovations:

- SLM principles, gender-based development, and climate change considerations,
- Fully integrates the vision of community members based on community development, zonal and watershed plans developed by the governance structures of the watershed; in other words, it was developed following a "bottoms-up" and fully participatory approach,
- Includes a financial plan to finance foreseen actions and needs,
- Improves the quality of life of residents,
- Provides for the sustainable development of the natural resources, both physical and biological,

- Considers the conservation of biodiversity and protected areas,

- Promotes the development of sustainable economic activities,

- Is in line with sectoral laws and international agreements, and

- Considers the active participation of all the stakeholders during its implementation.

138. Regarding the reduction in inappropriate land use, a total of 2,788.12 ha have been reforested. In addition to this, 10,499.94 ha of farms have adopted SLM as follows:

- Number of ha with agroforestry systems 1,280.57,

- Coffee plantations 1,397.28 ha,

- Number of ha of farms applying at least one SLM practice: 10,499.94

139. Therefore, the project has promoted the adoption of appropriate land uses within 13,288.06 ha. This translates in a reduction of lands with inappropriate land use from 62,953 ha to 49,664.94 ha, representing a reduction to 57.08%, exceeding the earlier project target of reducing inappropriate land use to 62%. Most of this achievement was due to the replication effect of the demonstrative farms and the voluntary adoption of these practices by local farmers.

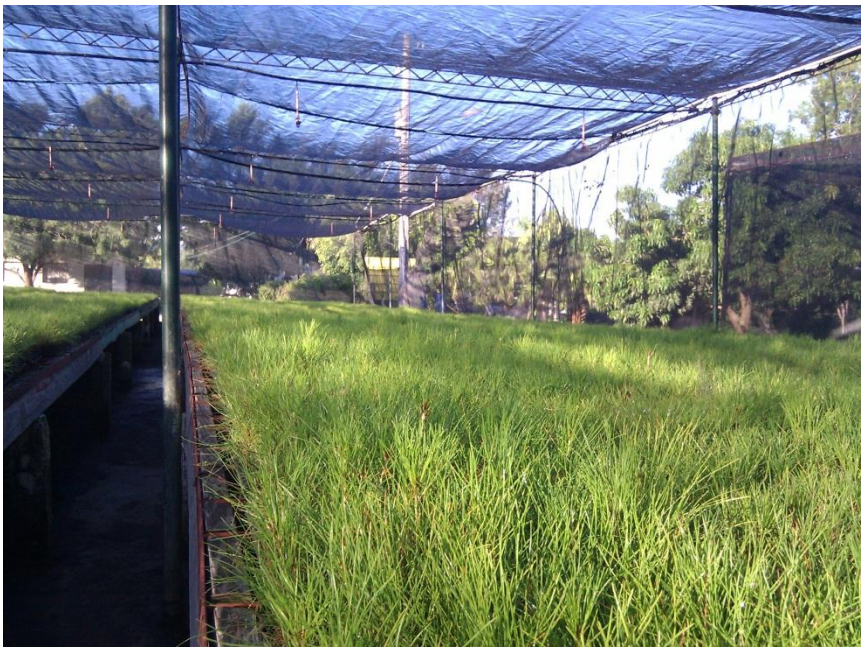
140. Soil erosion was significantly reduced. According to the USLE methodology, erosion was reduced by 25.92%. Today, the rate of soil erosion is 15,932,757.6 tons per year, significantly less than the baseline figure of 21,507,619 tons per year. The average reduction was 5,574,861.4 tons of soil per year in the entire watershed. Regarding the actual target "Having in place, working and functioning of a viable erosion monitoring system, whilst implementing indirect measures to reduce soil erosion," the project was able to develop and implement several soil erosion monitoring devices throughout the watershed.

141. On the fourth indicator related to accumulated sediments in the Sabana Yegua dam, data was obtained from bathymetry conducted by the Project and INDRHI in which it was found that the volume of sedimentation by 2008 was 60.63 mcm, representing a reduction of 13% in the storage capacity of the dam, even after correcting an erroneous fact in the baseline that estimated it at 24.5%. This new data has now become the baseline. A question remains as to why the sedimentation found was *less* than the baseline. There are several possible explanations, including measurement errors in the baseline, as well as the possibility that the 2007 storms actually reduced the sediments by washing them out. At any rate, the revised target was met.

142. Finally, regarding the target for ecosystem restoration, a total of 2,788.12 ha were reforested. This includes actions promoted by the Project, Fundación Sur Futuro, and the Ministry of Environment and Natural Resources, as well as community and private sector organizations. Forest coverage increased from 87,531 to 90,319.12 hectares, representing 37% of the original target. This original target was based on the Management Plan at the time, which covered 15 years; thus, the target was probably unattainable at the time of project approval, since it takes at least 1,100 trees per hectare, and a target of 7,000 ha would require a total of 7.7 M trees over 5 years, an amount of trees greatly exceeding the

capacity of the Sur-Futuro nursery and of all the other national-level nurseries in the country. In this context, the planting of 2,788 ha can be considered highly successful in the context of the project's time frame. Furthermore, the revised target was also met.

Figure 15 – Tree Nursery in Padre Las Casas



143. On the basis of these observations, it is evident that the project's achievement of its goal, the "Promotion of sustainable development of the human and natural resources of the Upper Sabana Yegua Watershed System," can be rated as Highly Satisfactory. Because these accomplishments transcend the project's lifetime by influencing society over the long term, and by setting the basis for long-term sustainable land management both within the watershed and throughout the country, the project's sustainability is also rated as Highly Satisfactory. Table 12 below provides the summary ratings for the project.

Table 12 - Summary Ratings

Element Evaluated	**Rating**
Project success overall	HS
Progress towards achieving its development objective	HS
Progress in implementation	HS
Sustainability	HS

HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory; MU = Marginally Unsatisfactory; U = Unsatisfactory (U); HU = Highly Unsatisfactory

5. CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS

144. This final section builds upon the findings delineated in the previous sections to arrive at high-level conclusions; it also looks forward by attempting to distill lessons learned and propose recommendations to guide future actions.

Conclusions

145. This is a well-designed project characterized by an extremely swift approval process: the time-frame encompassed between pipeline entry and the first disbursement, including preparation, award, and execution of the Block-B grant was extremely fast and significantly below the average for full-size GEF projects. The project closed on October 31st, 2011, approximately 5 years after the first disbursement, 6 years after its approval by the GEF, and 7 years after its pipeline entry.

146. The Mid Term Evaluation (MTE) helped sharpen indicators so that they would better reflect the challenges ahead, and despite the many recommendations, in general terms it did not detect substantial material implementation shortcomings. Effective implementation proceeded at excellent pace immediately thereafter. During 2010 and 2011 the project saw the final consolidation of key project outputs, and the project entered into a phase in which it effectively achieved and in many cases exceeded its targets for outputs, outcomes, and its goal.

147. The project ratings are unusually positive across the board: Of 10 targets at the Outcome level, one was rated as Satisfactory and 7 as Highly Satisfactory (2 have not yet been rated for lack of data). Of the 5 targets at the Objective level, all five were rated as Highly Satisfactory.

148. On the basis of these observations, it is evident that the project's achievement of its goal, the "Promotion of sustainable development of the human and natural resources of the Upper Sabana Yegua Watershed System," can be rated as Highly Satisfactory as well. Because these accomplishments transcend the project's lifetime by influencing society over the long term, and by setting the basis for long-term, sustainable land management both within the watershed and throughout the country, the project's sustainability is also rated as Highly Satisfactory.

149. The project success goes beyond its life or geographic area of influence. In addition to having established a very solid foundation for the Sustainable Land Management of the Sabana Yegua Watershed, the project has also demonstrated that an SLM approach can produce tangible benefits in terms of global benefits and socio-economic gains to local people living under conditions of widespread poverty. In fact, the Sabana Yegua watershed has become a showcase of successful SLM approaches, with important demonstration implications to other areas of the Dominican Republic, and beyond.

Lessons Learned

150. Looking ahead, it is important for future projects to learn from the successful experiences here, as well as to avoid the pitfalls identified in this project. The following are the main lessons-learned provided by this project:

151. A foundation provided by the presence of strong partners and previous experience and work in the area greatly facilitates project development and implementation. Indeed, the project built from the strong groundwork provided by the previous work of Fundacion Sur-Futuro in the area, as well as from the proven capacity, professionalism, and dedication of Sur-Futuro's staff. The unusually fast approval process as well as smooth implementation and delivery of results is to a great extent a result of Sur-Futuro's demonstrated technical abilities and its capacity to positively influence high-level processes.

152. Therefore and under the right conditions, NGO execution can lead to very successful and efficient implementation. Fundacion Sur-Futuro was able to manage technical and financial aspects efficiently and effectively. It was also able to build the support from the local populations by effectively engaging them and ensuring their full participation. At the national level, it effectively engaged public and private players in support of the project. In all these aspects, Sur-Futuro's performance can be considered Best Practice.

153. The demonstration farms established by the project can also be considered Best Practice. They combined a series of SLM techniques that effectively demonstrated that it is possible to reduce erosion while increasing incomes for local farmers and enhancing their livelihoods. These techniques provided visible results in the short term, thus the replication effect was spontaneous and immediate. The contrast between the presence organic soil matter in the demonstration farms versus farms without such techniques was striking.

154. The project placed significant emphasis in carefully developing a series of technical publications that served as foundation for the project's interventions at the practical and policy levels. Furthermore, results were documented, systematized, and disseminated widely. The extensive set of documentation produced has become a critical tool for the replication of the experiences in additional watersheds. The project's approach towards documentation and systematization of its experiences is also considered Best Practice.

155. Fundacion Sur-Futuro based most of its actions upon the establishment of successful Public-Private Partnerships. Although in many cases it is clear that Fundacion Sur-Futuro led the actions required by the project, it did so by successfully engaging public institutions at the national and local levels, and thus ensuring their ownership of the resulting processes, producing in this way a strong foundation for sustainability. The numerous examples of successful Public-Private partnerships established by the project can also be considered Best Practice.

156. Finally, the level of community organization and participation achieved by the project was remarkable. The project has successfully supported the creation of an integrated set of organizations in which communities participate in decision-making, going all the way from the village to the watershed level. These organizational structures also ensure the participation of youth and women in decision-making. The high level of community organization and participation achieved by the project is also considered a case of Best Practice.

157. In summary, the project has left behind many important lessons learned that have strong implications for learning and replication for SLM within the Dominican Republic and beyond. Many of these lessons are considered examples of best practices as described above.

Recommendations

158. The project has successfully established the long-term foundation for successful establishment of a SLM system in the Sabana Yegua watershed. This is a major accomplishment and greatly enhances the long-term conservation prospects of these ecosystems and the establishment of a successful sustainable development model. In order for the momentum gained not to be loss and for additional gains to be achieved, the following recommendations are provided:

159. The watershed provides an extraordinary opportunity to internalize the ecosystem services it provides to users downstream. Specifically, the SLM practices in the watershed reduce erosion and enhance water management for agricultural users. Two hydroelectric units are located downstream from the watershed: Sabana Yegua (13 MW of installed capacity), and Palomino (80 MW of installed capacity). Both depend heavily upon the health of the watershed in order to generate clean electricity.

160. The project already financed a series of studies to determine the form and value of all ecosystem services, but the mechanisms to establish a system of Payments for Ecosystem Services (or "compensation for ecosystem services") have not yet been established with sufficient depth to produce a steady flow of income to the local inhabitants. These are great opportunities to "close the loop" that must be pursued aggressively.

161. In the future, it is also important to ensure that there is a transfer of capacities from Fundacion Sur-Futuro to other local actors, including smaller NGOs and community organizations. In situations where a strong an effective NGO such as Fundacion Sur-Futuro dominates the development agenda, there is a risk of creating a dependency upon one actor. To avoid these potential pitfalls, Fundacion Sur-Futuro needs to continue operating under its current philosophy of strong community participation and the establishment of Public-Private partnerships.

162. Finally, and in the end, it will be private actors, whether farmers or companies that will maintain SLM practices as long as these provide visible economic benefits to them. The actors in the watershed must not lose sight to the fact that any project is just an input that produces momentary results; long-term sustainability depends upon the adoption of these practices for self-interest by actors operating freely within a market economy.

LIST OF ANNEXES

1. PROJECT RESULTS FRAMEWORK (From CEO Endorsement Document)

	• Indicator	Baseline	Target
Objective of the project: Promotion of integrated Sustainable Land Management in the Upper Sabana Yegua Watershed System, in the context of sustainable development and poverty reduction	• Consensus reached on a new 5-year plan (2010-2015) for the management of the watershed system with SLM principles	1 Master Plan	1 new 5-year plan within the context of the master Plan by 2009
	• Amount of land with appropriate use (use in-line with the bio-physical characteristics of the area)	72% Inappropriate use (62,953 ha)	Inappropriate land use reduced to 62% (53,953 ha) by the end of 2009
	• Soil erosion	9,505,000 t/yr of soil erosion	Reduced to 8,500,000 t/yr the soil erosion of Watershed System at the end of project in 2009.
	• Volume of acumulated sediments in SY dam (original storage capacity is 479.9 millons of cubic meter)	117.6 MCM of sediment (24.5% of total capacity reduced)	Rate of sedimentation mantainted to within tolerable limits to produce no more than. 118.2 MCM by 2009
	• Ecosystem restored as measured by forest cover in the Watershed System	87,531 ha	Increased to 95,034 ha of forest cover by 2009
Outcome 1: Policies, programs and planning frameworks and tools favorable to SLM being applied.	• Planning instruments incorporating SLM, implemented by agencies, municipalities, NGOs, and local organizations	0	2 Zone Development Plans per year for a total of 9 Plans by 2009
	• Reformulated Master Plan approved with consensus and funded to incorporate SLM principles	0	One (1) Master Plan reformulated, approved and financed by 2009
Output 1.1: SLM principles harmonized into the policies, programs and planning frameworks of key government institutions.	• Number of policies, plans, programs and regulation instruments that incorpore SLM principles	1 Master Plan	- One policy agreement beteween goverment at local and nacional level, NGOs, local organizations detailing priorities of SLM in the Watershed System, by 2007 - One reformulated Master Plan by 2009 - Four regulation instruments (farm management plan, Payment for Enviromental Services, a watershed governance structure, a watershed fund) by 2006
Output 1.2: System developed for the management of information related to SLM, in support of the participatory watershed planning system and policy	• Number of information system developed and operacional	0	One Information System based on GIS established in 2005

formulation.			
Output 1.3: Implementation strategy for future phases of the 15 year SY initiative designed and agreed among all stakeholders	• Funding secured for implementation of 2nd 5-year phase.	Average implementation cost for 3 year period 2007-2009	80% of funding for Annual Operations secured. by the end of 2009
Outcome 2: Capacity of stakeholders at diverse levels to improve application of SLM in the project area developed	• Reports of violations of environmental regulations that are effectively processed	0%	Eighty (80%) percent of reports of violations of environmental law effectively processed by 2006 and 90% by 2009
	• Local perception of effectiveness of regulation, planification and technical support	0%	Forty (40)% of local population of the Watershed System considers favourable the regulatory and logistic to SLM principles by 2006 and 80% by 2009
Output 2.1: Participatory governance structures and procedures for watershed planning for SLM functioning.	• Establishment of Watershed and Zone Development Committees	0	1 WC and 9 ZDCs created and functioning in SY watershed by 2006
Output 2.2: Land management and production models to support SLM are developed and adopted.	• Quantity of land management and production models developed and tested	1 Agroforestry model under development	Five models (coffee, improved agroforestry, forestry, animal husbandry and roading) by 2007
	• Quantity of producers adopting the components of production models in coffee, agroforestry, animal husbandry and forestry	0	250 producers (5% of total per 1998 census) have adopted the production models by 2007, 500 (10%) by 2009 and 2,000 (50% of producers) by 2017
Output 2.3 Knowledge among local population to reduce technical problems that influence production models, land degradation and ecosystem recovery.	• Percentage of producers that adopt at least one SLM practice promoted by the project for two o more years	To be determined during the inception phase	500 producers (10% of total per 1998 census) have adopted the production models by 2009. 50% of producers by 2017
Output 2.4: Project and agency technical capacity to promote SLM developed.	• Quantity of farmers receiving timely technical assistance on practices for SLM increased	0	500 farmers by 2008, 2000 by 2013 and 3000 by 2017.
	• Availability of brigades that will arrive in less than 8 hours after being alerted	3 partial forest fire brigades. No response time logged.	6 forest fire brigades by 2008
Output 2.5: A broad environmental education program established for communities within the Upper Sabana Yegua Watershed System.	• Coverage of curriculum integrating local watershed content	0	20% (about 13,000 persons) of the Watershed System population with environmental awareness by 2009
	• Number of students that receive locally-specific content in environmental education	0	2,500 students trained in enviromental issues in SLM by 2007 and 5,000 by 2009

Outcome 3: Sustainable long-term financing schemes generate funding for SLM activities and SLM institutional infrastructure in the upper SY watershed.	• # of farmers who have had direct benefit/support from at least one of the financing schemes	0	500 farmers by 2008, 2000 by 2013, and 3000 by 2017
	• Quantity of money in the funds generated for operational costs of a SLM in the Watershed System	0	US$1,00,000 generated by 2007 and $2,000,000 by 2009
Output 3.1: Funding strategy for the Watershed System developed	• Financing of administrative costs and investments through resources generated by the financial plan.	0	50% of Administrative costs and project investments by 2008
Output 3.2: Payment-for-environmental-services schemes established which promote SLM.	• Amount collected	0	$400,000 by 2007 and $936,000 by 2009
	• Proportion of funds generated disbursed for reinvestment in SLM	0	90% disbursed for reinvestment in SLM in each year.
Output 3.3: Debt-for nature swap schemes established which promote SLM.	• Quantity of money collected	0	$250,000 collected by nature swap scheme by 2007 and $500,000 by 2009
	• Proportion of funds generated disbursed for reinvestment in SLM	0	90% disbursed for reinvestment in SLM each year beginning at the end of 2006.
Output 3.4: Watershed-wide environmental fund (WLEF) established which promotes SLM.	• Quantity of money collected	0	$1,000,000 collected by 2007 and $2,000,000 by 2009
Output 3.5: Innovative funding guarantee mechanism established to promote access to, and guarantee credit, for local rural development activities compatible with SLM.	• Quantity of money loaned for SLM activities based on garantee fund mechanism	0	$400,000 disbursed for SLM activities from the Guarantee Fund by 2007 and $800,000 by 2009
	• Population with access to formal credit program	40 persons	2500 with access to formal credit in 2007 and 2500 additional persons by 2009
Output 3.6: Establishment of environmental service exchange and incentive programmes for the Watershed System, which promote SLM	• Service exchange schemes designed and mainstreamed with approval criteria for development projects.	0	One(1) scheme developed for water service, health, education, housing improvements, and energy by 2006.
	• Area with management improved through environmental service and incentives exchange	2,400 hectares (2.7 millions plants) established	500 new ha. established with at least 590 thousand wood and fruit trees by 2007, and 600 new ha established with at least 700 thousand wood and fruit plants by 2009
Outcome 4: Livelihood and wellbeing of population in the Watershed System improved.	• Migration rate	To be determined during inception phase	Rates stay the same or decrease
	• School age children attending school.	70%	Increased to 87% by 2009

	• Percentage of population whose livelihood is directly dependent on land exploitation has decreased.	To be determined in inception phase	Decrease dependency on agriculture and natural resource exploitation by 10% by 2009 (25% by 2020)
Output 4.1: Increased employment generated.	• % of population (men and women) with access to employment,	To be determined in inception phase	Increase by at least 10% by end of project (2009)
Output 4.2: Improvement in basic human service delivery that follow environmental practices	• Time savings in procurement of water and fuel. • Increased access to electricity • Drier, safer dwellings..	5053 families	10,000 families with domestic water delivered, 881 families with solar energy, 1500 families with fuel-efficient stoves, 56 families with houses delivered, by 2009
	• Percentage of literate adults increased.	66%	Increased to 80% by 2009
	• Access to health care services by women and children augmented..	Baseline to be determined at the inception phase of the project	Distance traveled and access to/ time required to see a doctor reduced by 2009.
Outcome 5: Learning, evaluation and adaptive management	• Zone committees directly manage implementation of project activities project phase 3.	No local management capability for design or implementation of project activities.	9 zones under management and one overall watershed management structure managing the master plan by 2005.
Output 5.1: Effective project implementation through adaptive management	• Up to date Information stored in NERIS system accessible to project and non project decionmakers • Governance structure officials prepared to assume project leadership by 2009	0 at start of project. Baseline should then follow the M+E plan as the baseline standard Qualification of watershed council members at elections.	All geographic information and project management information available digitally by 2007. All officials receive management training
Output 5.2: Monitoring and evaluation	• Recommendations from evaluations incorporated into new Master Plan.	0 at start of project. Baseline for midterm and final will be the condition before recommendations are made.	All recommendations from evaluations incorporated in new plan or addressed in implementation within 3 months of each evaluation. (mid-term and final)

2. TERMS OF REFERENCE FOR THE TERMINAL EVALUATION

PROYECTO "DEMOSTRANDO EL MANEJO SOSTENIBLE DE TIERRA EN EL SISTEMA DE LA CUENCA ALTA DE SABANA YEGUA"
REPÚBLICA DOMINICANA

TÉRMINOS DE REFERENCIA
EVALUACIÓN FINAL DEL PROYECTO
Junio, 2012

Título del Proyecto	Demostrando el Manejo Sostenible de Tierra en el Sistema de la Cuenca Alta de Sabana Yegua.
Número ID del Proyecto en ATLAS	00047680
Número PIMS	3185
Área Focal	Manejo Sostenible de la Tierra
Strategic Objective	Promover el manejo de tierra sostenible en el Sistema de Cuenca Alta de Sabana Yegua, para lograr beneficios globales del medio ambiente en el contexto de desarrollo sostenible y reducción de la pobreza.
Fecha de Inicio del Proyecto	Octubre, 2005
Presupuesto GEF (en US$)	4,434,695
Co-Financiamiento (en US$)	25,466,689
Fecha de Cierre del Proyecto	Junio, 2012
Fecha Evaluación Medio Término	Julio, 2009

1) ANTECEDENTES

Política de Monitoreo y Evaluación (M&E) de PNUD/GEF
La política de Monitoreo y Evaluación (M&E) de proyectos PNUD/GEF tiene cuatro objetivos:

- Realizar el monitoreo y evaluación de resultados e impactos del proyecto;
- Proveer de información para la toma de decisiones y la implementación de cualquier cambio o mejoras necesarios;
- Fomentar la responsabilidad en la utilización de recursos;
- Documentar, retroalimentar y difundir las lecciones aprendidas.

Para asegurar la efectividad del M&E de los proyectos, se utilizan de manera continua una serie de herramientas apropiadas durante la vida del proyecto, por ejemplo: seguimiento periódico de indicadores, evaluaciones de medio término, reportes de auditoría y evaluaciones finales.

De acuerdo con las políticas y procedimientos de M&E del PNUD/GEF, todos los proyectos financiados por el GEF, grandes o medianos, deben llevar a cabo una Evaluación Final al término del proyecto.

Los presentes términos de referencia corresponden a la Evaluación Final del Proyecto Demostrando el Manejo Sostenible de Tierra en el Sistema de la Cuenca Alta de Sabana Yegua. Para aspectos relacionados con contenido y metodología de la evaluación se hace referencia a la Guía para Evaluaciones de proyectos GEF (versión para Equipo de Evaluación), la cual se adjunta como Anexo 1.

Descripción breve del proyecto

Antes del inicio del proyecto se evidenciaba un avanzado proceso de degradación de la tierra en el Sistema de Cuenca Alta de Sabana Yegua, lo cual limitaba el potencial para desarrollar un modo de ganarse la vida de manera sostenible para más de 600,000 personas en los municipios más secos, pobres y poblados en el suroeste de la República Dominicana. La economía local esencialmente sostenible para la zona de intervención depende de la energía limpia, irrigación y agua doméstica capturada en la cuenca alta de Sabana Yegua y almacenada en la Presa de Sabana Yegua, la cual ha perdido cerca del 13% de su capacidad productiva. La sedimentación, deforestación y pérdida de fertilidad del suelo, contribuyen al calentamiento global, a la pérdida de biodiversidad y restringe la disponibilidad de agua fresca mientras altera la estructura e integridad de los

ecosistemas locales. Esos fenómenos son agravados por el uso inadecuado de la tierra y las prácticas dañinas de la agricultura y la silvicultura. Los esfuerzos nacionales y locales del gobierno dominicano para reversar la tendencia a través de los programas de silvicultura y agro-silvicultura, implementados en sociedades con la Fundación Sur Futuro, estaban limitados a las barreras políticas, de capacidad y financiera que impedían la eficacia de los esfuerzos de la línea base para mejorar el medio ambiente y los sustentos de los residentes en la cuenca alta.

Para enfrentar esta situación, el PNUD, junto con la Secretaría de Medio Ambiente y Recursos Naturales de República Dominicana y la Fundación Sur Futuro, propusieron este proyecto Grande GEF que se añadiría a los esfuerzos locales y nacionales creando políticas, desarrollando capacidades locales y nacionales y promoviendo el acceso al financiamiento necesario para promover el manejo sostenible de la tierra a largo plazo y asegurar los servicios de medio ambiente necesarios para reducir la pobreza.

El proyecto promueve el manejo sostenible de la tierra (MST) como un componente esencial del desarrollo rural sostenible en el Sistema de Cuenca Alta de Sabana Yegua. Aunque este incluye algunos componentes de educación, generación de empleos y satisfacción de las necesidades básicas, no aspira por sí mismo a enfocar completamente todos los aspectos del desarrollo rural sostenible. La naturaleza innovadora del modelo constituido por el proyecto, integrando el MST en los marcos político y financiero para proveer sostenibilidad a largo plazo mientras genera capacidades locales, permitirá mientras tanto proveer al país con experiencias que irán más allá de las fronteras del Sistema de Cuencas. Por lo tanto, la meta del Proyecto es promover el desarrollo sostenible de los recursos humanos y naturales del Sistema de Cuenca Alta de Sabana Yegua.
Su objetivo se enfoca en la implementación de las actividades generadas por el Fondo para el Medio Ambiente Mundial (FMAM) que llevarán a un manejo de tierra sostenible a largo plazo en todo el Sistema de Cuenca Alta de Sabana Yegua, expresado como sigue: Promover el manejo de tierra sostenible en el Sistema de Cuenca Alta de Sabana Yegua, para lograr beneficios globales del medio ambiente en el contexto de desarrollo sostenible y reducción de la pobreza.
La estrategia del proyecto es de enfocarse por un período de más de 5 años en eliminar las barreras para lograr el MST en la Cuenca Alta de Sabana Yegua, integrando los principios del MST y "arranque" del Plan Maestro del Sistema de Cuenca, y por lo tanto, aumentar su eficacia y sostenibilidad durante los subsiguientes 10 años y más allá. Se espera que el proyecto aumente directamente el manejo de la tierra sostenible en por lo menos 9,000 ha del suelo durante su vida, con un efecto indirecto total del manejo de toda el área para un total de 166,000 ha después de la implementación completa del Plan Maestro después de 15 años.

El Proyecto se implementó bajo la modalidad de ejecución de ONG, iniciando en el 2005. Debido a los arreglos formales entre el Gobierno Dominicano y la Fundación Sur Futuro para co-manejar la cuenca de Sabana Yegua, la Fundación Sur Futuro fue la ONG ejecutora. El manejo financiero y la contabilidad de los recursos así como otras actividades de ejecución del proyecto estuvieron bajo la supervisión directa de la oficina del PNUD.

2) OBJETIVOS DE LA EVALUACIÓN

La Evaluación Final (EF) se llevará a cabo de acuerdo con las guías, reglamentos y procedimientos del PNUD y del GEF tal como reflejados en la Guía para Evaluaciones de proyectos GEF (Anexo 1). Un riguroso análisis así como buena documentación son claves para la calidad de la evaluación.

Las EF tienen como propósito evaluar la implementación del proyecto, revisar los logros del proyecto en el cumplimiento del objetivo y los resultados esperados del mismo, evaluar el diseño del proyecto, establecer la importancia, desempeño, relevancia, implementación y éxito del proyecto; buscar evidencia del impacto potencial y la sostenibilidad de los resultados, incluyendo la contribución del proyecto a la construcción de capacidades y el logro de objetivos ambientales globales. Estas evaluaciones también buscan identificar y documentar las lecciones aprendidas, y realizar cualquier recomendación que pueda mejorar el diseño e implementación de otros proyectos de PNUD/GEF y de otras agencias y países.

Los principales actores involucrados en esta Evaluación son:

- Ministerio de Medio Ambiente y Recursos Naturales
- Fundación Sur Futuro
- Programa de las Naciones Unidas para el Desarrollo
- Consejo de las Cuencas Altas de la Presa de Sabana Yegua
- Ayuntamientos locales
- Unidades de Gestión Ambiental Municipal locales
- Comités de Desarrollo Zonales
- Comités de Desarrollo Comunitarios

Se recomienda identificar otros actores claves que pudieran ser entrevistados durante la evaluación.

3) ASPECTOS ESPECIALES A SER CONSIDERADOS

El documento final deberá ser presentado en inglés. Las versiones preliminares deberán circularse en español.

4) ALCANCE DE LA EVALUACIÓN

La Evaluación Final se debe basar en la aplicación de los cinco criterios principales definidos por el CAD/OCDE, los cuales son: la pertinencia; la eficacia; la eficiencia; los resultados y la sostenibilidad. Estos criterios serán definidos a través de una seria de preguntas que deben cubrir los tres siguientes aspectos del proyecto:

a) Concepto y Diseño del proyecto incluyendo aspectos relacionados, el Marco Lógico, Supuestos, Riesgos, Presupuesto, Co-Financiamiento y si el momento era oportuno.
b) Implementación del proyecto: Apoyo y supervisión de las agencias de ejecución/implementación; seguimiento y evaluación (incluso los Tracking Tools); participación de actores involucrados; gestión adaptativa.
c) Resultados: Efectos, Impactos, efecto catalítico; sostenibilidad, transversalidad en cuanto a otras prioridades del PNUD como por ejemplo los programas de apoyo tal como definidos en el UNDAF y CPAP, tanto como temas transversales como género y colaboración Sur-Sur.

Este incluye la clasificación (valoración) del proyecto con el uso de las categorías de Altamente Satisfactorio; Satisfactorio; Moderadamente Satisfactorio; Moderadamente Insatisfactorio; Insatisfactorio y Altamente Insatisfactorio (véase la Guía para Evaluaciones de Proyectos GEF).

La evaluación tendrá que contestar las siguientes preguntas identificadas como clave:

1. ¿Cómo apoya el proyecto las prioridades estratégicas del GEF y las prioridades ambientales y de desarrollo sostenible a nivel local, regional y nacional de la República Dominicana?

2. ¿Hasta qué punto se han alcanzado los objetivos y resultados del proyecto?

3. ¿Cómo influyeron factores externos en el desempeño del proyecto?

4. ¿Los recursos financieros fueron utilizados eficientemente?

5. ¿Es la capacidad a nivel local, regional y nacional adecuada para asegurar la sostenibilidad de los resultados alcanzados por el proyecto?

5) PRODUCTOS ESPERADOS DE LA EVALUACIÓN

Los productos esperados de esta evaluación son tres:

1. Un informe de arranque (como descrito en la Guía para Evaluaciones de Proyectos GEF, Anexa).
2. La presentación oral de los hallazgos preliminares a la representación del PNUD, del Ministerio de Medio Ambiente y Recursos Naturales y la Fundación Sur Futuro.
3. El informe final.

El informe de la evaluación se debe basar en las guías y pautas del GEF para evaluaciones y se estructurará conforme a las líneas reflejadas en la Guía para Evaluaciones de Proyectos GEF (Anexo 1).

6) METODOLOGÍA

La metodología de evaluación a ser aplicada tiene que seguir las directrices definidas en la Guía para Evaluaciones. Las principales fuentes escritas de información para esta evaluación están listadas a continuación:

- Documento del proyecto (PRODOC)
- Informes de progreso del proyecto

- Presupuestos del proyecto
- Planes de trabajo del proyecto
- Lista y detalles de contacto del personal del proyecto y de otros grupo de interés relacionados con el proyecto
- Project Implementation Reports (PIR)
- Informe de auditoría externa
- Evaluación de medio término
- Productos del proyecto
- Sistematización del proyecto
- Materiales de comunicación sobre el proyecto: publicaciones, brochures, memorias, etc.
- Documentos de planificación del PNUD (MANUD, CPD, CPAP)
- Estrategia Nacional de Desarrollo
- Legislación nacional relevante al proyecto y cualquier otro material que pueda considerarse de utilidad
- Acuerdos de cooperación entre las partes implementadoras

Se recomienda que el evaluador presente la metodología que propone para la realización de evaluación en el informe de arranque, la misma que será discutida previamente con el PNUD y la Unidad de Coordinación del proyecto para crear un balance entre la información escrita, entrevistas y visitas de campo.

7) PERFIL DEL EVALUADOR

Un consultor independiente llevará a cabo la Evaluación Final de este proyecto. El consultor deberá contar con un amplio rango de destrezas y conocimientos - experiencia analítica y de evaluación de proyectos, habilidades en aspectos técnicos del proyecto y en asuntos ambientales, así como experiencia en desarrollo social y económico. El evaluador deberá también tener un conocimiento actualizado de las estrategias y políticas del GEF.

Se proveerá al consultor con apoyo para la coordinación logística a nivel local.

Para lograr los objetivos de la evaluación, se requiere del consultor que sus labores estén en línea con las normas vigentes de Ética a las cuales se hace referencia en la Guía y que firme el Código de Conducta adjunto en Anexo 2.

El consultor estará a cargo de:

- Evaluar el diseño del proyecto, su relevancia y progreso hacia los objetivos establecidos.
- Evaluar los diferentes aspectos del proyecto como sostenibilidad, apropiación, seguimiento y evaluación, eficiencia, consecución de impactos, sostenibilidad financiera y capacidad institucional, entre otros.
- Evaluar la capacidad de ejecución de las distintas instancias del proyecto, revisando detenidamente la capacidad de llevar a cabo sus responsabilidades específicas.
- Evaluar cómo se relacionaron entre sí las diferentes instancias, y como mantuvieron una definición clara de los roles y responsabilidades.
- Evaluar aspectos gerenciales, financieros y administrativos del proyecto.
- Evaluar el cumplimiento de las normas y procedimientos del sistema administrativo, financiero e informes del proyecto, verificando que estén conformes con las reglas financieras y regulaciones del PNUD y GEF, y a la normativa de contratación pública cuando aplique.
- Preparar el informe final.

Perfil requerido:

- Postgrado en administración, ciencias ambientales, agronomía, relacionado a la gestión de proyectos de medio ambiente o áreas afines.
- Al menos 5 años de experiencia específica en el diseño, implementación, monitoreo y/o evaluación de proyectos de complejidad y magnitud similar. Se dará preferencia a consultores familiarizados con proyectos de lucha contra la degradación de la tierra.
- Tener conocimiento del sistema administrativo, gerencial y de reportes de proyectos similares en cuanto a temática, magnitud y complejidad.
- Se dará preferencia a consultores con conocimiento de monitoreo, seguimiento y evaluación de proyectos aplicados por el GEF y/o PNUD.
- Dominar la metodología del marco lógico.

- Tener conocimiento sobre organizaciones gubernamentales, privadas y no gubernamentales relacionadas con el sector de medio ambiente y conservación de recursos naturales.
- Tener habilidades de comunicación y coordinación de actividades de evaluación en proyectos similares.
- Tener conocimiento básico de las reglas financieras y regulaciones del PNUD y del GEF es deseable.
- Dominio del español e inglés.
- Asegurar la independencia de la evaluación. El/la consultor/a contratada estará libre de potenciales conflicto de intereses con las instituciones ejecutores y co-ejecutoras del proyecto.
- Habilidad para trabajar bajo presión y cumplir con plazos cortos.

8) ARREGLOS DE EJECUCIÓN PARA LA EVALUACION

La EF es un requisito de los proyectos PNUD/GEF, y por lo tanto es la Oficina de República Dominicana del PNUD (PNUD-RD) que, por ser la Agencia de Implementación, inicia la consultoría y tiene la responsabilidad general de la coordinación la evaluación, junto con la oportuna entrega de pagos del contrato. La Oficina de País del PNUD, con el apoyo de la Fundación Sur Futuro, facilitará la coordinación necesaria para las entrevistas con los contactos claves y la organización de la misión al terreno. El/la evaluador/a, al inicio de su misión, participará en una reunión/briefing con la Oficina de País y de la Oficina Regional de Coordinación PNUD-GEF (RCU).

Modalidades de pago y especificaciones: Los evaluadores serán contratados por el PNUD. El cronograma de pagos será como sigue:

- Gastos operacionales (ticket aéreo, viáticos y demás costos operacionales): al inicio de la consultoría;
- 15% de honorarios: contra entrega y aprobación del informe de arranque;
- 35% de honorarios: a la entrega y aprobación del primer borrador a la oficina del PNUD-RD;
- El restante 50% de los honorarios: se pagará una vez se haya terminado el informe final y haya sido aprobado por el PNUD-RD y el PNUD/GEF-RCU. La calidad del informe final será evaluada por la oficina del PNUD-RD y del PNUD/GEF-RCU. Si la calidad del informe no cumple con los estándares o requisitos del PNUD/GEF, se solicitará a los evaluadores volver a redactar o revisar el documento (las veces que sean necesarias) antes de poderse realizar el último pago.

Duración y plazos: La evaluación final del proyecto tendrá una duración estimada de 29 días de trabajo en un periodo de 2 meses.

El evaluador deberá:

- Revisar la documentación enviada y presentar el Informe de Arranque de la evaluación. Esta documentación incluye la información de antecedentes y documentos de diseño del proyecto. Leer y analizar informes y actas trimestrales, informes y actas de reuniones, informes de las auditorías interna y externa, etc. (6 días).
- Una vez revisada la documentación del proyecto, viajarán para continuar con el trabajo de evaluación. Ahí, deberán establecer el cronograma del resto del trabajo y visitar instituciones involucradas y entrevistar a las personas seleccionadas (10 días).

- Validación de los hallazgos preliminares con el Ministerio de Medio Ambiente, la Oficina del PNUD-RD, la Fundación Sur Futuro y co-ejecutores (a través de una presentación verbal de las impresiones generales).
- Preparación del informe borrador y circulación para comentarios de las partes interesadas – PNUD-RD, PNUD/GEF RCU, Ministerio de Medio Ambiente y Fundación Sur Futuro (10 días). Existirá un período de 15 días para que las partes interesadas revisen este informe y envíen sus comentarios al evaluador. Estos comentarios se enfocarán particularmente en posibles errores en cuanto a datos del informe más no en cuestionar las impresiones del evaluador. De existir discrepancias entre las impresiones y hallazgos del equipo evaluador y las partes interesadas, se incluirá un anexo en el informe final.
- Revisión final del informe incluyendo comentarios de las partes interesadas y miembros del equipo (3 días).

9) CONSULTAS, EVALUACIÓN Y REMISIÓN DE INTERÉS

Consulta sobre Términos de Referencia: Las consultas aclaratorias sobre los TDR, naturaleza y alcances del trabajo a realizar u otros aspectos inherentes a la presente convocatoria, pueden realizarse al correo electrónico: centro.servicios@undp.org
Criterios de Evaluación de las Propuestas: Para la evaluación de las propuestas se utilizará un procedimiento que consta de dos etapas mediante el cual la evaluación de la propuesta técnica se realiza con anterioridad a la revisión de la propuesta económica. Sólo se considerará la propuesta económica de los proponentes que superen el puntaje mínimo del 70% de la calificación total de 70 puntos correspondiente a la evaluación de las propuestas técnicas.

La propuesta financiera tendrá una ponderación de 30 puntos, otorgándose la máxima puntuación a la más económica y otorgando un puntaje a las demás en base a la siguiente formula: (Oferta más económica/Oferta a evaluar)x30.
Se adjudicará el contrato a la propuesta con el mayor puntaje combinado Calidad Técnica (70) + Oferta Financiera (30).
Presentación de CV y Propuesta Financiera: La hoja de vida del proponente, el formulario P11 completado, y una propuesta financiera (que incluya sus honorarios y costos operativos –pasaje aéreo, viáticos, hospedaje, traslado nacional-), deberán ser entregados por medio físico o electrónico, con una carta de remisión, a más tardar el 22 de junio de 2012, a las 2:00 p.m. a cualquiera de las siguientes direcciones:
En copia dura:
Casa de las Naciones Unidas, Av. Anacaona #9, Mirador Sur, Santo Domingo, R.D.

En copia electrónica:
Centro.servicios@undp.org

Nota: Este proceso de licitación está dirigido a profesionales, que prestarán sus servicios de manera individual.

10) ANEXOS

Anexo 1: Guía para Evaluación de Proyectos GEF
Anexo 2: Código de Conducta (a ser firmado)

Anexo 2: Evaluation Consultant Code of Conduct Agreement Form

Evaluators:
1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: __ _____
Name of Consultancy Organization (where relevant): _____
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.
Signed at (place)on
Signature: _____

3. ADDITIONAL EVALUATION ISSUES ASSESSED BUT NOT INCLUDED IN THE MAIN REPORT NARRATIVE

The Table below summarizes the main findings on issues required in the TORs but considered by the evaluator not essential elements of the main evaluation. These findings are presented here and not as part of the main report in order to preserve the flow of the main arguments in the report.

Evaluation Issue	**Summary of Findings**
Use of log frame	Very adequate
Technology, use of	Appropriate for SLM
Technical capacity	Very strong as explained in the text
Operational relations	Very strong as explained in the text
Stakeholder participation	Very strong as explained in the text
Institutional Arrangements	Very strong as explained in the text
Generation & dissemination of information & lessons	Very strong as explained in the text
Linkages with other programs/projects	Significant linkages with various projects, among others: • National Plan of Fire Prevention (Ministry of Environment) • Quisqueya Verde (Ministry of Environment) • Program for the Natural Disaster Prevention and Preparedeness (UNDP/European Union /Ministry of Environment) • Sustainable Land Management in Sabana Yegua (JICA / Fundación Sur Futuro) • Post Noel Storm Recovery (CERF/UNDP/Social Cabinet)
Country Ownership	Very strong as explained in the text
Project Methodology	Very strong as explained in the text
UNDP Contribution	Very adequate
Risks Management	N/A
Partnerships	Very strong as explained in the text
Replicability	Very strong as explained in the text
Communications	Very strong as explained in the text

4. PEOPLE AND INSTITUTIONS CONSULTED

NAME	POSITION AND INSTITUTION
Autoridades	CDC Los Naranjos
Patricia Abreu	Vice-Ministro de Cooperación Internacional, Ministerio de Medio Ambiente
Ana Carolina Beras	Encargada de Monitoreo, UNDP
Maria Noris Cabral	Vice-Sindico Guayabal
Susana Done Corporan	Gerente de Programas Sociales, Fundación Sur Futuro
Alexandra Fischer	Consultant
Felipe Galva	Presidente del Conejo de Cuencas
Roberto Gálvez	Representante Residente Adjunto, UNDP
Jorge de los Santos Garcia	Fundación Sur-Futuro
Antonio Gil	Contador, Asuntos Contables, A.C.
Melba Grullon	Presidente, Fundación Sur Futuro
Eduardo Julia	Coordinador Cambio Climático, Fundación Sur Futuro
Kathia Mejia	Directora Ejecutiva, Fundación Sur Futuro
Maria Eugenia Morales	Oficial de Programa, PNUD
Angel Pimentel	Instituto Dominicano de Investigaciones Agropecuarias y Forestales
Giselle Ramirez	Red de Jóvenes de Guayabal
Wilson Brioso Ramirez	Comité de Desarrollo Comunitario, El Recodo
Franklin Reynoso	Instituto Nacional de Recursos Hidráulicos
Juan Bautista Rosas Méndez	Comité de Desarrollo Comunitario, El Recodo
Roberto Sanchez	Primer Coordinador del Proyecto
Dinao Segura	Red de Jóvenes de Guayabal
Elpidio Tineo	Fundación Sur-Futuro
Felipe Vicioso	Gerente, Proyecta

5. DATES AND SCHEDULE OF FINAL EVALUATION

The field visit took place during the month of September, 2012.

Date	Meeting Location and Objective	Names and Institution
September 16	Depart Washington DC	
	Arrival in Santo Domingo	
September 17	Project Briefing (UNDP Office, Santo Domingo)	Maria Eugenia Morales, Ana Carolina Beras, Roberto Gálvez, UNDP
	Ministry of Environment	Patricia Abreu
	Inception Meeting, Fundación Sur-Futuro	Melba Grullon, Kathia Mejia, Susana Done Corporan, Jorge de los Santos Garcia, Antonio Gil, Elpidio Tineo
September 18	Numerous Local Stakeholders	Los Naranjos, Padre las Casas
September 19	Numerous Local Stakeholders	El Recodo, Guayabal
September 20	Proyecta	Felipe Vicioso
	Instituto Dominicano de Investigaciones Agropecuarias y Forestales	Angel Pimentel
		Roberto Sanchez
September 21	UNDP Debriefing (UNDP Office, Santo Domingo)	Maria Eugenia Morales, Roberto Gálvez, UNDP
	De-briefing, Fundación Sur-Futuro	Kathia Mejia, Susana Done Corporan, Jorge de los Santos Garcia, Antonio Gil, Elpidio Tineo, Eduardo Julia
	Instituto Nacional de Recursos Hidráulicos	Franklin Reynoso
September 22	Depart from Santo Domingo	

6. EVALUATION RATINGS

RATINGS	PROJECT PROGRESS TOWARDS MEETING ITS OUTCOMES AND OBJECTIVES	PROGRESS IN PROJECT IMPLEMENTATION
	This takes into account overall performance and the cumulative level of progress compared to the target level across all of the objective indicators.	This pertains to the project's success in implementing its activities according to the workplans, where elements such as execution of activities, effectiveness (including cost effectiveness) and delivery are taken into account.
Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.	Implementation of all components is in substantial compliance with the original/formally revised implementation plan for the project. The project can be presented as “good practice”.
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.	Implementation of most components is in substantial compliance with the original/formally revised plan except for only a few that are subject to remedial action.
Marginally Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.	Implementation of some components is in substantial compliance with the original/formally revised plan with some components requiring remedial action.
Marginally Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.	Implementation of some components is not in substantial compliance with the original/formally revised plan with most components requiring remedial action.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.	Implementation of most components is not in substantial compliance with the original/formally revised plan.
Highly Unsatisfactory (HU)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.	Implementation of none of the components is in substantial compliance with the original/formally revised plan.

7. DOCUMENTS REVIEWED

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Fundación Sur Futuro. 2007. Caracterización Socio-Económica Actualizada de las Cuencas Altas de la Presa de Sabana Yegua. 171 Pp.

Fundación Sur Futuro. 2007. Caracterización Biofísica Actualizada de las Cuencas Altas de la Presa de Sabana Yegua. Borrador del Informe Final. Proyecta. 152 Pp.

Fundación Sur Futuro. 2007. Viabilidad Técnica y Económica y Propuesta de Estrategias para el Fomento de Sistemas Productivos Sostenibles en las Cuencas Altas de la Presa de Sabana Yegua. 70 Pp.

Fundación Sur Futuro. 2008. Diseño y Establecimiento de un Sistema de Monitoreo de la Sedimentación y la Erosión en las Cuencas Altas de la Presa de Sabana Yegua. Informe Final. Proyecta. 109 Pp.

Fundación Sur Futuro. 2008. Batimetría Embalse Presa de Sabana Yegua. Prepared by Milton A. Lahoz and Adalberto Lafontaine. 169 Pp.

Fundación Sur Futuro. 2008. Diseño de una Propuesta de Adaptación Curricular a la Realidad Ambiental, Económica, Social y Cultural de las Comunidades deConstanza, Bohechío y Padre Las Casas. 318 Pp.

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Fundación Sur Futuro. 2009. Lineamientos Estratégicos y Guía Metodológica para el Ordenamiento Territorial Municipal en el Sistema de Cuencas Altas de la Presa de Sabana Yegua. 42 Pp.

Fundación Sur Futuro. 2010. Diagnóstico de la Tenencia de La Tierra en el área de las Cuencas Altas de la Presa de Sabana Yegua, Municipios de: Padre Las Casas, Bohechío, Guayabal y Constanza. Publicación No. 2, Año 2010. 25 Pp.

Fundación Sur Futuro. 2010. Atlas Recursos Naturales de las Cuencas Altas de la Presa de Sabana Yegua. Publicación No. 3, Año 2010. 102 Pp.

Fundación Sur Futuro. 2010. Proyecto de Manejo de las Cuencas Altas. La Presa de Sabana Yegua. Publicación No. 2. Año 2010. 46 Pp.

Fundación Sur Futuro. 2010. Batimetría Embalse Presa de Sabana Yegua. Publicación No. 6. Año 2010. 24 Pp.

Fundación Sur Futuro. 2010. Guía Didáctica. Que la Tierra no Llore. 23 Pp.

Fundación Sur Futuro. 2010. Manual de Prácticas Integradas de Manejo y Conservación de Suelos de Laderas. 26 Pp.

Fundación Sur Futuro. 2010. Estudio de Valoración Económica del Recurso Hídrico de las Cuencas Altas de la Presa de Sabana Yegua, República Dominicana. 73 pp.

Fundación Sur Futuro. 2010. Diseño de un Sistema de Gestión Participativa para las Estructuras que Conforman el Poder Local de las Cuencas Altas de la Presa de Sabana Yegua. 68 Pp.

Fundación Sur Futuro. 2011. Memoria Decimo Aniversario. 95 Pp.

Fundación Sur Futuro. 2011. Plan de Ordenamiento Territorial Municipal de Guayabal.

Fundación Sur Futuro. 2012. Sistematización de Practicas Innovadoras, Lecciones Aprendidas y Manejos Adaptativos. Publicación No. 7. Año 2012. 80 Pp.

Fundación Sur Futuro. 2012. Plan Maestro Actualizado para el Manejo de las Cuencas Altas de la Presa de Sabana Yegua. Demostrando el Manejo Sostenible de Tierras en las Cuencas Altas de la Presa de Sabana Yegua. 325 Pp. + Anexes and Maps.

GEF. 2012. Project Database. http://www.gefonline.org/projectDetailsSQL.cfm?projID=1246

Henning, P., and A. Herrera-Moreno. 2009. Demonstrating Sustainable Land Management in the Upper Sabana Yegua Watershed System. Mid-term Evaluation (MTE).

Instituto Dominicano de Investigaciones Agropecuarias y Forestales. Panfleto Institucional.

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UNDP. 2002. Evaluation Office. Guidelines for Outcome Evaluators: Monitoring and Evaluation Companion Series, #1.

UNDP and Dominican Republic. 2005. Demonstrating Sustainable Land Management in the Upper Sabana Yegua Watershed System. Project Appraisal Document for GEF CEO Endorsement. 85 Pp.

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UNDP. 2007. UNDP GEF APR/PIR 2007 OP 15 (1 July 2006 to 30 June 2007).

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8. COMMENTS RECEIVED ON THE DRAFT REPORT

This section includes the comments received on the final draft, and explains the ways in which they were addressed.

9. SIGNED ETHICS STATEMENT

This Evaluation is guided by, and has applied, the following principles:

Independence. The Evaluator is independent and has not been engaged in the Project activities, nor was he responsible in the past for the design, implementation or supervision of the project.

Impartiality. The Evaluator endeavored to provide a comprehensive and balanced presentation of strengths and weaknesses of the project. The evaluation process has been impartial in all stages and taken into account all the views received from stakeholders.

Transparency. The Evaluator conveyed in as open a manner as possible the purpose of the evaluation, the criteria applied and the intended use of the findings. This evaluation report aims to provide transparent information on its sources, methodologies and approach.

Disclosure. This report serves as a mechanism through which the findings and lessons identified in the evaluation are disseminated to policymakers, operational staff, beneficiaries, the general public and other stakeholders.

Ethical. The Evaluator has respected the right of institutions and individuals to provide information in confidence and the sources of specific information and opinions in this report are not disclosed except where necessary and then only after confirmation with the consultee.

Competencies and Capacities. The credentials of the Evaluator in terms of his expertise, seniority and experience as required by the terms of reference are provided in an annex; and the methodology for the assessment of results and performance is described.

Credibility. This evaluation has been based on data and observations which are considered reliable and dependable with reference to the quality of instruments and procedures and analysis used to collect and interpret information.

Utility. The Evaluator strived to be as well-informed as possible and this ensuing report is considered as relevant, timely and as concise as possible. In an attempt to be of maximum benefit to stakeholders, the report presents in a complete and balanced way the evidence, findings and issues, conclusions and recommendations.

Signature:  Date: October 26, 2012