



# Conserving Biodiversity in Coastal Areas Threatened by Rapid Tourism and Physical Infrastructure Development

Conservando la Biodiversidad en Áreas Costeras Amenazadas por el rápido Desarrollo Turismo y Desarrollo de la Infraestructura física.

## TERMINAL EVALUATION

### FINAL REPORT

**M.Sc. Margarita García Martínez**  
**International Evaluator**

**March 2021**

- Title of UNDP-supported GEF-funded project: Conserving Biodiversity in Coastal Areas Threatened by Rapid Tourism and Physical Infrastructure Development
- Identification number (UNDP): 00092146
- Identification number (GEF): 5088
- Evaluation period: December 08, 2020 - February 04, 2021
- Date of Terminal Evaluation Report: February 28, 2021
- Region and countries included: Dominican Republic
- Focal Area / GEF Operational Program: Biodiversity
- Implementing partner and other partners: Ministry of Environment and Natural Resources; Ministry of Tourism
- Evaluation team members: Margarita García Martínez, International Evaluator.

**Acknowledgements:** I would like to thank to the Project Coordination Unit (PCU), to the entire team of the UNDP Office of the Dominican Republic, to the UNDP Regional Technical Advisor, for the time dedicated to the Terminal Evaluation, for sharing their experiences and perceptions. Especially to Jonathan, Jimmi, Elia, Yulissa, Zoraida and Anatheidi from PCU and to Maria Eugenia from UNDP DR for all the information they shared online, photos and videos, for answering a lot of emails, for the willingness to solving all my doubts, and for helping with the arrangements and organization of the virtual interviews. I would like to express my gratitude for all the feedback, which allowed me to have a more objective and realistic view of the scope of this project. Furthermore, I would like to thank the staff of M.Environment and MITUR central, provincial and municipal institutions, as well as representatives of the communities, the private sector and associations, NGOs, consultants and international cooperation institutions who dedicated their time to provide information which contributed to this Terminal Evaluation. I would like to thank them for their willingness and openness, which undoubtedly facilitated the evaluation process, in addition to making it more transparent and providing experience and lessons for future initiatives.

## TABLE OF CONTENTS

<b>1 EXECUTIVE SUMMARY .....</b>	<b>1</b>
1.1 Project Overview .....	1
1.2 Brief description of the project .....	2
1.3 Terminal evaluation Rating Table.....	3
1.4 Summary of Findings, Conclusions and Lessons Learned.....	6
1.5 Recommendations summary table .....	10
<b>2 INTRODUCTION TO THE TERMINAL EVALUATION .....</b>	<b>14</b>
2.1 Purpose of the Terminal evaluation.....	14
2.2 Scope .....	14
2.3 Methodology .....	15
2.4 Data collection and analysis.....	15
2.5 Ethics.....	16
2.6 Limitations of the terminal evaluation .....	16
2.7 Structure of the TE report.....	17
<b>3 PROJECT DESCRIPTION .....</b>	<b>18</b>
3.1 Start and duration of the project, including milestones.....	18
3.2 Development context for the objective and scope of the project.....	18
3.3 Problems the project sought to address: threats and barriers .....	19
3.4 Immediate and development project objectives .....	19
3.5 Expected results.....	20
3.6 Main stakeholders .....	20
3.7 Theory of change .....	21
<b>4 FINDINGS .....</b>	<b>22</b>
4.1 Design and Formulation of the project .....	22
4.1.1 Analysis of Results Framework: project logic and strategy; indicator design .....	22
4.1.2 Assumptions and risks .....	24
4.1.3 Lessons from other relevant projects.....	25
4.1.4 Planned stakeholder participation .....	26
4.1.5 Linkages between the project and other interventions within the sector .....	27
4.2 Project implementation .....	28
4.2.1 Adaptive Management.....	28
4.2.2 Actual participation of stakeholders and partnership agreements .....	29
4.2.3 Project Finance and co-finance.....	32
4.2.4 Monitoring and Evaluation: initial design*, implementation* and overall analysis .....	35
Initial Design*.....	35
Execution* .....	35
General analysis* .....	37
4.2.5 Implementation and oversight of UNDP* and the execution agency*, and overall project implementation/execution*, coordination and operational issues .....	37
4.2.5.1 UNDP Implementation and oversight - Implementing Agency* .....	37
4.2.5.2 Execution and oversight of the Executing Agency* .....	38
4.2.5.3 General project execution .....	39
4.2.6 Risk management, including social and environmental safeguards.....	40
4.3 Results and Impacts of the project.....	41
4.3.1 Progress towards the objective and expected outcomes.....	41
Strategic Results Framework Analysis.....	44
4.3.2 Relevance * .....	63
4.3.3 Effectiveness* .....	64

4.3.4 Efficiency *	65
4.3.5 Overall outcome*	66
4.3.6 Sustainability	66
Financial Sustainability *	66
Socio-economic sustainability *	68
Sustainability of the institutional framework and governance *	70
Environmental sustainability *	71
Overall Sustainability *	72
4.3.7 National ownership	72
4.3.8 Gender equality and women's empowerment	73
4.3.9 Cross-cutting Issues	74
4.3.10 GEF Additionality	75
4.3.11 Catalytic/Replication Effect	77
4.3.12 Progress to impact	78
<b>5 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATION AND LESSONS LEARNED</b>	<b>84</b>
5.1 Main findings	84
5.2 Conclusions	87
5.3 Recommendations	89
5.4 Lessons learned	94
<b>6. ANNEXES</b>	<b>97</b>
Annex 6.1 Terms of Reference (without annexes)	97
Annex 6.2 List of people interviewed	106
Annex 6.3 List of revised documents	108
Annex 6.4 Terminal evaluation question matrix	109
Annex 6.5 Questionnaire used and summary of results	117
Annex 6.6 Evaluation consultant agreement form	121
6.6.1 From the international evaluation consultant	121
Annex 6.7 Main partners and their role within the project	122
Annex 6.8 Theory of change	125
Annex 6.9 Summary table of men's and women's participation by activity and project site	127
Annex 6.10 Tools for evaluating management effectiveness. Capacity building	129
Annex 6.11 Summary of the dominican system of sustainable tourism indicators – SIDTUR	134
Annex 6.12 Terminal evaluation report clearance form	138

## INDEX OF TABLES

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Table 1 - Project information table .....	1
Table 2 - Terminal Evaluation Ratings.....	3
Table 3 - Summary of Terminal Evaluation Recommendations.....	10
Table 4 - List of the main stakeholders and partners of the project.....	19
Table 5 - Execution of the annual project budget, cut-off date December 31 of 2020.....	32
Table 6 - Distribution of resources by activity, cut-off date December 31 of 2020 .....	32
Table 7 - Distribution of resources by co-financing, by item, cut-off date December 15, 2020. ....	33
Table 8 - Co-financing values provided by the project's partner institutions in USD .....	33
Table 9 - Strategic Results Framework Analysis Matrix.....	43
Table 10 - Overall Impact Indicator Matrix of the Strategic Results Framework .....	80
Table 11 - Terminal Evaluation Recommendations .....	90

## ABBREVIATIONS AND ACRONYMS

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ACA RD-CA-USA	Environmental Cooperation Agreement
ALIDES	Central American Alliance for Sustainable Development
AOP	Annual Operating Plan
ASONAHORES	National Hotels y Restaurants Association
BD	Biodiversity
BC&T	Coastal Biodiversity and Tourism
CBD	Convention on Biological Diversity
CC	Climate Change
CCAD	Central American Commission on Environment and Development
CDR	Combined Delivery Reports
CEBSE	Center for the Conservation and Ecodevelopment of Samaná Bay and its Surroundings
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CODOPESCA	Dominican Council of Fisheries and Aquaculture
CONFOTUR	Tourism Promotion Bureau
CSO	Civil Society Organization
DGODT	Directorate General of Land Use and Development
DPP	Directorate of Planning and Projects
EAE	Strategic Environmental analysis/Evaluación Ambiental Estratégica
EIA	Environmental Impact Assessment
END	National Development Strategy
FEDOMU	Dominican Federation of Municipalities
FONDO MARENA	National Fund for the Environment and Natural Resources
FUNDEMAR	Dominican Foundation for Marine Studies
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	German International Co-operation Agency
GO	Governmental Organization
IADB	Inter-American Development Bank
INFOTEP	National Institute for Technical and Vocational Training (Instituto Nacional de Formación Técnico Profesional)
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Nature Conservation
JICA	Japanese International Co-operation Agency
KfW	Reconstruction Loan Corporation (Kreditanstalt für Wiederaufbau)
M. Environment	Ministry of Environment and Natural Resources
M&E	Monitoring and Evaluation
MEPYD	Ministry of Economy, Planning and Development
MICM	Ministry of Industry, Commerce and MiPYMES
MiPYMES	Micro, Small and Medium Enterprises
MITUR	Ministry of Tourism
MTR	Mid-term Evaluation
MRE	Strategic Results Framework
NGO	Non-government Organization

*Acronyms continued*

NPAS	National Protected Area System
NR	Natural Resources
NSCSUBAP	National Strategy for the Conservation and Sustainable Use of Biodiversity and Action Plan
NTDP	National Tourism Development Plan
PA	Protected Area
PCU	Project Coordination Unit
PES	Payment for Environmental Services
PIR	Project Implementation Reviews (Annual)
PMAA	Management and Environmental Adaptation Plans
PNT	National Plan of Tourism
POTT	Tourism Land Use Plans
PPG	Project Preparation Grant
PRONATURA	Pro Nature Fund
RCU	Regional Coordination Unit
RD-CAFTA	The US-Central American Free Trade Agreement
RTA	Regional Technical Advisor
SDG	Sustainable Development Goals
SEPA	Swedish Environmental Protection Agency
SICA	System for Integration in Centroamerica
SOECI	Cibao Ecologic Society
SPAW	Special Protocol Concerning Protected Areas and Wildlife
TA	Technical Assistance
TE	Terminal Evaluation
TNC	The Nature Conservancy
UGAM	Municipal Environmental Management Units
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
VMC&MR	Vice Ministry of Coastal & Marine Resources. M.Environment
VM	Vice Ministry
VMPA	Vice Ministry of Protected Areas. M.Environment
WWF	World Wildlife Fund

# 1 EXECUTIVE SUMMARY

## 1.1 PROJECT OVERVIEW

Table 1 – Project information table.

<b>Project title: Conserving Biodiversity in Coastal Areas Threatened by Rapid Tourism and Physical Infrastructure Development</b>			
UNDP project number (PIMS #)	4955	PIF approval date	12/04/2013
GEF Project number	5088	GEF endorsement date	11/03/2015
# Project (ATLAS) # Award (ATLAS)	00083903	Project Document (PRODOC) signature (Project start)	02/07/2015
Country	Dominican Republic	Date of project coordinator contract	01/12/2015
Region	LAC	Date of inception workshop	03/02/2016
		End date of Mid-Term Review	Julyo/2019
Focal area	Biodiversity	End date of Terminal Evaluation	28/02/2021
GEF 5 Focal Area Strategic Objective	Obj. 2: Mainstream biodiversity conservation and sustainable use in terrestrial and marine productive sectors	Original end date for project	31/07/2020
Fiduciary fund (GEF, LDCF, SCCF, NIPF)	GEF	Date proposed for project extension	31/12/ 2020
Executing agency / Implementing agency	M.Environment / PNUD	Actual end date of the project	31/03/2021
Location of project sites	Two pilot sites: Montecristi and Samaná, Dominican Republic		
Partner institutions	Ministry of Tourism		
Project financing	At time of approval (USD) 2,838,792	At the time of FE (USD)* 2,764,050.89	
Implementing agency (IA) Executing agency (EA)	UNDP (USD) 350,000 M.Environment 6,134,799	PNUD (USD) 249,000 M.Environment (USD) 5,140,625	
Other agencies:	MITUR (USD) 9,550,000	MITUR (USD) 12,862,500	
		MARENA Fund (USD) 200,000 GIZ (USD) 1,200,000 JICA (USD) 846,423.04 TNC (USD) 1,500,000 Agora Mall (USD) 21,000	
Total co-financing and total expenses of the project	USD 18,873,591	USD 22,019,548.04	



## **1.2 BRIEF DESCRIPTION OF THE PROJECT**

The Dominican Republic (DR), located in the Caribbean, covers two-thirds of the eastern part of the island of Hispaniola, with the western side occupied by Haiti. The country has a unique biodiversity of global importance, reason why it has been identified as a "Caribbean Hotspot". The coastal-marine areas include a variety of marine environments such as very deep trenches, coral reefs, barrier islands, deep and shallow estuaries and a wide variety of cays and mangroves.

Dominican marine environments comprise part of the Central Caribbean ecoregion that has received the highest biological values from both Conservation International and WWF, which have listed the area as one of the top five priority eco-regions for conservation in the world.

Several key species that inhabit the coastal areas and are of global importance are critically endangered, including species of commercial interest that consequently face increased pressure.

Currently, ecosystems and species in the Dominican Republic are subject to various forms of pressure and degradation, both within protected areas and in the surrounding landscapes. Tourism, both directly through infrastructure development and indirectly through the expansion of urban areas and increasing pressure from coastal populations, has led to degradation of coastal areas affecting the functionality of each of the coastal marine ecosystems: dunes, mangroves, seagrasses, wetlands, and coral reefs.

The long-term solution proposed by the project is to effectively incorporate biodiversity conservation into the Dominican Republic's tourism sector and to strengthen the institutional, legal, and policy framework as well as management capacities needed to address the various threats.

The Government of the Dominican Republic requested assistance from the GEF and UNDP to remove barriers to ensuring the long-term conservation of the country's biodiversity through a collaborative agreement under the National Implementation Modality (NIM). The Ministry of Environment and Natural Resources is the implementing partner and is, together with the Ministry of Tourism, the responsible party for the project. Thus, on July 2, 2015, the Ministry of Environment and Natural Resources, the Ministry of Tourism and UNDP signed the Project Document (PRODOC), which sets the guidelines, goals and indicators and establishes the basis for the implementation; it will be completed on March 31, 2021. This project has been executed in accordance with the cooperation standards and regulations of UNDP in the Dominican Republic.

### 1.3 – TERMINAL EVALUATION RATINGS TABLE

**Table 2 – Terminal Evaluation Ratings**

Criteria	Comments	Rating
<b>Monitoring and Evaluation:</b> Highly Satisfactory (HS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly unsatisfactory (HU), not possible to evaluate (NE)		
<b>M&amp;E design at project start</b>	Structurally and operationally, the M&E plan was well conceived, practical, and sufficiently articulated to be able to monitor project progress: it included various types of technical monitoring and financial reports, as well as two independent evaluations, the monitoring of indicators and means of verification, an analysis of major risks, as well as those related to the issue of UNDP safeguards and the management effectiveness monitoring tool. However, some shortcomings existed with regard the actual risk assessment, some of the targets were not feasible, and although the main partners were evaluated, it would have been desirable to incorporate some other partners who could have had a strong influence on the project. Some indicators were not appropriate, making them difficult to assess or monitor. The project did not have a Theory of Change developed at the beginning of the project, because it was not a mandatory requirement at the time the project was designed.	<b>MS</b>
<b>Implementation of M&amp;E plan</b>	Although financial and progress reporting requirements were met, including their quality and timeliness, the information provided in some reports was not used to improve and adapt project performance. Recommendations made by the RTA in the PIRs to improve project performance were not always addressed. Several recommendations made in the MTR were also not addressed and/or properly followed up. The Steering Committee Meetings did not have the desired impact, and very few meetings were held, among other difficulties. Together this led to a very pronounced delay in the implementation of the project. During the last year and a half, the implementation of the M&E plan was improved, including risk management, gender issues were also included in the context of the project, and the reorientation of the project was paramount to its progress.	<b>MU</b>
<b>General quality of M&amp;E</b>	In general, "structurally", (it means, in accordance with established UNDP/GEF procedures by the project team and the UNDP Country Office) the development and budget of the Monitoring and Evaluation Plan was appropriate and executed. The weaknesses and strengths found at both the design and execution levels (which were improved in the last year and a half of the project), merit the rating of Moderately Satisfactory. In the end, the monitoring and evaluation systems did not fully guarantee effective project management, which was highlighted by a questionable execution by one of the partners.	<b>MS</b>
<b>Execution by Implementing Agency and Executing Agencies:</b> Highly Satisfactory (HS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly unsatisfactory (HU), not possible to evaluate (NE)		
<b>Execution by Implementing Agency</b>  <b>UNDP</b>	It is widely recognized, that particularly in the last year and a half of the project, during the incorporation of the private sector, UNDP has been the decisive force to work with the government and its strategic vision favored the fulfillment of the objectives. Furthermore, its performance at the closing of the project by facilitating and putting the key elements and topics on the agenda of the new administration, taking advantage of the windows of opportunities due to the change of government and the willingness throughout the value chain of the tourism sector has been indeed remarkable. However, the first years of the project were characterized by continuous delays, poor dialogue between partners and project progress where UNDP DR was initially unable to influence conflict resolution. Some deficiencies were observed, related to the facilitation and convening power required to open the pathways and channels of communication required with partners at the highest level to achieve the goals. Also, during the execution of the project, some delays were observed in the follow-up of various administrative processes that could be improved.	<b>MS</b>
<b>Execution by Executing Agency</b>  <b>M. Environment</b>	Since the start, the project encountered a series of obstacles during its implementation. The involvement of M.Environment developed gradually, and with differences in understanding the objectives and goals, and how to address them especially at the beginning. However, in general, it performed well. The VMC&MR was the focal point for the project and its involvement is considered outstanding. It ensured proper follow-up of the project, facilitated action to achieve the results and supported the opening of communication channels with its counterpart. There was also greater participation in terms of the number of areas involved, although, the degree of involvement and commitment varied. Overall, at the technical level, participation and support were high, leaving the project with good lessons learned and experiences. The performance of the provinces varied, although the involvement of the provincial directorate of Montecristi is noteworthy. As for the provincial directorate of Samaná, although it was not very	<b>MS</b>

Criteria	Comments	Rating
	proactive, it always supported and backed the actions. Many activities and proposals were well received, yet there were problems during the implementation.	
<b>Execution by Responsible Partner</b> <b>MITUR</b>	Although the DPP (focal point for this project) is recognized for its high-level performance in other projects and its standing at the Ministerial level, this project showed otherwise, as the required role was not met during this administration. The partner was lacking openness and barriers to higher levels of decision making were not overcome; this would have allowed to implement important outputs being considered core commitment of the project. At the technical level, openness and willingness to cooperate prevailed, thus relevant achievements were made. Support was provided at the provincial and district levels; however, it was weaker and the inputs were more tangible on less relevant issues. Nevertheless, MITUR fulfilled its co-financing commitments. Likewise, the vision of the new administration (2020-2024), is in line with the project's goals, showing interest and willingness to adopt the project's achievements and results of the project.	<b>MU</b>
<b>General quality of Project implementation and execution</b>	The beginning of the project and the following three years of implementation represented a period of many obstacles, important delays, postponement of activities, little synergy and participation as a result of institutional structural weaknesses and the missing leadership of one of the main partners in particular. However, UNDP and PCU demonstrated strong strategic capacity by rescuing the project through the support of newly gained stakeholders which improved the prospect of sustainability. Several results were achieved, some beyond what was originally planned, and others remained stagnant. Collaborative alliances improved in the last year and a half of the project. At the end of the project, the openness and willingness of the implementing partners (MITUR y M.Environment) and UNDP is quite favorable.	<b>MS</b>
<b>Outcomes:</b> Highly Satisfactory (HS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly unsatisfactory (HU), not possible to evaluate (NE)		
<b>Relevance</b>	The Project is highly relevant in the national context, its design was coherent with the national objectives and priorities and the international commitments of the Dominican government. It is the first project with GEF funds that exclusively addresses the needs of consolidation and development of national policies that allow for a transition towards a sustainable tourism that seeks to integrate coastal-marine natural capital and tourism. Despite its relevance, the degree of stakeholder participation, particularly from MITUR, fell short of expectations; in turn, the involvement of other institutions and partners would have been necessary and allowed for broader scope. The long-term solution envisioned for this project, although congruent with national and global priorities and with UNDP and GEF strategic priorities, the level of compliance is still too limited to meet user needs and achieve global environmental benefits. Nevertheless, progress has been made at the baseline level, and the quantity and quality of inputs generated by BC&T can be translated into public policies to achieve the project's objective.	<b>MS</b>
<b>Effectiveness</b>	The slow performance of the project in general, derived from the insufficient participation of one of the partners, the limited coordination between the two responsible ministries, the inability of the PCU to influence the decision-making at the highest level regarding the formulation of policies and the non-feasibility of some activities, caused severe delays in the achievement of the expected objectives of the project. Regarding the results, the implementation of Outcome 2 activities was more effective than Outcome 1, which involved changes mainly at the national level. It is noteworthy, however, that there was a significant improvement in the effectiveness of the operational staff of both partner institutions, partly thanks to the equipment, capacity building and use of technologies, especially at the pilot sites. The inclusion of the private sector and the civil society was strategic and very well addressed; both welcomed the project, which has enabled the building of partnerships and better behaviors as well as good practices. Opportunities for women were created to participate in various activities as a consequence of the gender policy of inclusion promoted by UNDP during the implementation of the project.	<b>MS</b>
<b>Efficiency</b>	A large part of the resources was used for the implementation of the project, while the administration costs (PCU) were minimal (4.76%). The execution of resources was slow during the first three years of the project although the project accelerated the pace of implementation later on. Still, to date the project has not been able to reach its global objectives regarding the conservation of BD and sustainable tourism development, however, achievements at the local level stand out. Resources were well managed in terms of processes and documentation, with no findings from financial audits. MITUR's co-financing values were exceeded and M.Environment complied with 84%; in addition, there was a contribution of more than USD \$3.5 million from other entities, especially from international cooperation agencies.	<b>MS</b>

Criteria	Comments	Rating
<b>General rating of Project outcomes</b>	The project had to deal with problems regarding its performance and had to cross many obstacles during the first three years, which were overcome by refocusing the project after the MTR. Thus, some results were exceeded and the changes made at the local level are evident and very positive, especially for Montecristi that contributed to the development of a new sustainable tourism model. At the national level, particularly regarding Outcome 1, the main goals established were not achieved due to several factors including design problems, feasibility, difficulties with one of the partners and the Covid-19 pandemic.	<b>MS</b>
<b>Sustainability:</b> Likely (L), Moderately likely (ML), Moderately unlikely (MU), Unlikely (U), not possible to evaluate (NE)		
<b>Financial</b>	The results of the project at the local level favor financial sustainability by having a more diversified tourism, with better infrastructure and viable options of co-management with the municipal governments. At the national level, and which will evidently impact the entire value chain, the tourism sector is one of the current priorities, since due to Covid-19, the priority is its reactivation to once again drive socio-economic development. The government has earmarked considerable expenditure for both partner ministries, and during interviews it has expressed its willingness to internalize the project's results and inputs by considering them already in its 2021 AOPs. In addition, a new project between the new MITUR government and UNDP is underway, aimed at the recovery of "destination tourism", considering the lessons learned, products, and opportunities created by this GEF project. Another opportunity arises from the involvement of the private sector in this project in terms of a capital injection strategy; in this regard, important alliances have been established, favoring the prospects of sustainability.	<b>L</b>
<b>Socioeconomic</b>	Various achievements of the project add to socio-economic sustainability including actions of sustainable community projects; progress made with regard to regularization of businesses contribute to operationalize the achievements of the project, seeking to support the social and business fabric to have an economic growth with sustainability criteria and local empowerment, among other initiatives. However, among the factors that put socio-economic sustainability at risk are i) achieving an increase in the participation of other government agencies, ii) the stability of the incoming government has not yet been consolidated, iii) the need to ensure economic resources to reinforce the achievements in progress and reached, and iv) the Covid-19. The latter, is considered to still have negative impacts for the sector by 2021 consisting in a continued loss of jobs, among other effects. Thus, the recovery will be only gradual, imposing great challenges that will not be solved in the short term.	<b>ML</b>
<b>Institutional framework and governance</b>	The project was designed to achieve good governance through legal frameworks, policies, as well as structures and processes that would ensure its continuity; however, up to this TE this has not happened. Nevertheless, for the new MITUR administration, the elaboration of the PNT including BD conservation criteria and the elaboration of the POTTs is of high priority, designed to increase and improve the dialogue and participation with DGODT, M.Environment and the support of FEDOMU. The latter is in charge of the municipal development plans. On the other hand, after the change of administration in August 2020, the political dialogue has been established mainly at the sectoral level with the Ministry of Environment and Tourism. During the evaluation it became obvious that a great willingness exists in both ministries to continue with the foundations laid by BC&T. Thus, it is likely that many of the activities will continue, especially those that have been integrated into institutional processes. It is desirable to improve the relationship between the government, civil society and economic activities in the sector, which is widely contemplated in the project that is about to begin between MITUR and UNDP.	<b>ML</b>
<b>Environmental</b>	Considering the advantages and disadvantages mentioned in the previous sections, environmental sustainability is moderately likely. However, it is not yet possible to speak of environmental sustainability in a broader sense or at the scale of global environmental benefits. At the local level, good initiatives to favor conservation of ecosystems and species plus ecosystem restoration actions have been applied, but they are still very focused small-scale actions. Likewise, other activities at the local level such as the strengthening of capacities for biological monitoring, the increase in the adoption of good practices by tourism service providers and the application of those practices in their daily workflows, the establishment of diverse voluntary agreements, the change in the perception regarding the use and management of resources and their conservation, among other specific actions at the pilot sites, will surely create direct benefits and impacts at the local, regional, national and global scale in the medium and long term.	<b>ML</b>
<b>General likelihood of sustainability</b>		<b>ML</b>

## 1.4 SUMMARY OF FINDINGS, CONCLUSIONS AND LESSONS LEARNED

In general, the project delivers its objective **at the baseline level**, with regard to "ensuring the conservation of BD in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development". A great diversity of baseline inputs has been produced that contribute to the project's goal, although the delay observed in its implementation does not yet allow for evidence of recovery or non-loss in coastal-marine ecosystem coverage, especially as a result of tourism activities.

The Project constitutes a reference for the entire region. It exclusively addresses the need of consolidation and development of national policies that allow for a transition towards a socially responsible tourism in accordance with the sustainable use of natural resources. Furthermore, the integration of coastal-marine natural capital and the tourism sector (along the entire value chain) presents an opportunity for innovation in GEF portfolio priorities.

The Project was embedded and designed in a different national and global political context than the current one. At that time, first steps were being taken to adopt the 2030 agenda targeting the 17 SDG, thus, a corresponding culture to assimilate the concept of sustainable tourism in development policies at the national level did not exist. Consequently, the project is considered a key piece within the sustainable development topic, as it tries to create a socio-economic-environmental development model, which seeks a highly strategic vision on valuing natural capital and including the direct users of the same, adopting a new diversified and conscious vision for development.

The project design process was adequately assisted in terms of standard procedures, and the participation of national specialists and institutions; however, it presented important deficiencies related, among other points, to the setting of clear and viable objectives and components within the project's timeframe, the maturity and vision of the partners for its implementation, and the availability of information to better guide the planning of activities. Likewise, the failure to apply adaptive management actions at the structure level to adjust the MRE to the real country situation and institutional context, caused important deficiencies in the project at its closing. As a result, most of the key systemic activities achieved a very limited level of progress, cascading into other activities.

This is related to the indicators established in the MRE, which did not fully comply with the SMART criteria, making the goals unfeasible to achieve or without providing information to measure the achievement of the objectives. Verifying these criteria when developing the MRE indicators is fundamental for the proper implementation of the project, the achievement of the targets and the overall objective of the project.

The project encountered significant difficulties from the outset and suffered severe delays during its implementation in order to accomplish the planned activities. Although initial conditions promised a successful execution, during the project's development, disadvantages arose mainly due to the low political priority given to the project by MITUR and the limited understanding among partners at the highest levels of decision making, a very slow action by UNDP and PCU to solve problems, little communication between sectoral and local government of both ministries to efficiently coordinate work, unfeasible goals, adverse climate situations and the arrival of Covid-19.

At the technical level, openness and willingness to collaborate on part of MITUR prevailed, therefore achievements were made on this level. At the provincial and district levels, support was also provided, however, it was weaker and the contributions tended to be on less relevant topics, for example, training, dissemination and technical support. The M.Environment performed better during the project, had a better understanding and demonstrated more ownership of the project, although this was gradual.

The inclusion of other areas (directorates) within each ministry, and mainly their linkage and coordinated participation, as well as the participation from different levels (technical, middle and top management) could have improved the project's performance, opened doors, enabled a better involvement and institutional ownership of the project as well as a greater scope of results and achievement of goals, particularly at MITUR. Although the project management arrangements included the establishment of a Technical Oversight Committee, which was planned to include different areas of each Ministry for participation and coordination, it did not have the desired impact during project implementation.

The adaptive management of the project resulting from the difficulties faced, was focused on two aspects: 1) to generate the inputs that would constitute the background for the modification of the legal framework and the elaboration of public policies necessary for the transition towards sustainable tourism; and 2) to realign the efforts by including the private sector, NGOs, international cooperation agencies and residents in the activities to achieve the project's goals, which was a great success. This new dynamic, together with the guidance and support of UNDP, made it possible to overcome some of these difficulties.

In addition, the project had the great opportunity to join independent initiatives that various institutions were implementing. This maximized the results, allowed for a broader scope and avoided duplicating efforts, making the project more efficient. This also led to strategic alliances that contribute to the sustainability of the activities carried out and other related activities. As examples serve: The Certification of the Sustainable Tourism Destination of "Las Galeras" in Samaná, the continuation of a coral nursery and the Community Tourism project in coordination with JICA.

However, at the time of this evaluation, the project still presents a clear risk of failing to meet its main objective "to ensure the conservation of biodiversity in ecologically important coastal areas threatened by the burgeoning tourism industry and physical development" by failing to meet the main goals of strengthening the institutional, legal, and policy framework related to address direct threats from traditional tourism development as well as activities and consequently to improve the operational framework.

Strictly speaking, several targets were not achieved, approximately 37% of the targets for Outcome1 and 65% for Outcome 2 (and approximately 10% for both outcomes have intermediate progress). However, there is a considerable number of additional results and unplanned inputs, resulting from adaptive management, which serve as baseline inputs for the incoming government, and which contributed significantly to the project. Thus, the results achieved are key elements that can and should be maximized and replicated in the medium and long term, as they are still limited in scale. It is of utmost urgency that the exit strategy resumes those activities that still need to be fulfilled in order to move towards the long-term solution and goal sought by the project.

The execution of the resources, presented important differences between the years of implementation. Only 36% of the budget had been executed between 2015 and the first quarter of 2018. During the remaining time of 2018 there was an upturn in which another 60% (96% total) of the available funds had been executed up to December 2020. The execution of the remaining 4% will be reached until the end of the project in March 2021. The improvement regarding the implementation rate is connected to the realignment of the project, where the private sector was more proactively involved. No findings resulted from internal controls and audits.

The planned co-financing from the two main partners was not only fulfilled but exceeded by MITUR and almost fulfilled by the M.Environment and UNDP. Significant contributions from other national and international bodies were received, allowing for a co-financing of 137% compared to the original planned.

With regard to the additionality of GEF resources, it is not yet possible to perceive the expected change for the greater benefit of the DR's vulnerable and strategic ecosystems or the impact is still very limited at the local level. It is impossible to show impacts, considering that most of the achievements are largely recent and therefore it is difficult to verify the additionality of GEF funds, as their most important function is often their longer-term impact.

However, the additionality is in part, reflected in the innovation of the project proposal; bringing together two ministries with almost opposite visions to achieve a transition to a productive activity that acknowledges the value of BD, is certainly unprecedented, and would not have been possible without the implementation of this project supported with GEF resources. This is being achieved almost at the projects closing, and thanks to all the work accomplished by the project, the expected global environmental benefits may be observed in the medium and long term. The projects accomplishment will help to ensure economic and institutional framework and governance sustainability mainly in the short and medium term.

To date, the contribution of the project's achievements has not had a catalytic effect leading to wider adoption of the successful interventions, seeking wider acceptance and behavior change, locally, regionally and nationally; the catalytic effect is still at the *Demonstration* level. However, several activities being completed mostly at pilot sites and mainly in Montecristi, have a high probability of being *replicated*, and the inputs generated could achieve the *Scale-up effect* if they can be translated into public policy documents.

It is important to remember that projects can be more successful and sustainable if the needs of the communities, as well as their involvement in decision making and execution of tasks are considered from the beginning; this conveys a sense of belonging and appreciation, they feel listened to, they perceive that their opinion matters and thus they are more willing to participate and commit. Approaching communities with projects that do not fully address the essential needs of the community (in line with natural resources conservation) and sometimes with external consultants unaware of their dynamics, leads to missing ownerships and puts the sustainability of their action at risk. Although it should be acknowledged that sometimes necessary capacities are not available at these sites, therefore the goal should be building *in situ* capacities whenever possible.

In terms of impact, the project has reduced environmental stress on a very small scale through interventions carried out to restore coastal-marine ecosystems, although baseline studies have



been developed to know the loss/gain of coverage of these ecosystems during the project's execution period, and it is possible to continue carrying out restoration actions. Likewise, a "slight" change for the better can be perceived (focused) in the environmental status of critical ecosystems, in the restored coastal-marine areas, and in fishing refuge areas of several species, mainly the parrot fish, which is a threatened species.

However, progress towards environmental stress reduction and environmental status change is possible: as two regulations are already in place (for turtles and whales) that will favor the conservation of these species in the medium and long term (if applied correctly); as significant contributions have been made to local communities which are willing to adopt BD-compatible livelihoods and good practices that help to protect globally threatened coastal-marine species; through improving the effectiveness of PA management and tourism activities; and the potential of adjusting the regulatory framework and development of other necessary public policy instruments (PNT and POTTs, among others).

It should be acknowledged that the situation of the project is still fragile, derived from a) the change of government, b) the non-fulfillment of diverse activities, c) the scale at which the main achievements are found and d) how complicated the socio-economic recovery of the country will be due to the effect of Covid-19. Full commitment and political support at the highest level is required at this crucial moment of project closure, where UNDP plays a key role in guiding the Exit Strategy so that the project is able to move forward with a logic of results and incremental cost.

Despite the short time since the new administration took office, there is a great receptiveness of the current Ministers of Tourism and of Environment as well as in several areas of the institutions to promote dialogue, establish coordination and collaboration alliances among them and with other relevant partners from further government agencies and at various levels, the private sector, civil society, among others. Likewise, there is a very clear stance regarding the needs that must be addressed in the future and that the project represents the background and the base line at the national level to consolidate the transition towards sustainable tourism.

Understanding the added value or incremental cost of GEF contributions from the outset could have made the project more efficient in achieving its targets, even though this analysis was included in the PRODOC. Not losing sight of the global benefits and how to reach them could have modified the pace of project implementation and the activities executed, which is related to the MRE, its indicators and targets that could have been modified during the MTR. Although it is worth noting that there were particular actions where this vision was present, they were not implemented on time or at an early stage. As a result, it is not yet possible to perceive the expected changes for the greatest benefit of the DR's vulnerable and strategic ecosystems or the impact is still very limited at the local level. This indicates that this process of analysis should be ongoing from the initial stages of project implementation and throughout the entire management of the project.



## 1.5 RECOMMENDATIONS SUMMARY TABLE

**Table 3** – Summary of Terminal Evaluation Recommendations.

Rec #	Terminal Evaluation Recommendation	Responsible Entity	Deadline
The focal points of the partner institutions (DPP and VMRC&M) are suggested as the responsible entity; however, these two areas could in turn involve other directorates according to their attributions and their capacity to support compliance with the recommendation.			
<b>A</b>	<b>Categorie 1: Closing the project</b>		
<b>A.1</b>	Hold a meeting/workshop with UNDP and partner Ministries to discuss priorities, opportunities, responsibilities, synergies to enhance project results, identify institutional areas to generate coordination to contribute to project objectives.	Lead UNDP, VMC&MR (M.Environment) and DPP (MITUR)	March 2021
<b>A.2</b>	Based on the aforementioned, consolidate the project's exit strategy that includes: (i) a prioritization of pending project activities and the selection of inputs generated for their transformation into public policies; (ii) identification of partners at government level (sectoral, regional, provincial and local), business sector, NGOs and international cooperation agencies, among others, and their potential responsibilities and/or participation and/or relevant activities to direct the project towards the achievement of its objective; (iii) a strengthened and expanded financial strategy; (iv) systematization of the lessons learned from the project; (v) recommendations for the M.Environment and MITUR for the consolidation and enhancement of the results, (vi) description of the mechanisms by which the information generated by the project will be available and (vii) issues of gender equity and women's empowerment in a broad sense.	Lead UNDP, VMC&MR (M.Environment) and DPP (MITUR)	March and April 2021
<b>A.3</b>	Improve and ensure the promotion of the project's achievements, its implementation and continuity through the following activities: a) Explore the feasibility of a Sustainable Tourism Forum focused on SDG 14, 15 and 8 for project closure, to position the topic of sustainable tourism, share examples of good practices and lessons learned and generate new windows of opportunity. b) Disseminate the project among the provincial and municipal Directorates of new entry (urgent) as in some cases they still do not have clarity or knowledge of it, which is fundamental for the sustainability of the results.	Lead a) UNDP DPP (MITUR), VMC&MR M.Environment, b) VMC&MR M.Environment and DPP (MITUR), UNDP	a) April 2021 b) March 2021
<b>B</b>	<b>Category 2: Follow-up activities and for project sustainability</b>		
<b>B.1</b>	Use the inputs generated to prioritize the elaboration and implementation of the PNT and apply the Dominican System of Sustainable Tourism Indicators (SIDTUR), to promote the achievement of the SDG and Agenda 2030, in accordance with the National Development Strategy 2030.	Lead DPP (MITUR)	January 2022
<b>B.2</b>	Consolidate and follow up on the main agreements generated by the project: a) an alliance with the MICM to incorporate the BD and other sustainability criteria in the tourism business; b) follow up on the signing of the voluntary agreement with more than 70 companies in the provinces of Samaná and Montecristi, to apply better environmental practices; c) the formation of the inter-institutional consultative group between both ministries (target of Outcome 1) in which the inclusion and participation of the private sector and the MICM would be very appropriate; and d) consolidate and apply the financial mechanism developed and still to be supported by MITUR.	a)Lead UNDP MICM, b)M.Environment sectoral and provincial and MITUR sectoral and provincial	August 2021 and permanent follow-up

Rec #	Terminal Evaluation Recommendation	Responsible Entity	Deadline
		c) DPP (MITUR), and VMC&MR (M. Environment)  d) Lead MITUR (DPP, regional and provincial)  Samana Tourism Cluster and the hotel association	
B.3	Outcome1. Promote certification for sustainable tourism destinations by using the lessons learned, experiences and inputs generated by the project as a mechanism to attract foreign investment, seeking the support of international cooperation for replication at other sites. This will be done through an initial diagnosis of potential sites.	Lead: MITUR (DPP, V. Technical)  VMC&MR (M.Environment)	Diagnostic June 2021.  Promotion of certification, permanent
B.4	Outcome2. Ensure continuity to the monitoring and maintenance actions of the coral nurseries and restored coastal areas through the establishment of a permanent program with trained personnel from the Ministry of the Environment and/or through agreements with NGOs that can carry out this program and/or with the same communities that were previously trained; it is crucial to continue with the monitoring in order to keep feeding the information system for decision making. Continue feeding and strengthening the National System of Environmental Management.	VMC&MR M.Environment sectoral, provincial and local.	Monitoring Activities, Permanent
B.5	a) During the following months formalize the mechanisms for co-management of the Provincial Directorates of M.Environment with local people, NGOs and associations, creating committees for the management of resources in which all parties involved are represented.  b) Establish PA fee collection to raise more funds.	Lead: a) M.Environment, provincial and local of Samaná and Montecristi (S&M)  NGO, groups of residents and associations that may be considered relevant  Lead b) VM of Protected Areas (PA) and BD; and Directorate of PA. / M. Environment, provincial and local of S&M	May 2021
B.6	Elaborate the two POTTs foreseen in the project considering the "Environmental Management Guide in Tourist Zones to be applied in the Territorial Tourist Management Plans (POTTs)". This should be done through dialogue, collaboration and integration of the parties: MITUR,	Lead: DPP (MITUR), DGODT	Sept. 2021

Rec #	Terminal Evaluation Recommendation	Responsible Entity	Deadline
	the DGODT, which depends on the MPEyD, and FEDOMU, so coherence and consistency in these public policy instruments is ensured. These instruments will serve as a basis for the development of new POTTs in other provinces.	(MEP&D) and FEDOMU	
<b>C</b>	<b>Category 3: Sustainability and replication of project actions</b>		
<b>C.1</b>	Assess the potential for generating incentives to support small and medium-sized businesses with sustainable practices (e.g., tax works (temporary tax exception), carbon credits, fines for environmental compensation and/or environmental crimes, including construction of infrastructure without compliance with environmental regulations, production and discharge of polluting waste into the sea, etc.)	Lead: VMC&MR DPP (MITUR), MICM, Ministry of Finance	Permanent
<b>C.2</b>	Prioritize the particular successful activities of the project and seek to initiate their replication. Expand both its content and scope e.g. the campaign "Better without Calimete" was received very positively regarding the reduction and elimination of single-use plastic, this should be expanded, incorporating other products and scaling it to various levels.	Lead: VMC&MR (M.Environment) and DPP (MITUR), M.Environment and MITUR provincial and local of Samaná and Montecristi	Permanent
<b>C.3</b>	Continue to strengthen public-private partnerships through meetings and forums ensuring broad participation and dialogue to formalize agreements. This was an important achievement of the project that should be maintained, above all because of its relevance within the tourism sector, since it can generate broad and diverse windows of opportunity.	Lead: UNDP, MITUR, MICM	Permanent
<b>D</b>	<b>Category 4: For future projects</b>		
<b>D.1</b>	Make progress in the diversification of the tourism sector, with UNDP support to promote, motivate and incorporate the inputs, instruments and results generated by BC&T to move in this direction; both through the strategy of working with the private sector to promote sustainable tourism as an integral, sustainable and resilient recovery strategy for COVID, as well as in the promotion of the Sustainable Production and Consumption Roadmap.  Establish actions and strategies with the corresponding governments (see recommendation A1). The above through agreements, programs and/or projects that allow for creating new links and commitment with the heads of the institutions with responsibilities in this area and who have recently assumed their positions, as well as to consolidate the issue in the work routines. Incorporate the recommendations developed in the context of BC&T for gender equity and other relevant topics.	Lead: UNDP, MITUR, M.Environment	From March 2021 on
<b>D.2</b>	During the development of the Logical Framework for each project, verify that each Indicator meets the SMART criteria as far as possible in order to facilitate the project management process and its execution, to be certain of its viability over the life time of the project and to be able to objectively measure the achievement of the objectives.	UNDP	Permanent
<b>D.3</b>	Include a financial advisor as part of the project team in the design of future projects, or use cross-sectoral initiatives such as BIOFIN to advise the project from the outset, addressing the principle that external resources are not a substitute for domestic resources, including as a requirement, a solid understanding of the level and type of expenditures	UNDP country and regional	Permanent

Rec #	Terminal Evaluation Recommendation	Responsible Entity	Deadline
	prior to funding and assumptions about the potential evolution of domestic resources and about the expected benefits of the project to determine the incremental benefit.		
<b>D.4</b>	Linked to the above, although UNDP followed the norms and procedures regarding the organization for the design of the project, it is expected that the following projects will strengthen the monitoring mechanisms for direct environmental results associating these and sustainability with the expectations of the assumptions, as well as the articulation points identifying the pathways that lead to long-term impact in a more rigorous manner. This should be done through planning a logical framework that is as specific as possible and includes quantitative environmental indicators, which will help facilitate recognition of the evidence of additionality envisaged by the GEF.	UNDP country and regional	Permanent
<b>D.5</b>	It is recommended that more diversified profiles be included in the PCU to build a multidisciplinary team that can cover all components and aspects of the project. Although a coordinator and/or other professionals with proven experience in the core subjects of the project are involved, the team should include professionals with political and communication experience and skills to facilitate negotiation with high institutional levels and to influence changes or development of new public policies and with sufficient technical capacity.	Lead: UNDP M.Environment, MITUR and entities associated with each project	Permanent
<b>D.6</b>	Regarding the consultancies and services, align the design and its products with reality, which causes an impact and serves for the decision making. Ensure once (the) product(s) is (are) completed (especially if these are documents) its/their adoption, application and use, and analyze how the resources can be optimized in order to avoid repetition with other inputs or generated products. The above with the guidance of UNDP for feasibility.	Lead: M.Environment and MITUR, (institutions/implementation partners) UNDP	Permanent
<b>D.7</b>	Conduct an analysis of the ToR preparation processes, the delivery of reports on contracted products and other processes that generate delays. Seek means to improve the initial quality of the ToR and reports, by sharing the structure and the minimum content and format for approval of the reports with the PCU and the consultants, in order to optimize review and payments timelines so as to avoid delays, especially in field activities. Assign review tasks to a couple of people per institution, including UNDP (from the institutions that should review and/or comment on the products to avoid unnecessary delays). Establish and meet deadlines for delivery of ToR and products by those involved.	UNDP	Permanent
<b>D.8</b>	As part of projects incorporating BC&T scopes, as well as for other projects, conduct at the outset a socio-economic analysis of the pilot sites selected to implement actions. This helps to demonstrate at the end of the project how the processes worked to capture broader development effects, including income generation, improved governance, employment opportunities, and gender equity and livelihood benefits.	UNDP	Permanent

## **2 INTRODUCTION TO THE TERMINAL EVALUATION**

### **2.1 PURPOSE OF THE TERMINAL EVALUATION**

The purpose of the Terminal Evaluation is to conduct a rigorous and independent assessment of the results against the expectations set out in the Project's Logical and Results Framework aimed at the overall benefit of biological diversity and the achievement of the project's main objective, that is ensuring the conservation of biodiversity in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development.

The Terminal Evaluation implies an assessment of the project's performance, the execution of the activities proposed to achieve the results and the goal, the adaptive management, the main limiting factors and the sustainability in the medium and long term. Moreover, the evaluation will assess the degree to which the project was able to address other UNDP priorities, including poverty reduction, improved governance, natural disaster prevention and recovery, climate change and gender equity. The additional contribution of the GEF project will be assessed in terms of the incremental reasoning expected by the project and the demonstration of a more favorable environment as foreseen in the project since its approval, i.e. that the project results are demonstrating verifiable improvements in the ecological state of the ecosystems where actions are implemented; verifiable reductions in the stress of ecological systems and/or a demonstrated progress towards achieving these impacts and their sustainability.

Lessons learned and recommendations for the main project partners are included that can improve the sustainability of project benefits in order to consolidate ongoing activities and expand and/or replicate those already completed to achieve the project objective.

### **2.2 SCOPE**

This evaluation seeks to provide information that will help to determine the extent to which the stated objectives have been achieved and how these can contribute to decision making and strategic planning regarding other priorities within the UNDP country programme as well as on a timely basis at the regional level.

The Terminal Evaluation comprises the design phase of the project up to the current implementation status, April 2013 to December 2020. It also reflects the participation of the main stakeholders; their adequate communication and level of participation has been fundamental for the progress towards the achievement of results, among them are the Government Organizations (GOs) (mainly M.Environment and MITUR), NGOs, Grassroots and Community-based Organizations (CBOs), the private sector, and International Cooperation Agencies.

The assessment considered the activities developed to improve the management framework to integrate the principles of BD conservation in the tourism sector at the national level, as well as the activities implemented and results obtained for the conservation of coastal marine ecosystems at two pilot sites (Montecristi and Samaná).

The following components were evaluated: design, Strategic Results Framework (MRE) and the achievement of its indicators, the project monitoring and evaluation system, the implementation by partners, the overall quality of results and financial the execution.

## 2.3 METHODOLOGY

The TE was carried out with a general approach and applying the standards, guidelines, norms and procedures established by UNDP and the GEF as set out in the UNDP Evaluation Guide for GEF-funded projects. The methodology included an analysis of the combination of three sources of information that helped to verify and sustain the assessment. The use of different sources of information helped to overcome the bias that can come from relying on a single source, whether from informants, observers or from documents.

These sources of information considered:

- a) The documentation and products created by the project
- b) Semi-structured personal interviews (either individual or partner interviews in case of personnel from the same institution)
- c) Management tools, useful for monitoring progress

The PCU and the UNDP Country Office (CO) were crucial in the employment of the methodology. They shared all relevant documents and products generated by the project (including management tools), assisted in logistical arrangements for conducting interviews with all key project stakeholders, and facilitated communication and clarification of questions.

## 2.4 DATA COLLECTION AND ANALYSIS

The beginning of the evaluation was divided into three meetings; the first one between UNDP and the international evaluator was held on November 18, 2020 with the objective of sharing details on the Terminal Evaluation of the project, and to set the basis on the timing and methodologies that should be followed, considering the travel restrictions due to the *SARS-CoV2 (Covid-19)* pandemic. The second meeting was conducted on November 25, 2020, between UNDP DR and the UNDP Regional Technical Advisor to discuss some issues regarding the objectives and scope of the evaluation. Finally, on December 1, 2020, a meeting was held with the Project Coordinator to plan the logistics for the evaluation and the arrangements of the interviews, which included defining some of the interview partners, the terms in which these interviews should be conducted, reviewing the need for information regarding the project, and clarifying other questions about the scope of the evaluation activities.

Once the project documentation was delivered to the consultant, on December 1, 2020, the review began. This documentation included the PRODOC, the Results Framework, quarterly, interim/final reports from completed consultancies, PIRs, project communication materials, the Mid-Term Evaluation report, and other framework documents such as the Guide for Conducting Terminal Evaluations of UNDP-supported and GEF-funded projects, national legislation relevant to the project, and country reports. Financial reports, including co-financing and budget data, audit reports by the UNDP CO and the project team were also supplied (Annex 6.3). This first phase of the evaluation took two weeks, from December 1 to 15, 2020. During the first week, the interview questions and the list of persons to be interviewed were also finalized (Annex 6.2). This stage included the elaboration of the inception report.

The interview stage of the Terminal Evaluation lasted 10 working days, between December 7 and 18, 2020. The interviews were conducted either individually or sometimes in pairs if interviewees were from the same institution (different areas). The interviews conducted were confidential and the participants were informed at the beginning of their interview of their



confidentiality. No member of the project team was allowed to be present during the interviews as part of the objectivity requirements of the evaluation. Pre-prepared questions were adjusted according to the roles of the interviewees. Some topics during the interviews were recurrent, which allowed verification of information provided by other sources collected (Anexo 6.5).

Once the information review and interview phases were concluded, the first findings of the Terminal Evaluation were presented virtually to the project team, the UNDP Country Office and the RTA on December 22, 2020. This meeting also provided an opportunity to clarify questions, get objective feedback and gather new valuable information to complement the evaluation.

The entire information obtained was organized and systematized in Excel sheets for getting a better understanding, and was afterwards compared with the MRE's progress indicators. The analysis and results were integrated into this report, in accordance with the structure set out in the Guide for Terminal Evaluations of UNDP-supported and GEF-funded projects, including quantitative, qualitative and descriptive information that allowed to determine the performance of the project. The draft report was prepared between December 22, 2020 and January 8, 2021. The draft Final Evaluation report was submitted on January 8, 2021.

Once the report is delivered to the project team and the UNDP CO, it will be reviewed and the comments for adjustment will be provided. A first set of comments from the PCU was sent on January 28, 2021; UNDP collected comments from other reviewers and sent them on February 17, 2021. The final report, together with an audit trail considering the comments and suggestions as well as the English version were submitted on February 28, 2021 for final approval.

## **2.5 ETHICS**

This evaluation has been conducted independent, impartial, and rigorous, following principles of personal and professional integrity, and in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation" and the GEF and UNDP M&E policies. In addition, it was made clear to all stakeholders interviewed that their comments and inputs were anonymous and confidential, therefore this report does not indicate the specific source of the quotes or qualitative data to maintain such confidentiality; furthermore, the knowledge and data collected in the evaluation process have been used exclusively for the evaluation and not for other purposes. The signed code of conduct agreement and acceptance form has been included as part of the annexes (Anexo 6.6).

## **2.6 LIMITATIONS OF THE TERMINAL EVALUATION**

The visit of the project's intervention sites is generally an important part of an evaluation as it helps to understand the work logic, to gather information regarding resources and capacities availability, as well as to verify the progress of the project's results *in situ*. It also provides the evaluator with the opportunity to offer technical and general recommendations to maximize the output of the evaluation, therefore the contingency due the SARS-CoV2 virus (COVID-19) represents a certain limitation, since this information could not be corroborated in a face-to-face manner. However, the lack of the field visits and on-site validation did not represent a serious limitation because, instead, other mechanisms were used to collect evidence that made it possible to understand the context and make an appropriate assessment.

The evaluation was carried out completely remotely using technologies such as the "ZOOM" application, calls and video calls by "whatsapp", to carry out the evaluation interviews virtually,

as well as meetings to clarify doubts. In addition, audio-visual materials produced by the project were reviewed, including dissemination and communication material, videos and photographic material of the work carried out in the intervention sites. The challenge of carrying out a virtual evaluation was overcome better than anticipated. The virtual assessment saved time which allowed for more and more thorough interviews and to gather more supporting information; thanks to the support of the PCU remote communication was well organized and the technology did not cause any problems what allowed to cover a wide spectrum of participants. The images and videos sent by the project team allowed to verify the information provided in the reports and interviews.

A slight limitation represented the staff rotation in the government agencies due to the last presidential elections, since the new personnel has not had a chance yet to get a good understanding of the project performance as they have been in office for only four months. These circumstances allowed for recommendations supporting the incoming government at the central, provincial and municipal levels. Likewise, the evaluator was able to interview staff from the previous administration who contributed a lot of information.

## **2.7 STRUCTURE OF THE TE REPORT**

The evaluation report consists of five sections (body of the report) and a section of annexes. Section one contains an executive summary that includes the project summary table, the TE Rating table according to the Guide to Terminal Evaluations of UNDP-supported and GEF-funded projects, and the summary of major findings, conclusions and recommendations.

The second section comprises the evaluation purpose, scope, and methodology.

The third section provides the description of the project including duration, problems addressed, immediate and developmental objectives, expected results and participants.

The fourth section presents the findings, regarding project design and formulation, implementation, and results.

A fifth section covers the main findings, overall conclusions, recommendations, and lessons learned.

The final section includes the annexes of the report.



### 3 PROJECT DESCRIPTION

#### 3.1 START AND DURATION OF THE PROJECT, INCLUDING MILESTONES

The project officially began on July 2, 2015 with the signing of the PRODOC by the M.Environment, MITUR and UNDP; the project was planned to be executed in five years, closing in July 2020; however, following the recommendation of the MTR, the current closing date is March 2021. The financial resources invested were (USD) 2,838,792 by the GEF and by the Government of the Dominican Republic, UNDP, and other partners; the co-financing amounted to (USD) 22,019,548.04.

Important events during the development of this project include the approval of the PIF on April 12, 2013; the inception workshop on December 11, 2013, the logical framework design workshop on June 11, 2014, the endorsement by the GEF on March 11, 2015, and the signing of the PRODOC on July 2, 2015; the kick-off workshop, which was held on February 3, 2016; the MTR completed in July 2019; the final evaluation of the project between December 2020 and February 2021; and the official closure of the project by March 31, 2021.

#### 3.2 DEVELOPMENT CONTEXT FOR THE OBJECTIVE AND SCOPE OF THE PROJECT

The planning and development of the project responds to the political, economic, social and environmental context at that time; important development challenges existed that ranged from poverty, especially in rural areas, bad practices and the need for improvement regarding planning, regulation of activities and improvement of the regulatory framework of one of the main economic activities of the country: tourism (which uses natural resources intensively). Furthermore, government and social institutions in the tourism and environmental sector needed strengthening. This inspired a project design focused on generating the necessary changes in the tourism sector, outlining the project to be a magnificent opportunity by linking the political, economic, social and environmental spheres in the same project to enable-necessary changes at the national level.

On the other hand, some external changes occurred during the project, which could have provoked either positive or negative repercussions in the development and results of the project. Among them, at the political level, are that the Minister of Environment changed four times between 2016 and 2020. Independently of the project, this could have caused some delays at the institutional level due to the "normal" periods of adjustment, although this was not significant for the project because work continued at the vice-ministerial level (which did not suffer changes).

One of the events that has had a great impact on the implementation of the project, especially on its sustainability, were the presidential and municipally elections, the latter initially scheduled for February 2020 and assumed at the end of April; as well as the change of government in the DR in August 2020. Originally, the presidential elections would have taken place after the project closure, which would have probably prevented the projects achievement from transgressing into the future and from unfolding its full potential. However, since the project got an extension, the change of government coincided with the last year of the project's implementation. On the one hand this led to certain disadvantages as some of the personnel, who had received capacity building left their posts and some alliances which had been established were disrupted for the same reason; On the other hand, however, the change of government offered significant

advantages regarding the sustainability of the benefits achieved by the project as described further below.

Some other changes took place in the structure of UNDP DR and at the regional level, as the UNDP Resident Representative of DR and the UNDP Regional Technical Advisor changed, both in 2019, who brought a new vision to the project.

Other important changes that are linked to the project and influenced it, were the arrival of hurricane "Maria" at the end of 2017, which affected various actions carried out by the project especially in the province of Samaná and of course the arrival of the Covid-19 virus, in 2020, that severely affected economically as well as socially the whole country and clearly had a negative effect on the performance of the project.

### **3.3 PROBLEMS THE PROJECT SOUGHT TO ADDRESS: THREATS AND BARRIERS**

The DR is the second largest nation in the Caribbean and according to the World Bank, the country is also the largest economy in Central America and the Caribbean. The DR depends mainly on natural resources and government services. In the coastal areas, tourism is the most important economic activity with an intensive use of natural resources and it is the most popular in the Caribbean, implying a direct threat to the DR's BD. A large proportion of the environmental degradation in coastal areas is attributed to the development of large-scale hotels in high BD areas, unregulated tourism activities that endanger breeding sites of various species of global importance, as well as the deforestation of mangroves, damage caused to coral reefs by diving and anchoring of tourist boats. Those damages decrease the resilience of these ecosystems and increase their vulnerability to climate change. In summary, tourism has affected the functionality of all the DR's coastal-marine ecosystems: dunes, mangroves, seagrasses, wetlands, and coral reefs. Likewise, this activity, along with fishing and human settlements (indirect threats) impact the environment significantly. Thus, the high values of biological diversity are seriously affected by these threats, a situation that was expected to intensify if tourism development did not adapt an appropriate sustainable model.

Therefore, this project aims to assist the Dominican Government in addressing the before mentioned threats to its biodiversity, to enhance capacity within MITUR and the M. Environment to improve the planning and management of tourism-related activities in vulnerable areas of high BD value by removing two identified barriers: i) insufficient and ineffective legal, policy, planning, and institutional instruments for the integration of environmental sustainability into the tourism industry, which are unable to preventing direct threats to coastal-marine biodiversity; and ii) government institutions, the private sector, and local stakeholders lacking capacity to manage indirect threats and impacts from current and future tourism development in coastal areas.

### **3.4 IMMEDIATE AND DEVELOPMENT PROJECT OBJECTIVES**

The **goal of the project** is to safeguard the globally important biodiversity of the Dominican Republic.

The **objective of the project** is to ensure the conservation of biodiversity in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development.

The **development objective** is to effectively incorporate BD conservation into the DR's tourism sector, strengthen the institutional, legal, and policy framework as well as the management capacity to address direct and indirect threats.

### 3.5 EXPECTED RESULTS

The project intervention was organized in two Outcomes aligned to address the barriers presented. Thus, the first expects to have (1) A policy, legal and planning framework aimed at direct threats to biodiversity from coastal tourism development and activities, which in turn contemplated three (3) products: (1.1) A regulatory framework to strengthen the control and prevention of the ecological impact of tourism in vulnerable coastal areas, (1.2) A multi-sectoral financing framework for cost-effective support for the sustainable implementation of the National Tourism Development Plan and appropriate incentives for biodiversity conservation in coastal areas, and (1.3) a nationally approved biodiversity-friendly certification system for the tourism sector.

The second Output sought to have (2) an operational framework to protect biodiversity and ecosystems in areas highly vulnerable to the indirect effects of tourism development and contemplated two (2) outputs, (2.1) landscape-level planning tools established and applied by key stakeholders and (2.2) improved community-based resource management in 7,000 ha of key areas for BD addresses natural resource management at the rural user level and in hotel locations.

### 3.6 MAIN STAKEHOLDERS

The main stakeholders included from the design phase of the project were M.Environment as the executing agency, performing its role with support from UNDP as the implementing agency; in addition, MITUR was involved as a main partner and, together with M.Environment, was responsible for project execution.

At the organizational level, the stakeholders involved in the project included the following categories: governmental organizations (GOs), non-governmental organizations (NGOs), grassroots and community-based organizations (CBOs), private companies, research centers and international cooperation agencies.

The following is a list of the main stakeholders and counterparts of the project. Annex 6.7 shows the main institutions involved as partners and their role within the project.

**Table 4.** List of the main stakeholders and partners in the project.

1.	United Nations Development Programme (UNDP Dominican Republic). UNDP National Officer for Environment, Energy and Resilience.
2.	Ministry of Environment and Natural Resources (M.Environment). <ul style="list-style-type: none"> <li>• Vice Ministry (VM) of Coastal Marine Resources;</li> <li>• VM Environmental Management;</li> <li>• VM Protected Areas</li> <li>• Directorate of Planning of the Ministry of Environment and Natural Resources</li> </ul>
3.	Ministry of Tourism (MITUR). <ul style="list-style-type: none"> <li>• Directorate of Planning and Projects</li> <li>• VM of International Cooperation.</li> </ul>
4.	Ministry of Industry, Commerce and MiPYMES (MICM)
5.	Provincial Governments. Provincial Direction of M.Environment in Montecristi and Samaná

6.	Provincial Governments. Provincial Direction of Tourism in Montecristi and Samaná
7.	Las Galeras District Board
8.	Center for the Conservation and Eco-development of Samaná Bay and its Surroundings (CEBSE)
9.	Dominican Foundation for Marine Studies (FUNDEMAR)
10.	Montecristi and Samaná Tourist Clusters
11.	Japan International Cooperation Agency (JICA)
12.	German Society for International Cooperation (GIZ)
13.	The Nature Conservancy (TNC)
14.	MARENA Fund
15.	Agora Mall

### 3.7 THEORY OF CHANGE

The Theory of Change (ToC) was not included at the beginning of the project because it was not a mandatory requirement at the time the project was designed. However, a ToC outline was developed during the TE, which was reviewed and completed by the project team and UNDP staff (Annex 6.8).

It should be noted that had this ToC been in place, it could have been foreseen more clearly how the MRE would lead to the desired impact of the project in the long term, as well as explain the role of the GEF contribution in achieving direct environmental outcomes, other development results and the impact (additionality) for improved project performance and hence project sustainability. The above, considering key aspects such as the project design itself, the availability of necessary information and the institutional context and how it could have been improved or adapted through project management. Even so, in the design stage, a Logical Framework was proposed in which, in general, these aspects were clear, meaning what was to be accomplished and what was necessary to achieve it (although, as will be seen below, with some significant shortcomings). The analysis of specific and precise steps to achieve the desired change could have been deeper by identifying more clearly the preconditions that would allow or impede each step in the process, listing the activities and/or attitudes that would lead to those conditions. This also includes identifying, defining and establishing the relationships (linear and multidirectional) between the different stakeholders and actions to achieve the results.

Specifically, a more detailed analysis of all the project's interventions and their implications (material, human and financial resources, risks, generation of evidence, real participation of the partners), and of the relevance of these interventions, should have been made so that adjustments more adapted to reality could have been proposed, but without losing sight of the objective and goal of the project.

## 4 FINDINGS

### 4.1 DESIGN AND FORMULATION OF THE PROJECT

The design of the project was aimed at improving the sustainability of the tourism sector and the sustainable management of natural resources, which was consistent with the national objectives and priorities and the international commitments of the Dominican government. It is also the first GEF funded project that exclusively addresses the needs of consolidation and development of national policies that allow for a transition towards a sustainable tourism that seeks to integrate coastal-marine natural capital and tourism (throughout the value chain), incorporating a great diversity of stakeholders. Consequently, it is an innovative and emblematic project for the country and a reference for Latin America in terms of vision, approach, scope and complexity of implementation. Thus, it is understandable that at least five (5) targets in the MRE design implied significant shortcomings in the achievement of project's results. In general, regarding the formulation of the project the following can be stated:

- (a) Clear objectives and components were included, but not entirely feasible and viable within the project timeframe as explained in the following section;
- b) The capacities and competencies of the partner institutions for the achievement of the project results were adequately considered; however, the project commitments during the execution were not properly fulfilled and perhaps not quite understood since the formulation of the project. Although the partnership agreements were properly identified and the roles and responsibilities established before project approval, in practice, especially MITUR, despite the willingness it may have shown during the design stage, it apparently could not land the actions for which it was "structurally, legally and culturally" not prepared. Achieving the desired change also implied transforming the institution itself with a new vision of development.
- c) The above also relates to the resources in place during the formulation, specifically the information available: current supporting laws. Although the PRODOC includes a broad analysis of the regulatory framework related to "Tourism and Environment" and highlights the urgent need for its modification and its linkage, in the end, the project did not consider the necessity that firstly this same legal framework must be updated and/or improved to be able to develop any other type of depending/related policy.

#### 4.1.1 Analysis of Results Framework: project logic and strategy; indicator design

The assessment of the Project Strategy, which includes the project design and the Strategic Results Framework, is considered part of the TE. As a positive aspect, the design was an adequately assisted process and it was conducted properly following the usual procedures, such as building of thematic working groups for the elaboration and subsequent expansion and/or adaptation of the project components and results, the selection of the appropriate key partners (who would achieve the intended primary impacts according to their competencies), as well as the necessary financial resources to be provided by the GEF and co-financing. The design included, in general, processes for capturing the broader development effects, such as income generation, enhanced governance, livelihood and environmental benefits, and the transition towards sustainability of this highly relevant sector.

The project also succeeded in assigning staff to coordinate the pilot sites ensuring a timely follow-up of activities and achievement of benefits. The M&E part was also well designed, in terms of structure (Management Effectiveness Trackings Tools and Institutional Capacity Scorecard M&E Plan: daily, periodic, annual monitoring, types of reports, independent evaluations, audits, etc.), in accordance with established UNDP/GEF procedures by the project team and the UNDP Country Office with the support of the UNDP/GEF Regional Coordination Unit in Panama.

The design issues that affected the project, are primarily related to the MRE, its components (results), indicators and targets. The monitoring of activities was a complex process as not all the indicators met all the SMART criteria, and even if one seeks to propose challenging goals that lead to innovation, one must carefully consider the strategies that will best enable their achievement. How the consideration of these criteria could make the project goals more accessible is described as follows:

- a) *Specific*. Most of the MRE's indicators and targets meet this criterion, however, there are exceptions. Some indicators did not consider for their targets the future condition they wanted to achieve. For example, "percentage of ecological damage to coral reefs due to tourism activities in Samaná" (measured in year one and four), this indicator does not describe a condition that is desired, it only provides information about a change in state at time 1 and time 2; moreover, since its design it was not possible to know the proportion of damage that could be caused exclusively by the tourism activity (as there are many more factors).
- b) *Measurable*. Whether the goals are quantitative or qualitative, they must be measurable so their achievement or the lack of it can be evaluated. This applies also for the above-mentioned example of the coral reefs and all those targets where at least "a certain percentage" is expected to achieve a desired effect, which is complicated to know if the indicators do not have a baseline.
- c) *Achievable*. This implies that the goal must be within the reach of what those involved can achieve. In this particular case, in Outcome 1, the design problem in the MRE refers to commitments beyond the scope of the project, particularly with regard to the regulatory framework. Although MITUR was already in the process of developing the PNT (one of the project's main goals) during the design stage, perhaps it was not considered that in order to achieve this, a gap analysis of the institutional level and the regulatory framework should have been conducted prior to the development of other instruments. Furthermore, the necessary time to make these changes (which also implies their presentation, review and approval before the National Congress or the Legislative Branch), went far beyond the scope of a 5-year project.
- d) *Relevant*. All indicators and targets can be considered relevant and pertinent because they contribute to national priorities and to international commitments.
- e) *Time bound*. The timeframe for all goals was considered the end of the project, no intermediate targets were established, which could have benefited the project as those would have allowed to recognize obstacles and attend them in time, taking advantage of the MTR, making the necessary adjustments and adaptations increasing the likelihood to achieve the desired products.

With that in mind, some of the proposed products and activities could not be carried out during the execution of the project as they went beyond the time limit, their capacities, of their specificity, etc. thus, some goals went beyond of the project implementation framework because they were considered impossible, affecting the performance of the project.

#### **4.1.2 Assumptions and risks**

Although the main risks were identified at the beginning of the project, another highly relevant risk should have been included at this stage: the change of the government; likewise, the assessment should have classified two of the risks higher.

The risk regarding political support needed to establish intersectoral integration, as well as the support the decentralized management at the site level, should have been considered "high". Although, originally there was a good willingness on the part of both ministries, which suggested that there would be adequate intersectoral integration, it is precisely because of the innovative nature of the project and the complexity of its implementation, in which almost opposite approaches and visions predominated, that it was necessary to raise the risk level from "medium" to "high". Regarding the proposed mitigation measure, it was very difficult to achieve support from the Ministry and enter into dialogue, particularly with MITUR. From the beginning of the project until 2020 (before the change of government), there was still a need for greater involvement of the Ministry of Tourism's top management in decision making and performance improvement; and despite the tireless efforts of the PCU and UNDP in seeking support from the highest level of the UNDP and the M.Environment, it was only achieved at the technical levels.

Alluding to the risk that political support for policy changes including fiscal policy adjustments and private sector investment in tourism would not be immediate, the level of risk and mitigation actions were well considered. In addition, as a result of the MTR, emphasis was placed on the opportunity to strengthen the dialogue and form alliances with the private sector to explore new opportunities for co-investment, co-management, improving competitiveness, quality and diversity of options incorporating BD conservation criteria in the actions which greatly favored the project and its objective.

The risk related to climate change and its possible effects on the health of coastal marine ecosystems, for BD and the functionality of ecosystem services on which tourism depends, it was well identified as it is a global risk that can aggravate the situation of fragile ecosystems and threatened species. However, it was appropriate to increase the level of risk from "medium" to "high", because the islands, due to their physiographic, geographic and natural characteristics, are considered to be among the most vulnerable territories to the effects of climate change and therefore require greater efforts for their proper management; for example, in 2017 Hurricane Maria affected several beaches, especially in Las Terrenas, Samaná. The mitigation measures for this risk proposed by the project were appropriate; the project implemented information and planning measures prior to each hurricane season to prevent and reduce possible damages, but even now the risk is still "high".

Furthermore, the project's risk assessment was updated in the annual reports from 2016 to 2020. The project actively monitored the risks to assess their continuity, reduction or increase and new risks and/or changes in the risk level were communicated; thus, the recognition and management of risks was well reported in the PIRs; likewise, mitigation measures to address most of the key project risks were considered.



During the project two new risks were added, the "Strategic" risk in reference to the Covid-19, which was an unexpected situation that particularly affected the tourism sector, and which included restrictive measures indicated by the DR government causing severe delays in the implementation of the project; nevertheless, the project continued working and both the private sector and the authorities of the new MITUR government have established contacts with high level representatives of UNDP in the country to create new opportunities to help mitigate the impacts caused by the pandemic in the sector and to take advantage of the project products to activate the sector in a sustainable way.

The second risk was related to environmental concern regarding operational issues. The risk was added because climate conditions affected the pace of implementation of the monitoring and/or restoration actions at the pilot sites. The project coordination knew about the periods suitable or unsuitable to carry out activities in the field and those activities were well planned; however, fortuitous events prevented various actions from being implemented, causing setbacks and delays, which reach beyond the scope of the project.

A new condition was included as part of the political risk from 2019, with regard to the presidential elections that took place in mid-2020. The latter was estimated to affect the final stage of the project's implementation (by extending the project's term). Thus, both the PCU and the UNDP, currently try to mitigate this risk by seeking dialogue and support from the new authorities of M.Environment and MITUR (among other authorities), to develop in a coordinated manner the project's exit strategy, taking advantage of the inputs generated and consolidating other actions that require follow-up. This risk should have been considered in the design phase, particularly as it was known that the project would end before this electoral period, so political, social, financial and environmental sustainability would be at very high risk.

#### **4.1.3 Lessons from other relevant projects**

This project not only incorporated lessons from other relevant projects, but also took advantage of those initiatives independent of the project that were being implemented and that coincided with BC&T's goals, incorporating human and financial resources, as well as strategic orientation, accomplishing an important synergy for the achievement of more and better results, as well as avoiding duplication of efforts. This synergy materialized in three main activities of the project: The first one related to the Certification of Sustainable Tourism Destination in Las Galeras, Samaná, which was one of the priority goals of the project achieved in February 2020. The second activity took place at the pilot site level, the project joined the initiative of FUNDEMAR for the monitoring of corals in Las Terrenas. There, a nursery had already been built, which the project expanded and thus also the actions and opportunities for the coral reef restoration in that zone. Finally, the project contributed to the initiatives carried out by JICA in relation to the various projects on Community Tourism, providing BC&T at three levels: At the product level (community business), at the provincial or regional level (territorial group) and at the national level as a planning strategy. The latter by supporting the formation of working tables for inter-institutional coordination between different public entities including MITUR, INFOTEP, MEPYD, M.Environment and MICM to support this work and take steps to translate these actions and good practices into institutional policies.

One of the reference projects for BC&T was the GEF/UNDP project "Reengineering the National System of Protected Areas to Achieve Sustainability". This project had gained experiences



regarding how to improve and diversify financing in PAs, improve their management and establish co-management agreements, taking advantage of the potential of local communities and the private sector to contribute to the management and/or financing of PAs. These experiences were closely aligned to the goals of this project.

Another project that contributed information and lessons learned for BC&T was the GEF/UNDP/UNEP CLME Program which developed ecosystem-based plans for fishing zones in coral reefs, as well as the regulatory framework in Montecristi NP. Furthermore, the BC&T draw on the experiences of the GEF initiative "Sustainable Land Management in the Upper Basins of Sabana Yegua" operating in an area of influence of Montecristi Bay regarding local land-use planning and application of natural resource management tools. Finally, the BC&T used the community-based approaches developed by the Small Grants Programme in the Dominican Republic (SGP/GEF-UNDP) as basis for its pilot sites. There the project has been successful in creating working groups, community work, community involvement in tourism management and/or conservation actions, generating alternative livelihoods, articulating counterpart efforts, among others.

An important part was to identify the specific local coordination and relevant planning mechanisms developed by key partners such as the IADB, JICA, World Bank, and USAID to enhance the coordination and management mechanisms of this project as well as to take advantage of the progress made regarding the diversification of tourism (e.g. the approach towards nature tourism), of various regional tourism alliances, and the participation of the private sector. Greater and better coordination for sustainable tourism took place and a financial mechanism was implemented whereby the Bayahibe tourism cluster used resources derived from tourism for conservation activities. This was tried to be replicated in Las Terrenas for the conservation of coral nurseries. In Punta Cana, corporate social commitment was reinforced by an ecological foundation dedicated to the conservation of coral and parrotfish species and environmentally friendly measures.

#### **4.1.4 Planned stakeholder participation**

During the design of the project, various partners were identified that could have played an important role in its execution and in maximizing its achievements through larger working alliances and cooperation, which was highlighted in the PRODOC; however, in the end, the necessary involvement was not achieved. Nevertheless, the main partners of the project were well identified.

The following stakeholders in charge for carrying out the project were included in the PRODOC: UNDP as implementing agency, M.Environment as executing agency and MITUR as one of the responsible partners in coordination with M.Environment.

A broad variety of stakeholder influential in both sectors (Tourism and Environment) were invited to participate during the design stage of the project. Later, by requirement of the project, those were called upon to participate again, this time in the kick-off workshop in February 2016. This event aimed at a wide promotion of the project, its goals, objectives and strategies and included a detailed review of the MRE as well as the agreed roles, functions and responsibilities of the institutions and stakeholders within the decision-making structures of the project and the proposal for the work strategy throughout its implementation. Participants ranged from staff from governmental organizations (GOs) such as the M.Environment and MITUR (from central

and provincial offices, from various departments and various positions), from the General Directorate of Land Use and Development (DGODT), Tourism Promotion Bureau (CONFOTUR), the DR Navy, the National Authority for Marine Affairs (ANAMAR), the Dominican Federation of Municipalities (FEDOMU), the General Directorate for Border Development (DGDF) to the National Aquarium. Non-governmental organizations (NGOs), such as the MARENA Fund, the Dominican Foundation for Marine Studies INC. (FUNDEMAR), the Center for the Conservation and Eco-development of Samaná Bay and its Surroundings (CEBSE), The Nature Conservancy (TNC), the EcoMar Program, the Punta Cana Foundation, and the Environmental Law Institute of the DR (IDARD) were also present as well as private companies such as the Dominican Tourism Competitiveness Consortium (CDCT), the Association of Tour Operators (OPETUR), and international cooperation agencies such as Counter Intl. All of them counting on the directions, guidance, and experience of the UNDP DR and the project team.

From that date on, several stakeholders involved abstained from participating further in the project. Others joined, such as MICM and JICA contributing positively to the project; in turn, other stakeholder did not engage at any stage, although it would have been desirable, since according to their competencies, they could have contributed particularly on some indicator. For example, the participation of MEPyD (only through the DGODT) to achieve the vision of the planning of the development model.

The project design established a Steering Committee composed of the M.Environment, MITUR and the UNDP Resident Representative, two Technical Oversight Committees (one from the M.Environment and the other from MITUR), a project coordination unit (PCU) which was supported by two specialists, an Environmental and a Sustainable Tourism Specialist, and included an Administrative Assistant. This PCU had two Local Technical Coordinators, one for Samaná and another for Montecristi, and two Administrative Technical Assistants at each site.

#### **4.1.5 Linkages between the project and other interventions within the sector**

This project achieved for the first time connecting two sectors that historically had no relationship, in order to work together for a new vision of development favoring the tourism sector and the environment at the same time. Originally, a GEF project for landscape restoration was considered, focused on mangrove ecosystems; during its planning it was thought about including other productive circles and sectors that incur in the structure and function of ecosystems and their BD, as well as the services they provide in coastal and marine environments. It became evident that tourism was one of the most incidental sectors to the coastal-marine environment. Furthermore, this sector needed to be realigned to achieve diversification and sustainability which would not only lead to favorable environmental, but also positive social and economic changes.

Inside MITUR different areas more suitable for project implementation could have been included; and others that were not involved would have improved considerably the project performance. In turn, rather than the Directorate of Planning and Projects (DPP) (which belongs to the Technical VM), it would have been more appropriate for this Vice-Ministry to be the focal point, given the thematic coverage of the Vice-Ministry which is more aligned with the types of activities planned in the MRE; however, it was MITUR which decided that the DPP would be the project's focal point.

It would have been convenient to engage other institutions that are directly linked to the project, which would have broadened the opportunities to achieve more results and/or enhance the existing ones, as well as to improve the prospects of sustainability of the actions by creating and/or formalizing permanent partnerships. For example, the Dominican Council of Fisheries and Aquaculture (CODOPESCA) should have been more closely involved through MITUR (which is part of this council). On the one hand, because of its relevance for the regulation of several protected and endangered species that are being directly exploited by tourism; on the other hand, because of the sport fishing activities that are not regulated by MITUR, but yet put pressure on pelagic resources, including more than 20 migratory species. CODOPESCA occasionally participated in some activities, but it would have been necessary to escalate it to the counselor level which could have contributed to these relevant issues. A variety of voluntary actions have been carried out by the project; however, having formal institutional support could have catalyzed better practices in the fisheries sector that are linked to the environment and tourism.

Another example is the MEdyD, which, through the DGODT, is responsible for developing national land-use plans and supporting provincial and municipal land-use processes. These agencies would have been highly relevant to the project's goals and would in turn have benefited from the project's training activities on BD-compatible tourism practices.

## **4.2 PROJECT IMPLEMENTATION**

### **4.2.1 Adaptive Management**

In general, adaptive management showed some shortcomings at the level of the strategic vision. Once it was clear that several goals could not be met, mainly due to MITUR's lack of involvement (during that administration), changes were made in two ways to support the improvement of the regulatory framework and the development of *ad hoc* public policies for the environment: On the one hand, efforts were focused towards activities allowing for feasible results that somehow contributed to the planned goals, by developing baselines and other relevant products. On the other hand, the previously ineffective dynamics were channeled towards new opportunities that implied an innovative strategy to promote and improve collaboration with a wide range of stakeholders, not only with the private sector, but also with local governments, NGOs and international cooperation agencies.

Although this certainly favoured and contributed to more impact results, it was still necessary to make formal changes to the MRE and adjust it to the context at that time, since some goals were simply ignored as they were considered to be outside the scope of the project; likewise, some of the decisions regarding to "changing activities or not executing them" should have been previously approved by the project team, UNDP DR and the UNDP Regional Office.

The MTR presented the opportunity to make these changes, and although they were widely discussed, in the end they were not included as recommendations. Thus, the project missed out at the opportunity to redirect the project towards a more viable path through adjusting the goals and aligning them more closely to the real situation of the institutional context. Strictly speaking, it seems that the adaptive management was compensatory rather than corrective.

In addition, the Covid-19 pandemic paralyzed the activities from March 2020 onwards, making them unfeasible, particularly affecting those at the pilot sites, and harming the results of the project; under these circumstances, all actions exceeded the scope of the project because of the

mandatory health measures at the country (and global) level. Consequently, the work was adjusted to at least advance as much as possible in a virtual way.

It should be pointed, that a month before the end of the project, there is still no consolidated Exit Strategy which should be aimed at systematizing and prioritizing the information generated, disseminating the products and experiences of the project to various audiences, ensuring the participation of partners, implementing the pending activities through other initiatives (or projects), addressing sustainability issues, lessons learned and recommendations for stakeholders, among others. Instead, progress was made in several areas, such as the establishment of alliances between UNDP and MITUR to promote the revitalization of tourism with a focus on sustainability, inclusion and resilience; further alliances have been established between UNDP, ASONAHORES and other key private sector stakeholders to promote sustainability in tourism and mobilize new funding, closing events to promote the project and foster its adoption, dissemination and use of the products generated.

With regard to the change of government, adaptive management was applied, since the channels of communication have been correctly established between the parties involved, and the importance of the project, its results, inputs and potential future impact have been transmitted to and have been welcomed by the incoming government. Both the participation of the PCU and mainly of the UNDP has been crucial to achieve the consolidation of alliances. Equally noteworthy is the remarkable openness, disposition and vision of the new government (and its cabinet), particularly of MITUR (the M.Environment has had a better understanding since the beginning of the project and luckily continues to pursue that vision), to move towards a new model of sustainable tourism incorporating biodiversity conservation criteria at pilot sites and at country level to achieve the project's objective.

The project management incorporated gender equity during its execution leading to good results and some recommendations that remain to be continued after the end of the project. During the development of the project the working approach was changed to integrate gender equality in BC&T activities, as well as in substantive and structural actions.

#### **4.2.2 Actual participation of stakeholders and partnership agreements**

One of the prevailing concerns since the beginning of the project was, on the one hand, the relationship between both partner ministries characterized by limited understanding, and, on the other hand, the insufficient institutional commitment of MITUR. At first it was willing and able to participate in the project, since it was understood by the institution that its competencies should go beyond just the discourse of "sustainable tourism" and take on the opportunity to make the necessary changes; thus, MITUR participated since the design phase to a certain degree in the preparation of the project and the PRODOC was signed; however, from that moment on, a distancing by DPP, assigned as a focal point at MITUR by the minister, was already perceived. Its competencies were not necessarily closely related to the project's objectives, this could have been probably one of the causes of the lacking collaboration.

Since the start of the project's implementation, a series of obstacles were hindering the progress of the project's goals and even a certain blockage at the Directorate level occurred limiting access to higher levels. As time went by, it became more evident that activities requiring MITUR's participation were being postponed, follow-up was very complicated, and even aspects that might have favored the institution were not being considered. Delays occurred in validating

products, in getting work reunions and in meeting specific goals being its responsibility. The PCU and the UNDP tried to bring about a change to improve the situation, without reply; UNDP was perceived being too cautious while trying to manage the situation, avoiding involving higher level staff from both UNDP and the Ministry of Environment in order to promote the necessary changes, while delays continued to accumulate. Once the situation became unsustainable, the support of high-level authorities from both the Ministry of Environment (project focal points and the GEF in the Ministry) and UNDP was sought, to open communication channels, which began to improve the project performance during the final years, although with certain limitations.

The DPP, in addition to the actions for which it was responsible, had the necessary authority to open doors and establish links with other Directorates within the same institution to guide the efforts of the project and influence the achievement of the goals. For example, the Dominican System of Indicators could have worked directly with the Technical Vice-Ministry, and the proposed Business Regularization Plan with the Processes and Services Area, however, DPP did not assume its facilitating role.

In general, the DPP is known to be an efficient performing directorate with a strong influence at the ministerial level. Its organizational, executive and propositional capacity and ability have been proven in other high-level projects. Therefore, it must be assumed that DPP did not know how to comply with the desired role for this project in particular. MITUR operates through the implementation of laws that stimulate tourism, and through promotion of the activity, not necessarily to regulate or sanction as the M.Environment does. On the other hand, this project implied shared decision-making with another Ministry, and MITUR had no experience in this type of cooperation projects; the DPP could have used the project strategically and coordinated with other initiatives to achieve greater impact, which was not accomplished. Finally, during project implementation **at the technical level**, MITUR worked very closely with the M.Environment. This illustrated, that major changes need to be made within the structure of MITUR, which is already being sought by the new administration. This process requires, in particular, the identification of measures and results to later justify this transformation, meaning MITUR did not take ownership of the project because it was not "structurally, legally and culturally" prepared and an evident resistance to change prevailed.

At the technical level, MITUR always demonstrated openness and willingness to collaborate, thus achievements were made there. At the provincial and district level, MITUR provided also support, but in a minor scale and the contributions were more tangible regarding less relevant issues, for example, in training, dissemination and technical support.

The M.Environment, in general, showed a better performance; however, the involvement was also gradual, especially at the beginning of the project it had a different understanding of the objectives and goals and how to address them. The Vice-Ministry of Coastal and Marine Resources (VMC&MR), the project's focal point, played an outstanding role. It ensured appropriate follow-up of the project, facilitated action to achieve results and helped establish communication channels with its counterpart. It also participated with a larger number of administrative areas, although the degree of involvement and commitment among them varied. Sometimes even within the same direction the response to certain topics differed. On behalf of the Ministry of Environment the following areas participated: the Vice-Ministry (VM) of International Cooperation, the VM of Coastal and Marine Resources through the Directorate of Coastal Resources and the Directorate of Marine Resources; the VM of Protected Areas and

Biodiversity, through the Directorate of Biodiversity; the VM of Environmental Management, through the Directorate of Environmental Quality, the Directorate of Environmental Information and the Directorate of Standards.

In general, also at the technical level, it is perceived that there was more participation and support, delivering good lessons learned and experiences at this level of collaboration. In the provinces the reception of the project was partial, many activities and proposals were welcomed but there were problems regarding the implementation.

For example, with regard to specific goals such as the regulation of new tourism projects, the support of the VM of Environmental Management would have been fundamental. Although they did manage to get involved in the developing and approving regulations on lighting of turtle nesting sites in tourist areas. In addition, the need for the "presence" of technicians from various areas of the Ministry of the Environment *in situ* has also been highlighted, particularly for monitoring and surveillance actions, which still have to be improved. Within the agreements, it is important to point out that at the time of this evaluation the willingness and the wish existed for co-management actions between PA, the private sector, communities and NGOs to maintain the monitoring and continue working in a coordinated manner on management issues; however, these agreements need to be formalized.

On the other hand, since the beginning of the implementation the project was characterized by few "permanent" partners; some institutions participated covering specific project needs, while others will undoubtedly continue to benefit from the results of BC&T in their daily tasks. Consequently, they make sure that these results are sustainable. Among these partners are various NGOs such as CEBSE, the communities at the pilot sites and the private sector such as various tour operators, to mention a few examples.

The realignment of the project by including the private sector and the communities (who are ultimately the main beneficiaries of the natural resources) as main partners during the second half of the execution is remarkable. In this regard, great progress has been made and important agreements have been established to achieve the transition towards a sustainable tourism with conservation criteria of the BD, although in most cases the consolidation, approval and execution are still missing. Some of the most important agreements reached are: a) an alliance with the Ministry of Industry, Commerce and MiPYMES (MICM) to incorporate BD and other sustainability criteria in the tourism business (supporting the strengthening of capacities in at least 50 businesses); b) the signing of a voluntary agreement with more than 70 businesses in the provinces of Samaná and Montecristi, in order to apply better environmental practices such as the substitution of single-use plastics, the promotion of responsible fishing and the adoption of the closed season; c) the formation of the inter-institutional consultative group between both ministries; in which through an inter-institutional mechanism, it was possible to increase the inter-institutional collaboration with various NGOs and the private sector, who were more open and willing to collaborate; however, until this TE, it was not yet adopted by the senior management of both ministries; and d) the developed financial mechanism which is still lacking support from MITUR and needs to be promoted with the Samaná tourism cluster and the hotel association, has still to be implemented.

### 4.2.3 Project Finance and co-finance

At the time of this Terminal Evaluation, 97.37% of the resources had been executed; only USD\$ 74,741.11 remained. All contracts were completed as of December 31, 2020, only two consultancies are still in progress during the first quarter of 2021, one being this TE and a project on beaches requested by the new MITUR authorities. In addition, only the project coordinator and the administrative assistant remain in office until March 2021, and the formal closing event for the project is also considered within this budget.

The execution of resources, differed greatly between the years of execution. The pace of resource implementation was slow at first. Only 34.2% of the budget had been executed between 2015 and the first quarter of 2018. During the remaining time of 2018 there was an upturn in which another 63.16% (97.36% total) of the available funds had been executed up to December 2020. The execution of the remaining 2.64% will be reached until the end of the project in March 2021. The initial delays were mainly caused by operational postponements that the project had been dragging on, as various activities requiring MITUR's decision-making and participation could not be carried out. After the MTR and once the project was realigned, involving more proactively the private sector, the financial management performance improved considerably gaining experience and improving the operational and administrative capacity during the time of project execution. This was shown in the AOPs themselves, both in their planning and execution.

The financial execution was flawless regarding internal controls, the monitoring systems of the operation and the policies and procedures of the UNDP program and operations complying with the oversight responsibility described in the PRODOC. No findings during the execution were recorded in the **reports of the audits** conducted in 2017 and 2019. CDR reports are available for the years 2015 to 2020, and are clear and well organized. A large part of the resources was used for project implementation, while management costs were minimal (4.8 %). In fact, they were even below the usual 10%, and included only three individuals from the project team. This should be improved in the future considering that the project was quite complex; it involved two ministries as responsible partners, the innovation regarding of the project's vision (which required a strong participation of diverse stakeholders) and the implementation of at least 34 activities to be accomplished in a period of five years.

The GEF budget of the AOP was executed as shown in the table below:

**Table 5** - Execution of the annual budget of the project,

(Source: <https://open.undp.org/projects/00083903>) cut-off date as of December 31, 2020.

Year	Annual Budget (AOP) USD	Executed budget USD	Annual Execution %
2015	10,200	6,695	65.64
2016	410,000	289,999	70.73
2017	687,737	438,240	63.79
2018	941,443	707,850	75.22
2019	742,100	676,672	91.18
2020	653,909	644,594.87	98.57
<b>Total</b>		<b>2,764,050.89</b>	

Delays observed in the approval of ToRs, contracts and/or release of payments, originated because of internal UNDP issues, as well as because of report and product review processes by UNDP and the partners involved. In this respect, it has to be acknowledged that the delays in contracting services and making some payments, linked to detailed review processes of



consultancy reports, are related to the necessity of maintaining quality standards of the products. More over on occasions, several actions took place in remote areas, where suppliers are scarce and where some of them are informal. However, according to some interviewees, procurement processes can be improved. UNDP is aware of this and has been gradually strengthening its capacities, especially by increasing staff. This situation may have delayed some activities, especially those that depend on specific seasons such as the implementation of ecosystem restoration and monitoring measures, these aspects need to be improved.

With regard to the distribution of resources among the project components, table 6 shows that just over half of the resources (54%) were allocated to Outcome 2 (O2) and 38% to Outcome 1 (O1). This allocation was appropriate considering that of the total planned targets (34), 76% of them (25) corresponded to O2 and only eight of them (24%) to O1; however, although there are far less targets included in O1, their complexity deserved greater resource allocation, which was well planned in the PRODOC. Also, the execution so far has been very much in line with what was originally planned.

**Table 6** – Distribution of resources by activity, cut-off date December 31, 2020

(Source: Created by PCU, modified by the TE)

Activity	Total Amount approved (PRODOC) UDS	Total expenditure executed (USD)	% of planned execution Vs executed	% of execution with regard to total GEF funds
The policy, legal and planning framework in the tourism sector addresses direct vulnerabilities to biodiversity arising from coastal tourism development and activities.	\$1,064,780	\$1,091,903.53	102.54%	38.46%
Operational framework for the protection of biodiversity and ecosystems in areas highly vulnerable to the indirect effects of tourism development.	\$1,638,832	\$1,536,967.36	93.78%	54.14%
Projet management	\$135,180	\$135,180	100%	4.76%
<b>Total</b>	<b>\$2,838,792</b>	<b>\$2,764,050.89</b>		<b>97.36%</b>

The planned **co-financing** from the two main partners was fulfilled and exceeded by MITUR and came very close to its fulfillment by the M.Environment and UNDP. The contribution by both partners since its planning was only to be in kind and was distributed in the following areas:

**Table 7** – Distribution of co-financing resources by item, in DOP and USD cut-off date December 15, 2020

(Source: Prepared by PCU)

Ministry of the Environment	Annual Value DOP	Total 5 Years DOP	Ministry of Tourism	Annual Value DOP	Total 5 Years DOP
Technical Support	12,000,000.00	60,000,000.00	Technical Support	1,200,000.00	6,000,000.00
Travel Expenses	800,000.00	4,000,000.00	Promotion	120,000,000.00	600,000,000.00
Office Space Santo Domingo	1,800,000.00	9,000,000.00	Office Space Terrenas	1,200,000.00	6,000,000.00
Office Space Montecristi	1,200,000.00	6,000,000.00	Inputs	600,000.00	3,000,000.00
Technical Contributions Local Office	2,400,000.00	12,000,000.00	Technical Contributions Local Office	480,000.00	2,400,000.00
Other services and contracts	10,000,000.00	50,000,000.00			<b>617,400,000.00</b>



Vehicles, fuel and transport	8,000,000.00	40,000,000.00	<b>Total USD</b>	<b>12,862,500.00</b>
Furniture and Equipment	3,150,000.00	15,750,000.00		
Provincial Protected Areas Management Support	6,000,000.00	30,000,000.00		
Inputs and others	4,000,000.00	20,000,000.00		
<b>Total USD</b>		<b>246,750,000.00</b> <b>5,140,625.00</b>		

In this regard, although it is difficult to indicate precisely which components of the project benefited the most, a large part went to operational actions and active management of natural resources, such as the monitoring system, education programs in the provinces, the coordination of actions with other institutions, the inclusion of some complements to the project activities in the POAs, such as training, cleaning or restoration of coastal units. In other words, in terms of the operational component, outcome 2 had greater benefits from co-financing.

In addition, the project had external in-kind resources from various national and international entities, including the National Fund for the Environment and Natural Resources (MARENA Fund) worth USD \$200,000.00, which contributed to the monitoring component, capacity building, creation of new tourism products, implementation of some of the actions of the Cayo Arenas management model; from the GIZ worth USD \$1,200,000.00, which contributed to business certification in tourism and BD and destination certification; from JICA worth USD \$846,423.04, contributing to local capacity building and alternative livelihoods in sustainable tourism; from TNC worth USD \$1,500,000.00 contributing to research and monitoring of coral reefs and for the development of PA management plans; and finally from the private sector (Ágora Mall) worth USD \$21,000.00 for outreach and awareness-raising activities on BD and tourism at the national level. All these contributions, originally unplanned, amount to USD\$ 3,767,423. Thereby, even with the small deficit of the M.Environment, the project has fulfilled and surpassed the committed co-financing of USD \$16, 034,799 to USD \$22, 019,548.04 (137%).

**Table 8** – Co-financing values provided by the project partner institutions up to 15/12/2020, in US dollars (USD). The type of co-financing of all partners was in-kind. IA = Information not available. Type of investment: MI - Mobilized investment; RE - Recurrent expenditure. (Source: Prepared by PCU).

Sources of Co-Financing	Name of co-financing entity	Amount co-financed as of date of approval CEO (USD\$)	Type of Investment RE	Type of Investment MI	Amount contributed to date (USD\$)	Actual percentage (%) of expected amount
Multilateral	PNUD	350,000	108,446.00	140,554.00	249,000.00	71%
Mixed	Fondo MARENA			200,000.00	200,000.00	
Government	MITUR	9,550,000	12,862,500.00		12,862,500.00	135%
Government	M.Environment	6,134,799	5,140,625.00		5,140,625.00	84%

Cooperation	GIZ	0		1,200,000.00	1,200,000.00	NA
Cooperation	JICA	0		846,423.04	846,423.04	NA
Cooperation	TNC	0		1,500,000.00	1,500,000.00	NA
Private Sector	Agora Mall	0		21,000.00	21,000.00	NA
	<b>Total</b>	<b>16,034,799</b>			<b>22,019,548.04</b>	<b>137%</b>

#### 4.2.4 Monitoring and Evaluation: initial design\*, implementation\* and overall analysis

##### **\*Initial Design\***

##### **Moderately Satisfactory**

Structurally and operationally, the M&E plan was well designed, practical, and sufficiently articulated to be able to monitor the results. It included: an inception report, quarterly progress reports, annual reports, a Mid-term review, and a Terminal evaluation; financial and technical reports, the monitoring of indicators, means of verification, and the full definition of project staff M&E responsibilities, an analysis of major risks, as well as those related to the issue of UNDP safeguards and the TT as one of the main instruments for monitoring progress. The M&E plan was also well budgeted in the PRODOC, which included the essential elements, indicative cost estimates related to monitoring and evaluation activities. However, there were some shortcomings in terms of actual risk assessment. Some of the targets were not feasible, and although the main partners were evaluated, it would have been desirable to incorporate some other partners who could have had a strong influence on the project. Some indicators were inadequate, as in some cases they did not meet the SMART criteria, which affected monitoring because the achievement of some targets could not be measured, and in the worst case, they could not be met because they were not feasible. The project did not have a Theory of Change developed at the beginning of the project because it was not a mandatory requirement at the time the project was designed.

##### **Execution\***

##### **Moderately Unsatisfactory**

Although financial and progress reporting requirements were met, including their quality and timeliness, the information provided in some reports was not used to improve and adapt project performance. Some actions took a long time to start and once initiated, significant problems were detected in achieving the scope of the results, which were not always justified and/or adjusted. In some cases, adaptive management is considered to have been successful (such as the new vision which included the private sector in project actions), in other cases not, as for example the adjustment of the MRE goals. In this regard, it is important to mention that the PCU proposed changes to the MRE, to make the goals more consistent with the prevailing context and considering that some of them would be impossible to achieve during the life span of the project.

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\* According to the guidance for conducting Terminal evaluations of UNDP-supported and GEF-funded projects, Monitoring and Evaluation in input design, implementation and overall analysis should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory and Highly Unsatisfactory.

However, the desired feedback on this initiative did not materialize and the changes proposed the PCU were not considered, which could have served as a good example of adaptive management.

On the other hand, despite the recommendations made by the RTA in the PIRs, it was not always clear how to address them to improve project performance. Another difficulty was the lack of formalization of the necessary changes in the strategy, which is shown in their management; earlier solutions should have been sought and even the indicators adjusted. The MTR should have been used to make those amendments even with such a pronounced delay in the project. Likewise, several recommendations made in the MTR were not addressed and/or properly followed up. This is highly relevant to argue for adaptive management and was evidenced in the "management response" format where, in addition to UNDP and the PCU, the partners, especially MITUR, did not assume their responsibilities in the implementation of various recommendations and their progress report. To date, the revised report showed only a 20% follow-up level. Several of the management responses remain "at the meeting level" with no known arrangements or results, and for most activities the status is "in progress" without specifying the current status of compliance. The Management Effectiveness Tracking Tools and the Institutional Capacity Scorecard were updated in 2014, 2019 and 2021 (TT) and 2014, 2018 to 2020 (CS) respectively. Particularly the latter, was expected to improve, however, two of the indicators did not achieved the desired progress and another one was ignored as it was considered that the project could have little or no impact to change the indicator, which was not formally justified. Regarding the BD2 tool, there was apparently no change in the ecosystem area proposed to be covered by the project, shown by the 2019 and 2021 versions. However, activities to accurately understand the results have not yet been completed.

The Steering Committee Meetings, which were very important for addressing obstacles, improving communication channels, and discussing lessons learned to date, did not have the desired impact; partially because only two meetings in 2018 and one in early 2020 were held (although the PRODOC referred to having these sessions at least once a year), and as they did not have an impact on M&E activities. Efforts were made to try other methods to improve project coordination and management (quarterly UNDP-PCU-MITUR technical meetings, whatsapp groups) and follow-up with implementing partners that were discontinued mainly due to lack of follow-up by one of them. In turn, all these factors, as well as the delay in the Mid-term review, contributed to the slow progress of the project implementation; however, despite these difficulties, the project has managed to influence improvement, especially in the last year and a half, particularly regarding its future sustainability, by correctly opening communication channels, transmitting the relevance of the project, its results, inputs and potential future impact to the incoming government.

Moreover, throughout the implementation, risk management was improved, including monitoring and identification of new potential risks (which was incorporated in each PIR), being more realistic according to the prevailing context. Similarly, for a long period the project sought tirelessly to bring about changes in MITUR, which had an important power in the achievement of goals, but without success, which led to further delays. Due to the relevance of MTR's recommendations the project was refocused, gaining the necessary momentum with the support of new partners. Although this was neither sufficient nor appropriate for the case of R1, which depends mainly on government action.

Gender issues were integrated, including an analysis in the specific context of the project and of the promotion of gender equality and women's empowerment. This resulted in a response plan and specific recommendations, which although could not be fully implemented, but can be adapted in the exit strategy as well as in future collaborative actions to follow up the project. A Theory of Change was developed during this TE, which was adjusted by the PCU and the UNDP Environmental Sustainability and Resilience Programme Officer.

### *General analysis\**

#### **Moderately Satisfactory**

In general, the structure of the M&E Plan was designed, budgeted and implemented in an appropriate manner, meaning, it complied with the established UNDP and GEF procedures and expected regularly meeting, but had some shortcomings. The weaknesses and strengths found at both the design and implementation levels that were improved in the last year and a half of the project deserve the rating of Moderately Satisfactory. In the end, the monitoring and evaluation systems did not fully guarantee effective management of the project. This was accentuated by a questionable implementation by one of the partners, consequently affecting the adaptive management and performance of the project, particularly in one of its outcomes.

#### **4.2.5 Implementation and oversight of UNDP\* and the execution agency\*, and overall project implementation/execution\*, coordination and operational issues<sup>1</sup>**

##### **4.2.5.1 UNDP Implementation and oversight - Implementing Agency\***

#### **Moderately Satisfactory**

The UNDP has been a vital partner in its role as mediator between the various partners, thanks to its broad capacity to establish collaborative relationships favoring the management of various projects and its experience in human resource development and institutional strengthening. These capacities were particularly relevant for this project that represented a challenge due to its innovative character.

During the execution of the project, UNDP DR further developed the gender equity topic extensively and since 2017, UNDP DR has worked on a document with results and recommendations to strengthen this approach. Thanks to this, the country office obtained the Gold Seal in 2018 on gender issues after completing a series of standards and indicators. The project framework and strategy were reviewed by the country office and regional gender experts. As a result of this review a series of activities and strategies were identified and the Gender marker changed from 0 to 1. This had a good impact on the project, leading to a change in the working approach of the team. From this point on, it tried to incorporate the gender perspective in as many activities as possible and considered not only its inclusion, but also its incorporation in substantive and structural actions.

Equally important are other cross-cutting issues that UNDP includes in its management priorities and that the project covers since its design, such as poverty alleviation (helping to improve people's lives), improvement of governance (one of the project's main axes), mitigation and

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<sup>1</sup> According to the guidance for conducting Terminal evaluations of UNDP-supported and GEF-funded projects, the performance of coordination and execution by the Implementing Agency and the Executing Agency should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory and Highly Unsatisfactory.

adaptation to climate change (mainly through actions at the pilot sites) and knowledge management issues, which were monitored and incorporated in the annual review reports with support from the PCU.

Specifically, in the last year and a half of the project during the incorporation of the private sector, UNDP has been key to engage the government, and its strategic vision to redirect the actions to fulfill the objectives is widely recognized. During the closing stage of the project, UNDPs performance was remarkable regarding facilitation and putting the key elements and issues on the agenda of the new administration, by taking advantage of opportunities that started to open as a result of the change of government and the willingness throughout the value chain of the tourism sector, although the exit strategy has yet to be consolidated. However, there were some shortcomings (too much caution) regarding the opening of the required communication channels. In turn, during project execution, delays were observed in the follow-up of various processes, the approval of documents, such as ToR, as well as the review of reports and products (in which there was also slowness in the review and approval by the ministries). Eventually this caused delays. Some of these drawbacks were due to internal procedures that are not, strictly speaking, the responsibility of UNDP DR. However, some of these situations affected the implementation of various field activities that required perfect synchronization due to climate constraints. At the internal level, it was pointed out that improvements are needed in the area of procurement.

#### ***4.2.5.2 Execution and oversight of the Executing Agency\****

##### **Ministry of Environment**

##### **Moderately Satisfactory**

The actual involvement of the two partner ministries has already been mentioned in section 4.2.2 of this report. It is clear that the Ministry of Environment performed better, according to the requirements of the project, although its involvement was gradual. The coordinated participation of at least four Vice-Ministries and six different Area Directorates allowed a greater contribution towards the achievement of the project's goals. At the Steering Committee level, the involvement was superior in comparison to the other partner. Although only three meetings were held, the focal point of the project in this Ministry (VM of Coastal and Marine Resources) always participated and the Vice-Minister of International Cooperation joined two of them. At the technical level there was greater participation and support, leaving the project with good lessons learned and experiences. At the provincial and district level the project was partially accepted, many activities and proposals were welcomed but in some cases problems during implementation occurred. For example, there was a good performance by the Provincial Director of Montecristi but little involvement of the Provincial Director of Samaná, although she supported and backed the actions. At the district level, the Mayor of "Las Galeras" (which belongs to Samaná) always showed a great attitude and good participation, thus the involvement rather took place on a personal level. Having an environmental specialist supporting the project team helped to generate confidence and understanding, thus benefitting the coordination purposes and operational issues.

The weakness of the ministry was that it required much more support from some areas for some products, so there are still technicians from various areas of the M.Environment needed to be present *in situ*, for monitoring and surveillance actions. Participation at the pilot site level should

have been better in Samaná, especially at the provincial level, the involvement of the M.Environment was slow.

## **Ministry of Tourism**

### **Moderately Unsatisfactory**

In section (4.2.2), a description of MITUR's performance in this project has been given, and although the DPP (focal point for this project) is recognized for its high-level performance in other projects and is held in high esteem at the Ministerial level, it was determined that specifically for this project the required role was not addressed. The level of involvement was low to the point of representing an obstacle to the achievement of the project's objectives and goals, causing severe delays in the project execution. Openness was missing and barriers were not overcome, to gain access to higher levels for decision making and to facilitate the implementation of important outputs, being a core commitment of the project. Furthermore, support was lacking regarding "opening doors" and establishing links with other directorates within the same institution to take advantage of their skills, which could have facilitated the development and approval of some products that contribute directly to the goals. The DPP could have used the project strategically and in coordination with other initiatives to accomplish greater impact, which was not achieved.

At the technical level, MITUR was always open and willing to help, but at the provincial and district levels there was less support and the contributions were more tangible in terms of less relevant issues, such as training, dissemination and technical support. The performance of the Tourism specialist on the project team is noteworthy, as she worked hard to resolve conflicts, meet goals and facilitate greater openness at the DPP, however, she had a greater impact at the technical level.

The rating (which could be lower) was given because, although operational performance of the Ministry of Tourism at the central level was neither the desired nor the required during that administration (which covered almost the entire project), it fulfilled its co-financing commitments. This included assigning and placing technical personnel for the development of various instruments and products that favored the fulfillment of various targets. Likewise, part of the expenses of the provincial directorates were covered by MITUR as well some investments in infrastructure improvements. Examples of co-financing invested in infrastructure are the following: the construction of the El Limón road, US\$2,000,000 that were invested to improve connectivity and promote compatible tourism use at Morón Beach in Samaná, and the construction of a parking lot at a distance from the dunes to improve the conservation and management of the site and thus avoid the effects of compaction. At the technical level, certain progress was made at the technical level and regarding inter-institutional synergy. The new administration (2020-2024) however, having been in office only four months, has developed a vision aligned with the project's goals and already showing an interest in the achievements and results of the project, understanding that these represent an opportunity to achieve various changes required by the sector, particularly regarding the transition towards Sustainable Tourism.

#### **4.2.5.3 General project execution**

### **Moderately Satisfactory**

The course of the project can be divided in before and after the MTR. The start-up phase as well as the following three years of implementation represent a period of many obstacles, important delays, postponed activities, little synergy and participation as a result of the institutional structural weakness and the insufficient leadership mostly of one of the main partners. This affected the performance of the project at all levels, forcing the project to correct and to try to compensate what was expected not to be achieved. On the other hand, during the stage after the MTR (the last year and a half of the project) efforts were strategically directed towards those who invest in tourism: the stakeholder of the private sector. Likewise, during this stage, the necessary elements and the opportunities were pinpointed, with a holistic vision that would maximize the scope of the project.

With regard to operational issues, deficiencies in adaptive management, M&E systems, partner participation, engagement and coordination, delays in administrative processes and in the review and approval of outputs have already been described. Thus, the following chapter will focus on the project results (O1 and O2) and their "imbalance" regarding progress; O2 had greater momentum and scope. Although the capacity of the PCU and UNDP has been recognized to rescuing the project with the support of new collaborators during the execution and with favorable prospects of sustainability. It is also remarkable that the PCU managed to plan, implement and follow up this project with at least 34 activities (although with different levels of progress). This was possible thanks to the outstanding dedication and commitment of the PCU, in particular of the coordinator, as well as the support of partner institutions. Although several activities have not achieved the expected results, the PCU managed to invest in creating inputs that contribute greatly to the sustainability of the project. The work carried out by the local coordinators in the pilot provinces was also outstanding. The flaw of the project team consisted in its inability to influence decision-making and policy formulation as well as the modification of laws and decrees that requires capacities and skills related to strategic and/or policy communication.

#### **4.2.6 Risk management, including social and environmental safeguards**

As mentioned before, during the execution of the project, from 2016 to 2020, risks were actively monitored in order to evaluate their continuity, permanence, reduction or increase. New risks and/or changes in the risk level were adequately communicated in the PIRs; likewise, mitigation measures were considered to address most of the key risks of the project. With regard to the escalation of risk and new risks, the political risk rose from a "medium" to a "high" risk level since 2018; and as of 2019 the presidential elections to be held in 2020 were included as part of this risk, which could affect the final stage of the project implementation; however, both the PCU and UNDP have currently sought to mitigate this risk through dialogue with and support of the new authorities of M.Environment and MITUR. Thus, a risk being a potential threat evolved into a great opportunity for future collaborations leading to sustainability of the project's actions and to achieving its replication and scaling up at the national level.

The unexpected situation of the Covid-19 pandemic has particularly affected the tourism sector, and implied restrictive measures indicated by the DR government causing not only severe delays in the last year of project implementation, but also affecting the budget. The latter has been considerably reduced for the recovery from the health crisis, a situation that will continue to prevail, affecting the country's economy. However, the situation also presents an opportunity which is taken advantage of by the project and the new government. In the current development



context, global tourism trends are changing towards a safer, more diverse and more connected with nature tourism, incorporating the environmental dimension of sustainability as a requirement. At the same time, it opens the opportunity to seek more cooperation alliances as a way to ensure the continuity of this and other projects and their results.

Additionally, the project design included a thorough analysis of the implementation of environmental and social safeguard management measures, in accordance with UNDP's social and environmental standards.

The result of the environmental and social assessment placed the project in category "3a". In the project design phase, it was considered that *"impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and often managed through the application of standard best practices, but require minimal or specific additional review and assessment to determine and evaluate whether a full environmental and social assessment is needed"*. During the implementation of the project in 2018 and 2019, there was a timely follow-up, with no new evidence of environmental and social risks or increase of those risks detected in the design phase. In 2020, new social and/or environmental risks were identified, related to the Covid-19 pandemic that affected livelihoods and MiPYMES along the tourism value chain. In response, UNDP is currently very committed to work with the government in charge for responding to the socio-economic impacts of Covid-19 and with the leaders of the country's tourism sector. Some actions have been taken based on the identification of this risk, including an analysis of the impacts on the tourism value chain and the preparation of a strategy for the recovery of the sector.

## **4.3 RESULTS AND IMPACTS OF THE PROJECT**

### **4.3.1 Progress towards the objective and expected outcomes<sup>2</sup>**

This section analyzed the level of progress of the results as part of the actions implemented from the beginning of the project to the present, as well as the fulfillment of the goals established in the indicators, based on the information provided by the PCU, the interviews and the review of other types of evidence (photographs, videos and social networks).

The project design included ten (10) indicators divided into three (3) general impact indicators, three (3) indicators for O1 (with 8 targets) and four (4) indicators for O2 (with 26 targets). Although there is a great disparity in the composition of the outputs regarding the number of targets being much greater in O2, the level of progress was also much higher for O2.

Progress has been made in various areas, ranging from the generation of a baseline for the modification of the legal and regulatory framework, to specific ecosystem restoration actions at pilot sites and capacity building. Among the most outstanding achievements regarding the goals established in the MRE are:

- the improvement of the Environmental Management System, including the development of the Marine Coastal Species and Ecosystems Monitoring System,

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<sup>2</sup> According to the guidance for conducting final evaluations of UNDP-supported and GEF-funded projects, the achievement of results should be assessed individually in relation to indicators, reporting on the level of progress on each goal using a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory and Highly Unsatisfactory.



- the analysis and selection of a financial mechanism of local funds for coastal management and sustainable tourism to operate in the pilot phase in the Municipality of Las Terrenas,
- the Certification of Las Galeras, Samaná as a Sustainable Tourism Destination in February 2020 and the BD friendly certification through sustainable tourism practices in coastal-marine ecosystems and biodiversity (Green fins certification, TourCert and Biodiversity Check),
- the creation of the Dominican System of Indicators for Sustainable Tourism,
- a management model for public use for Cayo Arenas that includes the carrying capacity,
- the elaboration and application of two Standards, one to regulate artificial lighting on tourist beaches with turtle nesting sites and another regarding the activity of whale watching, restoration actions in coastal and marine ecosystems (mangrove, dunes and reefs) and
- the improvement of infrastructure in PA such as the placement of signs, the construction of a pier and platforms for bird watching and nature tourism, the construction and repair of tourist paths (trails).

It is remarkable that several goals overachieved and brought more results, for example, one goal was to determine the carrying capacity thresholds for Cayo Arenas and Las Terrenas. Although this was not achieved for Las Terrenas (it is in process), in Cayo Arenas a whole management model for public use was consolidated. Another goal was to calculate the percentage of ecological damage to the coral reefs due to tourism activities. In this regard the project went beyond the target. It not only calculated the damaged area, but also analyzed other factors that could be contributing to this condition. Furthermore, a coral nursery was expanded in Las Terrenas and another was established in Montecristi, and restoration actions were executed on the reefs. At least five protocols were developed for monitoring ecosystems and species (coral reefs, mangroves, sandy beaches and coastal vegetation, sea grasses and marine mammals), among other results.

In case that targets could probably not be achieved, such as the modification of the legal and regulatory framework and/or the incorporation of sustainability principles in various public policy instruments, the project applied compensation measures. These contributed to some extent to their achievement and constitute the baseline to facilitate this still pending work of both ministries, particularly MITUR. All of these documents are guidelines that contain key aspects that contribute to the modification of the regulatory framework and its application. Depending on the document in question, they include a gap analysis of the legal and regulatory framework, and specific proposals for including biodiversity conservation criteria, as well as the entities responsible, participating partners and the processes to be carried out. They also provide baseline information on the distribution and use of land in the pilot sites in order to facilitate decision-making when translating these documents into public policy instruments and easy-to-understand guidelines for more sustainable tourism for individuals and communities. All of this together contributes to the elaboration of the PNT. Inputs developed for this purpose include the following:

- The "Guidelines for the inclusion of aspects related to coastal BD in the elaboration of the PNT"
- The "Guidelines for Environmental Management in Tourist Zones to be applied in the Tourist Territorial Management Plans (POTT)".

- The "Sustainable Financing Mechanism for the management of coastal and marine BD associated with Tourism".
- The "Proposed Operational and Legal Regularization Plan for micro and small enterprises that provide tourism services in coastal areas" (Volumes I and II).
- Reports of environmental studies on "Land Use and Coverage" in the Provinces of Samaná and Montecristi and their coverage maps.
- The "Report of the Tourist and Environmental Legal Framework of the assessment of the DR.
- The "Inventory of legal instruments related to the conservation of the marine coastal BD and tourism in DR".
- The "Regulatory frame for strengthening of the conservation of the coastal marine BD and the Sustainable Tourism".
- The "Guide for Sustainable Landscaping in Coastal Areas.
- The "Guide for Good Practices in Sustainable Tourism".

In strict terms, many of the goals were not achieved, approximately 37% of the goals for O1 and 65% for O2 (and approximately 10% for both results have intermediate progress), however, all the factors that have led to this situation should be considered. In several cases, problems are found in the design, or in the disposition and attitude of one of the main partners, who did not know how to address the project (which caused most of the delays). There also have been problems with risk assessment and/or feasibility analysis of some activities, which certainly should have been improved during project implementation and there are lessons learned in this regard. On the other hand, the ability to find new ways that favor progress in achieving results, adaptive management of programmatic reorientation, the demand for new partners, and the continuous work and commitment of the PCU and UNDP to improve the collaboration of MITUR that is potentially possible now, in the new institutional context. Thus, combining these two positions, it can be said that several obstacles have probably been overcome and new opportunities have opened up that will encourage the capitalization of the work done in the project. And although the scale of these results is still limited, they are key elements to potentialize and scale them in the medium and long term.

The following table contains the **MRE** achievement analysis matrix (results obtained compared to the goals established for the end of the project). It describes the specific progress of each goal and evaluates it on a six-level scale, including the extra outputs or inputs that contribute to certain goals. A color is assigned that, according to the guidance for conducting terminal evaluations of UNDP-supported and GEF-funded projects, strictly refers to whether or not the goal was achieved within the project's timeframe.

### Strategic Results Framework Analysis<sup>3</sup>

**Table 9 - Strategic Results Framework (MRE)** achievement analysis matrix (results obtained compared to targets set for the end of the project). The color scale is: green - complete, the indicator shows successful achievement; yellow - the indicator shows expected completion at the end of the project; red - the indicator will not be completed before the project is closed.

Indicators of MRE	Baseline	Final Target of the project	Last reported PIR level and December 2020 reports	Level at TE & ratings	Justification of the Appraisal
<b>Project objective: To ensure the conservation of biodiversity in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development.</b>					
<b>Outcome 1: The policy, legal, and planning framework in the tourism sector addresses direct threats to biodiversity from coastal tourism development and activities.</b>					
1. Regulatory and enforcement capacities to monitor, avoid, reduce, mitigate and compensate for the negative impacts of tourism on biodiversity	1.1 National Tourism Development Plan does not adequately address DB conservation criteria.	1.1. The National Tourism Development Plan fully considers the protection of DB resources	Guidelines for environmental sustainability and biodiversity protection elaborated and published, a key piece to be included in the PNT. These guidelines promote an innovative approach to the circular economy, diversification, adaptation of the model towards sustainable practices, certifications, new natural destinations, development of carrying capacity and equality. The project developed a proposal for an administrative resolution to promote an environmental approach that was approved in November 2019 by MITUR as a temporary measure prior to the PNT. Furthermore, MITUR hired consulting services to begin the assessments that would pave the way for the preparation of the PNT. These services were not concluded and the elaboration of the PNT was not completed.	MU	Despite the efforts made by the project team and the UNDP to ensure the fulfillment of MITUR's commitment to develop the PNT with BD criteria, it was not achieved, so there is no regulatory and enforcement capacity to consolidate Sustainable Tourism (S.T.) at the national level. Instead, the project prepared the "Guidelines for the inclusion of aspects related to coastal DB in the elaboration of the PNT" as a contribution to address the protection and conservation of BD and to include the S.T. approach in this sector and eventually incorporate it into the PNT. This goal was somewhat ambitious, as generally the time between proposing legal frameworks, their elaboration, review and presentation to Congress for approval usually exceeds project execution time, especially if at the national level the government changes during that time and/or if there is little political will.

<sup>3</sup> The GEF rating scale has 6 points: HS - Highly Satisfactory; S - Satisfactory; MS - Moderately Satisfactory; MU - Moderately Unsatisfactory; U - Unsatisfactory, and HU - Highly Unsatisfactory.

Indicators of MRE	Baseline	Final Target of the project	Last reported PIR level and December 2020 reports	Level at TE & ratings	Justification of the Appraisal
	1.2 Gaps in the environmental management system with respect to BD conservation in tourism development areas	1.2. 100% of tourism activities with an impact on conservation are included in the Environmental Management System	The country has a Mechanism to strengthen the Supervision and Monitoring Capacity for the Implementation of Environmental Adaptation Management Plans (PMAA). This has been designed to ensure environmental performance in tourism projects and to expand the capacities of MARENA's technical teams to strengthen their skills in the application of protocols, guidelines and methodological instruments in monitoring and decision-making. / The guide, manual and regulations for the management of sea turtles have been developed and are in operation / Protocols have been developed to establish the System for the Compliance and Monitoring of Species and Ecosystems: of reefs, marine mammals, sea grasses, mangroves and beaches and vegetation / The Ministry of the Environment has updated the Red List of coastal-marine fauna species at risk.	S	This indicator is difficult to quantify, because it is not specified in the baseline, how many and what are the tourism activities that have an impact on the conservation of BD in order to define the scope; To contribute to the goal, information has been collected on current projects with a tourism bias in the coastal zone of the pilot sites, detecting methodological gaps and EIA issues applied to the tourism sector; with the generation and application of monitoring protocols at pilot level focused on the environmental assessment of coastal-marine ecosystems, among others. In addition, there is a Mechanism to strengthen the Supervision and Monitoring Capacity for PMAA Implementation. However, it still needs to be consolidated on a larger scale and to improve the capacity of staff of the M.Environment and other key partners who can apply the protocols on a regular basis.
2. Conservation sustained by institutional capacity to plan, budget and enforce land management	2.1 There are no specific criteria or guidelines that guide effective coordination to address issues of BD and sustainable tourism development.	2.1. Inter-institutional Consultative Group established between the Ministries of Tourism and Environment with appropriate guidelines and meetings.	With the participation of representatives of tourism and environmental regulatory institutions, an inter-institutional technical coordination mechanism has been developed to operate as a legal, political, planning and institutional instrument for the regulation of coastal development. This proposed mechanism has not yet been endorsed by the authorities. / The project completed an assessment of institutional capacities and activities for alignment with tourism project management. The dialogue, coordination and communication between the two ministries and UNDP have improved during the last year and in particular after the presidential elections.	MS	There is a proposal for an inter-institutional mechanism for the formation of the consultative group, based on the participation of both ministries, but until the closure of this project, it was not yet adopted by the senior management of both ministries. However, the mechanism was used as a basic tool for the creation of a Coast and Beaches Management Unit, in which both, the Ministries of Tourism and Environment were integrated, although it's not yet functioning. This result, improved the inter-institutional collaboration with various NGOs and the private sector, which were more open and willing to collaborate. On the other hand, with the transition to the new government, more openness is expected, although the dialogue, coordination and communication between the two ministries and UNDP have improved during the last year.

Indicators of MRE	Baseline	Final Target of the project	Last reported PIR level and December 2020 reports	Level at TE & ratings	Justification of the Appraisal
	2.2 Insufficient financial resources to guarantee needed actions for BD conservation.	2.2. Special Strategic Programme for Sustainable Tourism aligned with END 2010-2030, developed and implemented.	MITUR has developed a sustainable tourism program with the assistance of JICA, and the project has contributed to improving environmental aspects and the design of tourism products based on biodiversity and environmental practices. In Montecristi some initiatives are the establishment of new trails, training of local guides, establishment of and training at bird watching sites, promotion, and creation of new tourism activities for fishermen, among others.	<b>U</b>	The Institutional Strategic Plan of the Ministry of Tourism was elaborated and technical inputs proposed by the project were incorporated. The initial idea was to generate mechanisms that would guarantee the sustainability of the actions initiated by the project. The project design established that this should be achieved through the planning and elaboration of this Strategic Program so that MITUR would have access to resources for Sustainable Tourism, by using resources that are safeguarded to cover thematic areas of the National Development Strategy. MEPyD would provide those funds on request through the Special Programs Department in order to meet the 2010-2030 END goals. However, the initiative was not consolidated by MITUR. Instead, it took advantage of work executed by JICA (completion of a program for sustainable tourism), and BC&T is supporting this initiative as it contributes in some way to the indicator (seeking to facilitate diversification of the predominant tourism model, protect NRs and improve the quality of life of people in local communities). The initiative also contemplates a Unit to guarantee the long-term operability of the proposals addressed by the PCU and JICA, as well as other related to Sustainable Tourism. However, at the end of the project, it has not been applied either because neither the PCU team nor JICA have been able to influence MITUR to take ownership of this initiative.
		2.2. Portfolio of financial schemes created and implemented, i.e.: Loans to small entrepreneurs - credit instrument, i.e. "Green Credit". <b>At least 1 financial mechanism established</b> and under	A portfolio of 5 Financial Mechanism (FM) proposals to support the management of coastal ecosystems associated with tourism was designed; after a process of consultation and prioritization, the voluntary donation mechanism was selected for its greater impact and short-term application advantage, applied in a pilot phase in Las Terrenas through: promotion with local actors, the formation of the Steering Committee and the elaboration of the statutes for its constitution. It is expected that it will be applied and subsequently scaled up to the national level. Despite these advances, MITUR local authorities have not adopted an official position in support of the Financial Mechanism, which has led to delays in	<b>MS</b>	The goal is focused on the creation and implementation of a portfolio of financial mechanisms, and to have at least one financial mechanism established and under implementation in the pilot areas. In this regard, within the proposed FM portfolio, the voluntary donation mechanism was selected. There is still a need for more support from MITUR and its promotion with the Samaná Tourism Cluster and the Hotel Association, as well as its execution and implementation. Because of the pandemic, this process was halted. The "MS" appraisal is given as, due to the adverse situation originated by the COVID, its promotion, acceptance and implementation was stopped. However, it has fulfilled its contribution to the indicator and there is a record of similar successful experiences. It is on the way to be achieved, even so not at the end of the project, but during the execution of the exit strategy.

Indicators of MRE	Baseline	Final Target of the project	Last reported PIR level and December 2020 reports	Level at TE & ratings	Justification of the Appraisal
		implementation within the pilot areas	the legal constitution of the mechanism and its ability to start operations.		
3. Capacity to recognize good practices and apply Sustainable Tourism Models that contribute to BD conservation	3.1 There is no national certification system for BD-friendly hotels and destinations.	3.1 Manual for the Dominican 'BD- friendly' Sustainable Tourism Certification, aimed at tourist destinations and tour companies.	A Guide to Good Practices in Sustainable Tourism was prepared for companies in the sector: hotels, restaurants and tour operators. The guide is structured according to the SDG and was intended to be presented at a Regional Forum on Sustainable Tourism in Punta Cana. It has to go through a last review and adaptation to be launched in January 2021. In addition, a Guide to Sustainable Landscaping in Coastal Zones was developed and is available for implementation by hotels and other coastal enterprises (new businesses and existing projects). The Guide defines the ecosystem services provided by coastal areas, especially native and endemic flora species recommended to maintain beach quality and improve the tourism experience.	MU	For this indicator, the project sought to support the development and adoption by the T. sector of a nationally approved BD-friendly certification system for hotels and tourism activities that would be integrated into the MITUR classification system. However, the initiative did not get the backing and support of MITUR. The target was to develop a Manual for the Dominican Certification of S.T. Instead, a Guide for Good Practices in Sustainable Tourism was developed for sector businesses, in addition, a National Guide for Sustainable Coastal Landscaping for hotels and tourism businesses located in beach areas was developed, which considers the ecosystem services provided by coastal areas. An adaptive measure of the project was to join the certification initiative of Las Galeras as a Sustainable Tourist Destination which started in 2017 in coordination with GIZ and an international agency (TourCert) endorsed by the World Council of Sustainable Tourism (GSTC) to introduce indicators. The certification was achieved in February 2020.
		3.2 At least 10% of tourism activities with BD-friendly certification within the pilot areas.	Las Galeras, Samaná, was able to complete in February 2020 a certification process that classified this place as a Sustainable Tourism Destination. The certification was granted by the international agency TourCert, endorsed by the World Council for Sustainable Tourism (GSTC). The project has provided technical advice and strengthened capacities for tourism activities on natural coasts through training, equipment and infrastructure in alliance with the GIZ. As a result, five diving centers in Samaná and one in Montecristi have been certified regarding international sustainable practices (GreenFins), to apply good practices acquired through certification. As an extra input, a proposal for an operational and legal regularization plan for micro and small	HS	Progress was made that implied a census of regulated and non-regulated tourism activities in both provinces. Based on the census a pilot plan for the regularization of businesses was formulated to obtaining BD-friendly certification, but without tangible progress to date. On the other hand, there are two aspects to the BD friendly certification: a) Tourist destinations and b) Services, where progress has been made in the area of services with the friendly certification "Green fins" of the diving centers in both provinces. In addition, several businesses, including restaurants, although they are not certified, have implemented best practices on issues of reduction/elimination of single-use plastics, the development of menus that include the list of species that are banned, non-fishing agreements in areas designated as fishing refuges and for specific areas to protect the parrot fish. In addition, the project is associated with more than 70 companies located in Samaná and Montecristi through an individual voluntary agreement, which allows them to fulfill

Indicators of MRE	Baseline	Final Target of the project	Last reported PIR level and December 2020 reports	Level at TE & ratings	Justification of the Appraisal
			businesses that provide tourism services in coastal areas was developed.		the actions and commitments to implement environmentally friendly practices with the BD.
		3.3 Dominican System of Indicators for Sustainable Tourism	The Dominican System of Sustainable Tourism Indicators has been developed and its content is based on the SDG, the National Development Strategy and the study of several international indicator systems, along with promotion and consultations with local actors with influence and participation in the sector. It is hoped that support and commitment can be mobilized with the new authorities of the different government entities.	S	The Dominican System of Indicators in the Sustainable Tourism System was designed (divided into six components and a total of 63 indicators) based on the institutional capacities available to collect and systematize data for the tourism sector. This system is intended to provide MITUR with a useful tool to measure the effects and progress of actions taken to develop sustainable tourism in the DR. At the same time, it is coupled with national policy documents such as the END 2030 and the National Strategy for the Conservation and Sustainable Use of Biodiversity and at the international level with the SDG, specifically 8, 14 and 15.
<b>Output 1.1 Regulatory framework to strengthen the control and prevention of ecological impact from tourism in vulnerable coastal areas</b>					
<b>Product 1.2 Multisectoral financing framework for cost-effective support to the sustainable implementation of the National Tourism Development Plan and appropriate BD conservation incentives in coastal areas</b>					
<b>Product 1.3 A nationally approved biodiversity-friendly certification system for the tourism sector</b>					

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
<b>Outcome 2: Operational framework to protect biodiversity, in areas highly vulnerable to the indirect effects of tourism development</b>					
1. Capacity of sectoral ministries, the private sector, municipalities and community organizations to generate, use and share geographic, socioeconomic and biophysical information	1.1 Capacity Development Scorecard: Overall Average Score: 16	1.1. Specific improvements addressed through Awareness and Training Program regarding BD and S.T. aimed at public, private and community sectors:  SC: Overall Average Score: 22	Overall Average Score: 23.5 CR2/I4:2.5 CR4/I13:1.5 CR5/I15:0 Many of the activities at the pilot sites are designed to enhance local capacity to apply new solutions to environmental problems.	S	In general, and as a result of further analysis by this TE, the final score is considered to be 24.5 for the 15 capacity development indicators (Annex 6.10). Some areas exceeded expectations, while in others there was no change. No significant progress was made regarding the indicators that were expected to be improved, so maximum score is not reached.



Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
required for coastal and marine spatial planning, taking into account the indirect impacts of tourism on ecosystems	CR2/ I 4: Stakeholders are aware about global environment all issues, but not about the possible solutions, or if they know about the possible solutions, are unaware of how to participate.	Development of a program of awareness and training on efficiency in the implementation of solutions to address local environmental issues.	<p>Developed campaign to promote and educate coastal marine ecosystems and species of tourist importance, through digital and printed media, including newspapers, social networks and webinars with a reach of more than 100 thousand digital readers and more than 50 thousand participants in webinars, not counting the reach of the 8 newspapers that issued publications.</p> <p>The project implemented training programs at pilot sites (more than 20 activities in each province), having acceptance, involvement and impact on members of the communities, local government and its authorities, private sector, educational centers, commercial, tourist and hotel businesses, highlighting their involvement in various activities. The topics taught have been related to the conservation of mangroves, recycling, oceans, biodiversity, wetlands, birds, marine mammals, and biodiversity friendly practices / Capacity building at the local level.</p>	MS	<p>Progress for this indicator that was expected to be improved is recognized. The goal according to the MRE, originally sought the development of an awareness and training program on the efficiency of the implementation of solutions to address local environmental problems. As a result, and according to the options to evaluate the indicator, the actors are aware of the global environmental issues, but only "some" actively participate in the implementation of solutions. An increase of 2 points was expected for this indicator (from 1 to 3 MRE) and it went up from 1.5 to 2.5 gaining only one point. However, the implementation of very diverse activities including communication, awareness raising, training, monitoring, restoration, etc., directed and supported by different types of public (inhabitants - children and adults -, NGOs, private sector, authorities), contributes to the environmental awareness of all those involved.</p>

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	CR4/ I13: Capacity and technological needs are identified as well as their sources.	Development of a mechanism for updating and renewing Environment-based skills and technologies.	Strengthening acquisition and use of technology: use of drones for monitoring and evaluation of manatees and their habitat, use of photogrammetry for analysis of changes in the morphology of beaches and uses of the coastal zone, and use of the zip level for the elaboration of beach profiles following up the topographic changes on the beaches. / FUNDEMAR, a partner organization, in collaboration with the project, has advanced in strengthening the capacity of many local agents for coral reef monitoring, the designation of new trails, the expansion of the coral reef nursery in Las Terrenas, and the creation of a new coral study unit. Authorities, NGOs, youth groups, dive stores, among others, have participated in these activities. The project has promoted artistic training, improvement of skills and awareness as a tourist attraction for coastal communities.	MS	The goal targeted the development of a mechanism for updating and renewing technological knowledge based on the environment and was expected to improve 2 points by 2020. This actually did not happen, thus only 0.5 points were achieved with respect to the baseline in 2014 according to the criteria of the capacity development matrix. However, as well as in the previous indicator, increase in capacities and the use of modern technologies were observed in the field implying an advancement in achieving the results. There is still a need to increase the level of training at the pilot sites, its permanence and/or periodicity at the sites and the capacity to achieve the transmission of knowledge to newly hired personnel within the various units.
	CR 5 /I 15: None or ineffective evaluations are being conducted, with no adequate evaluation plan or the necessary resources	CR 5 / I 15: Development of a strategic environmental assessment process with sustainability criteria and appropriate action plans for tourist destinations.	According to the project team, the project has little or no impact to change this indicator and it was suggested not to be considered, since "changing the internal evaluation schemes of local stakeholders exceeds the scope of this project and depends exclusively on stakeholder interest".	HU	The goal was to develop a strategic evaluation process with sustainability criteria and appropriate action plans for tourism destinations. According to the project team, the project has little or no impact to change this indicator as mentioned in their report. There was no detailed justification from the project for not addressing the indicator, nor was there any alternative proposal to evaluate the indicator; it was expected to increase from 0 (zero) to 2 (Evaluations are being conducted according to the evaluation plan, but their results are partially used by the project/program implementation team). It is considered that the environmental assessment process sought could have been proposed, including both ministries and considering their attributions and the application framework of each one. It was a design error; the score is still 0 (zero).

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
2. Management effectiveness to address the pressures of visitors in marine / coastal ecosystems located in tourism sites (215.91 km <sup>2</sup> of land area and 1,034 km <sup>2</sup> of marine area)	2.1 No tourism carrying capacity threshold established for Samaná and Montecristi coastal/marine tourism sites	2.1. Sustainable tourism carrying capacity thresholds established for selected areas: • Montecristi: Cayo Arenas. • Samaná: Las Terrenas.	A new management model for public use was developed for Cayo Arenas, which includes guidelines for the development of activities related to carrying capacity (CC), ecological resilience and a system for monitoring the experience of visitors, strengthening business capabilities and monitoring ecosystems. In order to counteract the carrying capacity, a proposal for a marine museum as a strong alternative sustainable tourism attraction has been designed in alliance with the MARENA Fund. The results reflect impact on demonstrations and evidence of change in behavior by tour operators willing to abide by and comply with the new regulatory framework for public use of Cayo Arenas. For Las Terrenas there is no possibility of establishing a carrying capacity, due to the spatial configuration of this site. A program of restoration of the beach of Las Terrenas has been designed jointly with MITUR, assuring considerations on the CC.	S	Until this moment, half of the target was met when calculating the carrying capacity (CC) for one of the proposed sites and progress has been made for the second site. The actions in Cayo Arenas in Montecristi went beyond just calculating the carrying capacity and focused on developing a sustainable management model. There was also a proposal to territorial planning the reef areas, which includes the marine delimitation with mooring buoys for boats (although they are not yet placed); the local management capacity was improved and the behavior of the tourist operators that show willingness to comply with the new regulatory framework for the public use of Cayo Arenas has been pointed out, among other relevant contributions. According to various evaluations of the project, it was concluded that Las Terrenas could not be considered as a space to determine thresholds for sustainable tourism carrying capacity. However, progress has been made for this area regarding the design of a restoration program for the beach of Las Terrenas. Likewise, a consultancy on beach management for tourist use in Samaná and Montecristi, including Las Terrenas, is underway. This consultancy is being led by DPP and as a result a use and management plan for Las Terrenas will be completed in March.

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	2.2 0 strategic plan / land use planning, or clear parameters for proper tourism development that integrates the coastal marine area and restricted and prohibited uses.	2.2 2 Community Based Integrated Plans for Sustainable Tourism Development: • Integrated Sustainable Tourism Destination Plan of Samaná • Integrated Sustainable Tourism Destination Plan of Montecristi	This goal depends on the elaboration of the POTT. Throughout 2019, MITUR's DPP Planning Unit received ongoing technical support for the preparation of the Montecristi POTT, which contains the sustainable tourism model to be developed. Little progress has been made in preparing the Plan and the Tourism Model, which does not yet include promotion with the communities and local stakeholders involved.	<b>U</b>	As part of the indicator, two goals were considered to be achieved; the first one was to elaborate two Integrated Community-Based Plans for Sustainable Tourism Development (Samaná and Montecristi). The second target was to have two revised, adapted and implemented POTTs. The first target would only be met after the second, since the comprehensive community-based plans were to be developed from within the POTTs; however, MITUR determined that these comprehensive plans should be integrated into the POTTs themselves. Once again, delays in implementation by MITUR prevented the achievement of both goals. Instead, and in order to contribute to the indicator and seek to guide planning and execution in the preparation of the POTTs led by MITUR's Planning and Projects Directorate (DPP), the "Guide to Environmental Management in Tourist Zones to be applied in the POTTs" was developed. The aim is to anticipate actions in the face of "territorial disorders" that could occur in the future based on the current situation; to organize corrective measures and resources to avoid such a situation; to establish targets in time and space of the proposed interventions and to agree upon and coordinate beneficial actions for all the stakeholders.
	2.3 0 Tourism Land-Use Plans (POOT) revised, adapted and applied	2.3 (2) Tourism Land-Use Plans (TLUP) revised, adapted and applied	The project developed the "Guidelines for Environmental Management in Tourist Zones to be applied in the Territorial Tourist Management Plans (POTT)" to support in a standardized way the process of elaboration and/or updating of the Tourism Land-Use Plans (POTT), which are required by MITUR in the different tourist areas of the country. In addition, this guide emphasizes the key aspects and considerations regarding conservation and management of the BD that must be incorporated. It's implementation was initiated but not concluded with MITUR to update the Montecristi POTT, which is one of the two pilot areas of the project.	<b>MU</b>	Some of the criteria included in the Guide are being worked on as part of the analysis, design and planning of 11 beaches in Samaná and Montecristi, thus fulfilling key aspects of planning. This work will be completed by the end of the project, and may be implemented on the ground within the framework of the Integral and Sustainable Beach Management Plan and the Beaches Unit that is being established in MITUR. For this reason, the second target (POTTs) is rated MU.

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
3. Climate resilient landscape management tools for the development of sustainable tourism implemented by local communities in key biodiversity rich areas of the 2 selected project sites totaling 7000 ha	3.1. 0 BD-friendly certification for destination/ tourist services	3.1 Dominican Sustainable Tourism Certification implemented in phases in the 2 pilots: <ul style="list-style-type: none"> <li>• Samaná Destination Certification (Phase III)</li> <li>• Montecristi Destination Certification (Phase I)</li> </ul>	A Regularization Plan has been designed for coastal tourism companies to enable them to carry out the certification processes. One of the first activities is to analyze the companies of the coast of Samaná and Montecristi; those with potential and interest in being regularized and certified have been identified. In February 2020, Las Galeras, Samaná, was able to complete a certification process which classified this area as a Sustainable Tourism Destination. This certification was issued by TourCert, which has the support of the World Council for Sustainable Tourism (GSTC). This experience will serve as a basis for future certifications at the national level. Currently, more than 30 coastal companies of Las Galeras are participating in this initiative and the project will continue to improve the capacities and promote better governance mechanisms of the coastal attractions in the protected areas. The project has supported the certification processes of the diving centers. The BC&T project has signed a voluntary agreement with more than 70 companies of the province of Samaná and Montecristi, in order to apply best environmental practices.	HS	Regarding the goal, the certification was focused on the aspect of "Tourist Destinations" for both provinces, in phase III for Samaná and phase I the Montecristi. In the case of Samaná (Las Galeras) which sought the certification of Sustainable Tourist Destination in phase III it has been achieved. At Montecristi, the certification of Destination has not been achieved yet as expected, but an exceptional progress has been made in a second aspect of certification: "Tourism Service Companies"; in the services area progress has been made regarding the friendly certification "Green fins" of the diving centers of both provinces. In addition, the project is associated with more than 70 companies located in Samaná and Montecristi through an individual voluntary agreement, with support from MICM that allows them to fulfill the actions and commitments to implement environmentally friendly practices linked to BD.

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
4. Threats to BD caused by tourism infrastructure, operations and visitor activities	4.1 Promotion of massive “sun and beach” tourist destinations accompanied by a lack of awareness and strategic marketing.	4.1. Communication and Awareness Campaign applied in Tourist Destination Pilots: "Different Tourism for a unique destination"	The project's communication strategy is being implemented. The strategy includes awareness and responsible behavior of tourism in the project's pilot sites. Currently the project has established agreements with a local tourism group and one of the commitments is to prepare and develop a S.T. campaign. / Ongoing communication is established, consisting in visits to pilot sites with influential people from the social media, communication media, development of audiovisual materials and delivery of key information to responsible tourism entrepreneurs. / The project must adapt to the new circumstances caused by Covid-19 and to continue communication with local partners, possibilities for digital or virtual communication will be studied.	MS	<p>The purpose of the strategy was to promote the certification of sustainable tourism destinations in both provinces, however, as only Galeras was certified in February 2020 just before the arrival of Covid-19, carrying out the campaign was impossible meaning the strategy could not be implemented. Instead of a strategy, diverse communication and dissemination activities were continuously carried out during project implementation.</p> <p>On the other hand, as a response to the arrival of Covid-19, and with the support of Agora Mall, a campaign was carried out, specifically developed to include coastal BD and its opportunity in the Covid-19 tourism scenarios. Highlighting the biodiversity of Samaná and Montecristi and learning how to make tourism different.</p> <p>In general, information has been disseminated <b>passively</b> through various media to achieve a change in behavior that allows for responsible and sustainable tourism by the population at the pilot sites as well as information directed towards the visitors. And <b>actively</b> through the signing of voluntary agreements with local tourism groups. Furthermore, visits to pilot sites, education and dissemination campaigns, training actions on a variety of topics aimed at different audiences, participation, best practices have been carried out. A total of 7,861 people (4,206 men and 3,655 women) among them students and adults from both provinces have participated in talks, trainings, commemorations, restoration actions and campaigns by BC&amp;T.</p>

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.2 % of ecological damage to coral reefs due to tourims activities in Samaná TBD in year 1	4.2 % of ecological damage to coral reefs due to tourism activities in Samaná TBD in Year 1 and measured in Year 4	The project proposed to use a more adequate measure for this goal such as the certification of diving centers in friendly practices regarding marine BD since diving has the greatest impact of the reef. Monitoring is helping to find other causes that need to be addressed to protect the reefs. Monitoring data from Samaná shows that coral reefs have declined in areas such as Las Terrenas, apparently due to water pollution and high concentrations of sediment. In Montecristi, due to the pandemic, the project was unable to monitor the coral reefs in 2020. However, based on data collected in 2018 and 2019, the project observes variations, such as the decrease in the percentage of corals at the El Morro site, coverage dropped from 14% to 10%. The Caño Cristino site showed an increase in coral coverage (19% to 21.3%) and a decrease in algae (33% to 24%). Cayo Arenas and Palo de la Garza were monitored once in 2019, these sites had the highest coral coverage (35.6% and 36.9% respectively) and will be monitored again as soon as the Covid-19 situation normalizes.	S	<p>The goal itself was poorly designed, since it does not lead to obtaining benefits for these ecosystems; furthermore, the approach (independently of knowing the percentage of ecological damage) was not well oriented, since it was determined that it is impossible to estimate the harmful effect of tourism on these ecosystems. No detailed justification was presented explaining why the goal wasn't pursued or at least being reframed. Although the project proposed to use a more adequate measure as justification, instead the progress of other indicators was presented, such as the certification of diving centers.</p> <p>What is noteworthy is that in the end a baseline was obtained on the increase/decrease of the % of coverage and to identify more causes that must be addressed to protect the reefs. In addition, actions were carried out to restore these ecosystems through the establishment of coral nurseries, the creation of a community network and the strengthening of an organization (Corales Las Terrenas Foundation) to follow up on reef conservation actions. Other problems that arose were the extreme climatic conditions that prevented more periodic monitoring actions. The indicator as classified as "achieved" because relevant information was generated and an analysis of possible causes of decreased coverage was made. The evaluation is "S" for the extra activities carried out for the conservation of the reefs.</p>

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.3. 11 beaches known as turtle nesting sites in Samaná and 4 in Montecristi, with no conservation measures (e.g. controlled lighting)	4.3. 15 nesting beaches of sea turtles identified and under protection with monitoring, including establishment and compliance with a Regulation on lighting of nesting sites in tourist areas	<p>The project developed a diagnosis of the negative effects emitted by the artificial lighting (light rays) on the beaches of Las Terrenas and prepared an adjustment plan that is being implemented in collaboration with the local government. The lighting has been modified to protect turtle populations thanks to the application of a Standard to regulate artificial lighting on beaches with nesting sites / All the nesting beaches selected (15) by the project have protective signage / Turtles have been monitored annually, although there is a limited number of technicians and professionals for this purpose, with no presence of these technicians in the province of Montecristi. Samaná has already qualified technicians who will continue the work beyond the project. In 2020 this work had certain mobility restrictions due to the pandemic, even so, the monitoring work was carried out successfully.</p> <p>Likewise, a network was created with people from the community, especially at El Valle beach, where several workshops were held to strengthen the network. A technical guide was created to assist and adequately protect a turtle nest, aimed at the general public and volunteers.</p>	MS	<p>This goal reflects a problem which is already inherent in the design. One of the goals consisted in having 15 sea turtle nesting beaches identified, under protection and monitored. In Samaná this was possible, but not in Montecristi because official records from previous years of sea turtle nesting sites did not exist in the M.Environment. This made it difficult to implement systematic monitoring, even when an attempt was made to obtain a new baseline with updated information. Nevertheless, great progress was made, which provided other results to the indicator. The evaluation considers that the target is in process of being achieved, although it will not be feasible before project closure; however, it is possible that the exit strategy will establish also a permanent monitoring system in Montecristi province by the Ministry of Environment. The appraisal is MS because of this shortcoming in the design, and because of the yet insufficient involvement of the Ministry of Environment to continue the actions on which the target depends.</p>



Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.4. Whale watching tours governed by a Memorandum of Understanding (MOU) between key actors in Samaná.	4.4 Proposal for an improved Regulation on whale watching in the Marine Mammal Sanctuary of the Dominican Republic	The new whale watching regulations were approved in 2018 and immediately employable by applicants for whale watching permits in the 2019 and 2020 season.	HS	The improved regulation was approved in 2017, became effective through a regulation included in a resolution signed by the M.Environment and was applied to the permit holders for whale watching for the 2019 season. The application of the norm has allowed an improvement in the organization and formalization of the tour operator as well as led to a better distribution of the boats at the site. Also, the process to obtain permits has been improved and made more transparent by involving the stakeholders.
	4.5 From January to March in Samaná Bay: relative abundance between 1.5 to 2.1 whales / hour for whale watching; mother and baby whales in the bay during the season: 20-36	4.5 Historical seasonal variations of the abundance of humpback whale mothers and calves number maintained	January to March 2020: 181 individuals by Photo ID 21 Female and calfs	MU	This goal has had problems since its design; it does not have a clear objective that allows measuring or proving a direct benefit at the population level of the species. The baseline was not evaluated correctly; the data, although presented differently in recent years, do not allow for extrapolations about the state of the population (whether it is increasing or decreasing), nor do they allow for deduction regarding the causes. The project contributed monitoring data from several years that could be analyzed, and which will serve as a baseline for the M.Environment for decision making. In addition, work is underway -with support from the NGO CEBSE- to prepare a catalog of whales, which is intended to be widely disseminated through a APP. The number of trainings has increased both to do monitoring and to have better practices in conducting the activity.

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.6. 0% land-use/cover studies consider M.A tourism development and as a land use category	4.6. 100% land-use/cover studies consider MA tourism development as a land use category	This is a very ambitious goal, since none of the Ministries can establish land categories as it is the competence of the National Congress. However, in the internal territory planning with MITUR, land use categories have been established. This is not a feasible goal, it is considered to be out of the project's scope.	MS	According to the BC&T project, the goal was not considered feasible due to the fact that establishing soil categories is the responsibility of the MEPyD and therefore beyond the competence of the Ministries responsible for the BC&T project. Even so, in order to contribute to the goal, an effort has been made with MITUR to carry out internal territory planning where land use categories have been established. Likewise, the Ministry of Environment sought to generate a baseline, which implied the preparation of 2 Land Use and Cover maps, one for Montecristi (2017) and another for Samaná (2018), as well as 2 Environmental Land Use and Land Cover studies that include a methodological description of the different vegetation cover and land use units with surface statistics existing in the provinces. The inputs generated contribute significantly to the goal.
	4.7. Ecosystem coverage in pilot areas:	4.7 Tourism-based measures for recovery and stabilization maintain or increase ecosystem coverage in pilot areas:	The baseline data for coverage provided in the PRODOC had to be revised due to the inconsistency found between the maps and the texts. During the implementation phase, the project made the corresponding clarifications. The project developed a very detailed land use analysis for each province, including other ecosystems not included in the project. The document is available for scientific/educational purposes. / Restoration actions of coastal ecosystems were carried out in Samaná and Montecristi (dunes, reefs, vegetation, mangroves and grasslands).	S	This goal depends on information obtained in the previous goal and other goals, but it contributes to the inputs generated in 4.6, corresponding to maps and data on critical coastal and marine ecosystems of both provinces in coordination with the M.Environment. The baseline had problems since the design, the reference data provided in the PRODOC had to be revised due to the inconsistency found in the maps and texts, which became evident in a very advanced stage of the project, but could have been corrected if there had been targets defined for the mid-term. The change in coverage (gain/loss) cannot yet be clarified as the results of the 2020 image analysis are not available; however, taking the information for Montecristi until 2017 it appears that no losses occurred. Regarding Samana, there is a significant difference that is expected to be resolved with the

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.7. Montecristi -8,447 Hectares of mangrove forest representing an estimated 12,670 tons / year of carbon capture	4.7. Montecristi -8,447 Hectares of mangrove forest representing an estimated 12,670 tons / year of carbon capture	No net loss for Montecristi,  Baseline 2012: 6,032 Hectares  In 2017: 6,072 Hectares.  By the end of 2020 approximately 4,0559 hectares had been restored at Montecristi, including dune stabilization or beachfront. / Dune stabilization was carried out, by planting native coastal plants, at Montecristi (Playa Yuti and El Morro) 36,005 m2 were reforested. Using 273 coastal plants of 10 different species.	S	2020 images. However, in both Provinces restoration actions of coastal ecosystems have been going on. In Montecristi a nursery for native plants of dunes and mangroves was established to maintain the restoration activities. These include trainings on their management with the participation of the technicians of the VMC&MR the provincial Department and local representatives of the project. In Samaná, reforestation, recovery and sanitation actions have been implemented at several beaches with mangrove and dune ecosystems with the support of several partners. It is expected that in the remaining time of the project, the maps will be reviewed to define the actual coverage.
	4.7. Samaná -7,080 Hectares of mangrove forests representing an estimated 10,632 tons / year of carbon capture	4.7. Samaná -7,080 Hectares of mangrove forests representing an estimated 10,632 tons / year of carbon capture -5 km dune stabilization in Las Terrenas Municipality	Baseline 2012: 6,692 Hectares  Status 2018: 4,543 Hectares, Restoration of 15.1782 Hectare. In Samaná (Playa Rincón, Los Corozos, Cosón) 11,190 linear meters were reforested and cleaned up, for a total of 34,092 m2, using 14,792 coastal plants.		
	No especifica	4.7. 5 km de dunas estabilizadas en el Municipio de Las Terrenas	The project has worked in conjunction with local authorities and a group of hotels, in the recovery of at least 11 kilometers of beach in Las Terrenas, Samaná, recovering some dunes and native vegetation affected by Hurricane Maria.		

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
	4.8. 100% of the Gift Shops sell Crafts made from protected species	4.8. 0% of the Gift Shops sell Crafts made from protected species; Curios and crafts made and sold of local products, without any use of protected species.	In 2019 it was reported that only adaptive awareness and training measures had been taken for these businesses. Due to some changes regarding the inspection procedure of the prosecutor's office, the project was unable to make a formal assessment. However, during friendly visits to the stores, it was determined that the stores do not produce or sell products made by species of fauna and flora, following the information guide and posters prepared by BC&T on regulated coastal species for tourism and gift stores. The project has prepared a voluntary agreement model for gift stores that recognizes the regulations and is willing to display educational information about marine life. The signing process has not continued due to Covid-19.	MS	This goal was not fully met due to changes in inspection procedures. As an adaptive measure, the project team developed an interpretative guide describing the protected coastal-marine species, their parts and derivatives, and the regulations that apply to them. It also included information on closed seasons for marine species to prevent their extraction and consumption. Additional information material was prepared, such as posters and signs that have been distributed in some stores, although not in all due to the pandemic. For the same reason a voluntary agreement model for stores willing to regularize their business in this regard was also held up. The project team's initiative is recognized, however, the involvement of the authorities to enforce environmental regulations is necessary. The M.Environment has made use of the guidelines and has approached this type of businesses in key provinces. This has been a very successful and sustainable project initiative. For the closing of the project and/or its exit strategy, it is expected that at least the voluntary agreement will be signed and the distribution of the material will be completed.
	4.9 4 coastal PAs at pilot sites with partial visitor infrastructure, i.e. nature trails and observation decks, resulting in pressure	4.9 4 coastal PAs in pilot sites with sufficient visitor infrastructure: a) Cayo Arena PA Pilot in Montecristi has docks for boats	The study of the carrying capacity of Cayo Arenas determined the need to install mooring buoys for boats and the delimitation of the area. The Government will develop some other investments. The dock in Cayo Arenas was not constructed as a result of an EIA in which it was determined that it was not appropriate due to the possible affectation to the reef area, instead the installation of buoys was proposed. In Los Caños de Montecristi a dock was built to protect the mangroves in the area and for recreation.	HS	In Cayo Arenas an EIA determined, that it was not feasible to build a pier (as it would affect reef areas), instead a pier was built in Isla Cabra, in Los Caños de Montecristi and la Avena to protect the mangroves in the area so that visitors could safely enjoy the tourist attraction of La Avena. Furthermore, in Cayo Arenas a study of the carrying capacity was carried out in which the need to install mooring buoys for the boats and the delimitation of the area was determined.  Physical and artistic improvements were made to 52 boats in the fishing community of Estero Balsa, providing greater security for 100 fishermen when fishing and creating an additional tourist attraction due to the beautiful designs.

Indicators of MRE	Baseline	Final target of the projec	Last reported PIR level and December 2020 reports	Level at TE & Ratings	Justification for Appraisal
		4.9 b) Signage: -Montecristi: Cayo Arenas and El Morro - Samaná: Las Terrenas and Marine Mammal Sanctuary	The design and installation of the Montecristi signage is completed at all sites. The signage was installed on the coastal path of Cabo Samaná, and at the Marine Mammal Sanctuary, the installation was also completed at the Mirador in Punta Balandra. The project has distributed and installed educational signs promoting good behavior and respect for biodiversity in the protected areas in zones open to public use.	HS	For both provinces, signs were placed for different purposes (transit, demarcation of turtle nesting sites, environmental protection, interpretation and location) and infrastructure improvements were also made that have allowed for an increase in tourism and the protection of the NR (lookouts and trails), for example, the improvement of the Las Cruces trail has increased land visitation relieving the marine area for whale watching. The construction of a floating platform in the Estero Balsa Mangrove National Park, Manzanillo, which serves as a stopover for tourists engaged in water activities and/or bird watching and prevents damage to other mangrove areas.
		4.9 c) 2 Nature trails designed and built in Montecristi: - El Morro (Terrestrial Trail) - Cayo Arenas (Underwater Trail)	The trail to El Morro was completed. The Cayo Arenas underwater trail was designed and expected to be installed in the second quarter of 2020. A proposal for an underwater museum has been designed as an alternative sustainable tourist attraction.	MS	El Morro trail was concluded; however, the underwater trail of Cayo Arenas could not be finished because of logistic and pandemic issues. It is expected to be completed by the end of the project or during the exit strategy.
<b>Output 2.1 Landscape level planning tools established and applied by key stakeholders</b>					
<b>Output 2.2: Improved community-based resource management in 7000 ha of key BD areas addresses NRM at rural user level and at hotel sitings</b>					

### 4.3.2 Relevance \*

#### **Moderately Satisfactory <sup>4</sup>**

The Project is highly relevant in the national context, its design was positioned to improve the sustainability of the tourism sector and the sustainable management of natural resources in tourism areas already developed and/or with potential for tourism development. This was coherent with the national objectives and priorities and the international commitments of the Dominican government. It is also the first project with GEF funds that exclusively addresses the needs for consolidation and development of national policies that allow for a transition towards a sustainable tourism that seeks to integrate coastal-marine natural capital and tourism (throughout the value chain), incorporating a great diversity of stakeholders. Consequently, it is of pioneering and emblematic character for the country and a reference for Latin America regarding vision, approach, scope and complexity of implementation.

The project is highly relevant for other countries in the region that are looking for ways to modify the traditional model of tourism towards a sustainable, safer, more resilient and more diverse tourism. It also serves as a reference to the GEF's project portfolio, as the vision of valuing natural capital and including the direct users of that capital is considered highly strategic, with a new idea of diversified and conscious development.

This project falls under Goal 2 of the GEF Biodiversity Focal Area, which refers to integrating BD conservation and sustainable use into landscapes and productive sectors/seascapes, specifically contributing to Outcome 2.1, increased landscapes and seascapes that integrate sustainably managed BD conservation and Outcome 2.2, biodiversity conservation and sustainable use measures incorporated into policy and regulatory frameworks.

It also contributes to the achievement of the Aichi goals, in particular to the framework of Strategic Objective C: To improve the status of biodiversity by safeguarding ecosystems, species, and genetic diversity. And in this regard, through the ratification of the CBD with the contribution to objectives 2, 5 and 10 of the National Biodiversity Strategy and Action Plan (ENBPA) of the DR.

In turn, the project is in line with the United Nations Development Assistance Framework (UNDAF) 2012-2016, agreed between the Government of the Dominican Republic and the UN, in particular with the cooperation area of "Environmental Sustainability and Risk Management", with the declared result that "in 2016, the State and civil society work together to contribute to sustainable management of the environment". It is aligned with the UNDP Dominican Republic Country Program 2012-2016, which identified the need to improve the sustainability of the tourism sector and the sustainable management of natural resources, and agreed with the Dominican government to contribute to the development of capacities for the design and implementation of policies, instruments and actions for sustainable development, in order to guarantee the provision of goods and services of critical ecosystems.

Finally, the project is aligned with and contributes to the Sustainable Development Goals: SDG 14 - Conserve and Sustainably Use Oceans, Seas and Marine Resources for Sustainable

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<sup>4</sup> According to the guidance for conducting final evaluations of UNDP-supported and GEF-funded projects, the relevance of the project should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.

Development; SDG 15 - Protect, Restore and Promote the Sustainable Use of Terrestrial Ecosystems and Reduce the Loss of Biological Diversity; and SDG 8 - Promote Sustained, Inclusive and Sustainable Economic Growth.

Despite its relevance, the degree of participation of relevant stakeholders in the project, particularly MITUR, was not as expected; in turn, the participation of other institutions was necessary as mentioned above, which would have allowed for a greater scope and to achieve a greater contribution at the project level and consequently favor national ownership. The long-term solution envisioned for this project, which includes the incorporating the BD into the DR's tourism sector and strengthening the institutional, legal, and policy framework, as well as management capacities to address direct and indirect threats, does not seem to be congruent with the project's relevance and meets even in a very limited scope the needs of the beneficiaries. Finally, although some lessons were learned from other projects, this project, because of its innovative and unique character, really did not have many references and serves now as an orientation for other projects in the DR and Latin America.

#### 4.3.3 Effectiveness\*

##### **Moderately Satisfactory**<sup>5</sup>

Effectiveness evaluates how and to what degree, the expected objectives of the project have been achieved taking into consideration the indicators of the project's MRE. If this is strictly interpreted, the evaluation of this criterion would be moderately unsatisfactory, as the proportion of progress on the goals is far below expectations, specifically O1 has significant deficiencies. This is aggravated if the latter is considered core of achieving the project's objective and contributing to the long-term solution being sought. However, it has already been discussed how these deficiencies were on the one hand, associated with MITUR's inaction to meet the commitments established in the project, causing frustration among the other stakeholders, who demonstrated a greater commitment to BC&T; on the other hand, and consequently, to the slowness generated in the general performance of the project and to the inability of the CPU to influence decision-making at the highest level for policy formulation and modification of the regulatory framework. This caused severe delays in the achievement of the goals and led to various outcomes and real outputs not being in line with the original plan.

It is noteworthy, however, that there was a significant improvement in the effectiveness of the **operational staff** of both partner institutions, partially thanks to the equipment, capacity building and use of technologies especially at pilot sites. The inclusion of the private sector and the civil society which welcomed the project and has enabled the building of partnerships, better behaviors and good practices, was strategic and well addressed.

In terms of results, the implementation of O2 activities was more effective than in O1, which involved changes mainly at the national level. However, the amount of inputs generated to strengthen the institutional, legal and normative framework that were elaborated by the project's intervention, is expected to have impacts in the medium term and constitute very useful tools with potential repercussions on sustainability. The O2 complied with 65% of its goals and at least another 10% are in the process of being fulfilled; examples of the effectiveness of O2 are

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<sup>5</sup> According to the guidance for conducting final evaluations of UNDP-supported and GEF-funded projects, the effectiveness and efficiency of the project should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.



the strengthening of capacities for monitoring and reforestation actions, restoration and repopulation of ecosystems and species, the formation of alliances at the local level, the generation of voluntary agreements with more than 70 small companies in Samaná and Montecristi, education, dissemination and training actions on biodiversity issues, and the response of the M. Environment to support the elaboration and publication of regulations for turtles and whales, among other results. The remaining 27% that were not achieved, depend to a great extent on the new alliances that are established with the new government in order to generate the changes that are required at the regulatory level (e.g. activities related to the elaboration of Tourism Land Management Plans). In the last year and a half of implementation, project performance improved and activities gained in agility and speed, although, the Covid-19 put the project at risk again in March 2020.

The creation of opportunities for women to participate in various activities was a consequence of the inclusion policy for gender promoted by UNDP during the implementation of the project; although there is still a need to have a stronger impact through statistical data that can provide more information on the gaps regarding the participation of men and women in the sector and on income gaps, among others. This was recommended in a specific internal document for BC&T. Therefore, effectiveness is rated Moderately Satisfactory.

#### 4.3.4 Efficiency \*

##### **Moderately Satisfactory <sup>6</sup>**

A large part of the resources was used for project implementation, while administration costs were minimal (4.76%). However, the efficiency of the project was impaired by several factors. The execution of resources, presented important differences between years of execution and the pace of implementation was slow during the first three years of the project (between 2015 and part of 2018). Approximately 36% of the budget was being executed, and although the project accelerated the pace of implementation, the project has not yet been able to reach its goals and consequently not achieved the **global** objective being the conservation of the BD and sustainable tourism development. However, the achievements at the local level stand out.

It is important to emphasize that the management of resources was appropriate in terms of their processes and documentation, and without any findings in the financial audits. In general, the approved budgets were adjusted to the purposes approved by the project, complying with UNDP regulations, rules, policies and procedures; however, some processes were slow and more time was invested in the review and approval of ToR, reports and products, which also had implications at the administrative level. Nevertheless, both the administrative processes conducted by the PCU and UNDP, as well as the execution of resources gained efficiency, especially in the last two years, by using a platform for administrative issues and reframing the project to reliably engage with the private sector. At the time of the TE, the amount of the remaining resources to be allocated, approximately US\$125,000, was negligible.

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<sup>6</sup> According to the guidance for conducting final evaluations of UNDP-supported and GEF-funded projects, the effectiveness and efficiency of the project should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.



In addition, the project involved the participation of a large number of different types of audiences, including the partaking of women in various project activities and positions. This has had a positive impact, achieving a broad outreach and change of the vision/perception of various beneficiaries regarding tourism diversification and sustainability. The investments in capacity building are noteworthy, as they have allowed for the involvement of a significant diversity of audiences, including personnel from government institutions at the central, provincial and district levels that are linked to the topic, beneficiaries from the communities of the pilot sites in activities that allow for the improvement of their quality of life, and the strengthening of two civil associations. Another important contribution is the generation of diverse materials that add significantly to O1, provided that they are adopted by the corresponding instances to be used in the modification of the normative frameworks to face direct and indirect threats caused by tourism to coastal-marine biodiversity.

#### ***4.3.5 Overall outcome\****

**Moderately Satisfactory <sup>7</sup>**

#### ***4.3.6 Sustainability <sup>8</sup>***

##### ***Financial Sustainability \****

**Likely**

At the beginning of the project, the financial sustainability was perceived as possible as result of two visions; on the one hand, the empowerment and alliance of the key stakeholders, both at the governmental level (national and provincial), with the adaptation of the normative framework that foresaw the improvement of regulatory and enforcement capacities to compensate the negative impacts of tourism on biodiversity; and on the other hand, as a result of the empowerment of the key stakeholders of the private sector and local communities at both pilot sites, increasing and improving the sustainable tourism activities derived from the project's achievements (progress towards the implementation of better tourism practices, adequate infrastructure for visitors, diversified tourism, knowledge acquired about the environment, its care, management and above all, changing habits towards sustainability).

Regarding the first case, it was not possible to make the necessary adjustments to the regulatory framework, and even in 2019 collaboration was weak between the institutions involved. This has changed during the last year and a half of the project and changed radically in the last four months with the change of government, as the dialogue between the ministries and their vision towards a common goal has improved. This situation opens a very favorable opportunity for financial sustainability because the new government has a clear vision of the needs and adjustments that must take place in the tourism sector to achieve sustainability (of the sector itself) by recognizing the importance and the inseparable link between tourism and the environment and also recognizing that collaboration in synergy is fundamental; and on the other

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<sup>7</sup> According to the guidance for conducting Terminal evaluations of UNDP-supported and GEF-funded projects, the effectiveness and efficiency of the project should be assessed with a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory

<sup>8</sup> According to the guidance for conducting Terminal evaluations of UNDP-supported and GEF-funded projects, the sustainability of the project should be assessed with a four-point rating scale: Likely, Moderately Likely, Moderately Improbable, and Unlikely, or Unable to evaluate.

hand the new government understands the relevance of the environmental sector for achieving economic growth and for generating more opportunities for a better quality of life.

This scenario provides a good prospective of sustainability as the tourism sector is one of the current priorities at the national level and also due to the limitations imposed by the Covid-19 in the country and globally, its reactivation is pivotal to promote again the national socio-economic development. In this sense, the tourism sector, through the Ministry of Tourism, has sufficient financial, technical and operational capacities to contribute to the sustainability of the actions executed by the project as well as to those goals that are still pending and that are crucial for the transition to sustainable tourism. The environmental sector is currently also strongly included in the country's economic policy and has an even larger budget in 2021 than the tourism sector. Thus, for 2021 alone, more than 25 billion Dominican pesos (about USD \$ 430 million) are considered to be distributed in the Central Government's spending budget between the Ministry of Tourism, the Ministry of Industry, Commerce and MiPYMES (a little more than 13 billion) and the Ministry of the Environment (more than 12 billion) (*Proyecto de Ley de Presupuesto general del Estado 2021, Dirección General de Presupuesto, Ministerio de Hacienda RD*). It is also very positive that, according to several interviews with personnel from both ministries (central and provincial level), willingness has been expressed to adopt the results and inputs of the project and it has been mentioned that activities have been prioritized to maximize these results by including them already in their AOPs for 2021.

Moreover, a new project is under way aimed at the recovery of tourism in destinations (seeking to make them safe, resilient and sustainable), as a strategy to recover the local economy in different tourist areas (post covid) for which the new Minister of Tourism has requested support from the UNDP. This project considers the prioritization of at least 30 beaches, as well as other nature tourism options, where MITUR plans to invest at least USD\$12 million by 2021, considering in its execution the lessons learned, products and opportunities generated by this GEF project.

Another opportunity can be created by using the involvement of the private sector as a capital injection strategy in this project. In this regard, vital alliances have been built with important representatives of the tourism sector, who are interested to collaborate and BC&T has been willing to listen to their needs. Although there are currently no formalized post-covid private investments, commitment has been expressed and voluntary agreements exist regarding environmentally friendly business practices and the use of innovative technologies and practices to comply with Covid-19 protection protocols. In turn, the private sector interviewees (Annex 6.2) (including those representing the most powerful sector of large businessmen), pointed out the benefits they have obtained from the project, future windows of opportunity and their willingness to continue with the initiative; they also mentioned some of the actions that were carried out in the project through small investments and with human and material capital in favor of ecosystem conservation and their willingness to continue with these initiatives.

Thus, the appropriation of the sustainable tourism concept by this sector is considered a window of opportunity as it makes the concept more attractive and more divers. This could potentially attract national and foreign investors at local and national level.

On the other hand, at the local level, several activities that were consolidated during the project were incorporated as part of the working routine in both provinces. A better infrastructure is in

place to offer services linked to nature tourism and tourism service providers, hotel and restaurant associations as well as the community are willing to continue to applying good practices. The increased awareness of the importance of linking tourism activities with the efficient use of natural resources added value and the interested parties accept this connection as they understood that this change provides tangible economic benefits. Besides the fact that the actions have been adopted appropriately, there are also good prospects of financial sustainability, as co-management mechanisms among MITUR authorities, M.Environment, the civil society and the private sector have been considered, but are yet to be formalized and implemented. However, during the interviews it was also emphasized that key beneficiaries need to be truly listened to and incorporated more formally in the decision-making regarding practices or activities of the project, to benefit them and focus investments on communities and their strengthening. It was recognized that activities carried out in their provinces have been positive, but the communities require more dialogue to identify the best options prior to the start of any project.

Nevertheless, even considering this positive panorama, it would have been desirable and is currently advisable, to consolidate a financial strategy that guarantees its sustainability as part of the project's exit strategy. This includes the actions described, the search for more international cooperation alliances (as has been done for this project), as well as the search for new fields of activity with other ministries. For example, activities with MICM, to strengthen MiPYMES, and search for new niches, among others, as a way to better plan and control the use and allocation of resources to maximize the benefits sought. The above is essential since, because without the support of the new government or the effective involvement of the private sector, the likelihood of financial sustainability would have been compromised as yet only the design of the Financial Mechanism to sustain BD conservation exists. This mechanism allows for the collection of donations from tourists, which are gathered through the hotel account and put into a trust fund. However, this mechanism has not yet been fully disseminated, accepted, formalized, and implemented, but could be replicated and expanded at the national level once it is established at the local level.

### ***Socio-economic sustainability \****

#### **Moderately likely**

The Project was designed to be participatory, involving staff from key public institutions, the private sector, NGOs, and other civil society stakeholders. However, during implementation, participation at the sector level was reduced to almost two partners, which could jeopardize socio-economic sustainability. In addition, strong and effective participation among stakeholders could not be ensured, although their interests and circumstances, as well as potential conflicts and mitigation measures, were identified. As an adaptive measure, in the last year and a half of BC&T's life, other stakeholders were involved that gave a boost and a "second chance" to the project, including the private sector, non-governmental organizations, community associations and international cooperation agencies.

The dissemination, awareness, and participation of society to increase appreciation of the benefits of BD and the value of ecosystem services, as well as social acceptance, also increased. Therefore, efforts to ensure sustainability were focused primarily on these stakeholders as a key

component of the project. These actions, while "reviving" the project, need to be strengthened at the local, regional, and national levels.

Many activities have been carried out involving a variety of audiences from children and youth in schools, neighborhood boards, private sector (tourism clusters in both provinces, associations, tour operators, among others), communities, NGOs, international cooperation (such as GIZ and JICA). On the other hand, a list of highly relevant products (documents) for knowledge enhancement, adaptation of the legal and regulatory framework and improvement of the functioning of the institutions was developed and constitutes currently the baseline for achieving the targeted transition. The strategy of involving a large number of targeted groups in the activities, as well as consolidating information in outreach materials, could continue to favor reaching a large number of groups of people in both provinces if the actions are reinforced with support from the authorities and NGOs.

On the other hand, capacity building is one of the achievements of the project. In this sense, a change of the technical staff that participated in the training events during the project as a result of the change of government could jeopardize sustainability. As a corrective measure, it would be important to consider that the remaining personnel act as trainers of the new personnel. This is possible, as it was emphasized in the interview process that at least in some cases at the sectoral and provincial level of the Ministry of Environment, the recruitment of staff for PA monitoring activities in the provinces is being considered.

For its part, the new MITUR administration expressed that it was aware of the need to think about restructuring various areas of the institution to expand its operational capabilities in line with the new vision of sustainable tourism. It also sees a great opportunity to take advantage of projects in coastal and marine areas through the DPP with the support of the UNDP, as envisioned in the new MITUR/UNDP project mentioned in the previous section. Finally, sustainable community project interventions already initiated and led by JICA are being strengthened and are in the process of being replicated in 14 provinces. In addition, the project has created strong ties with civil society and the business sector, with 70 voluntary agreements signed in the provinces of Samaná and Montecristi to apply better environmental practices. Montecristi, which had greater ownership and commitment to the project and was aware of its responsibility for the continuity of actions and associated benefits, is remarkable and has a greater chance of sustainability.

Based on the foundation established for business regularization, it is intended to operationalize the achievements of the project and to seek to support the social and business fabric to attain sustainable economic growth and local empowerment. All this must be considered in the exit strategy and in the new upcoming project to achieve socio-economic sustainability.

The threat to socio-economic sustainability is related to several internal and external factors associated with the project. The internal factors are linked to i) the increased participation of other government agencies involved in the project's goals that are still pending, such as the MICM and the MEPyD, among others, ii) the fact that the stability of the new government has not yet been consolidated; this coincides with the completion of the project and has contributed to the fact that in some cases the project scope, deliverables and opportunities are not yet known, and of course the responsibility that falls on the sectoral and provincial governments to ensure its continuity; iii) the need to secure economic resources to reinforce dissemination activities,

communication, capacity building, support to non-governmental organizations on ecosystem and species monitoring issues, publication of new material, and organization of ecosystem restoration events, beach cleanups, among others and iv) the need to secure economic resources through permanent investments from the domestic and foreign private sector to strengthen and diversify the sector in order to benefit the entire value chain and promote economic growth and thus maintain social benefits over time..

External factors include Covid-19, which represents a socioeconomic and development crisis at the national and global levels with a strong impact on the tourism sector. The Dominican government and the private tourism sector are looking for alternatives and a quick, harmonized and coherent response to restore security and confidence in the sector. Although, there is a strategic vision for the collaboration of MITUR and UNDP to promote the recovery of the sector, it is estimated that by 2021 there will still be a decline between 18.4% and 35% of formal and informal workers in the sector and a loss of jobs between 2.2% and 4.1% of total employment. Women working in the tourism sector face greater challenges, due to having a higher percentage in the informal sector than men (67% and 43%, respectively). Recovery will be gradual, posing major challenges that cannot be resolved in the short term.

### *Sustainability of the institutional framework and governance \**

#### **Moderately Likely**

The sustainability of the institutional framework and governance is related to three elements: **policy implementation** (who is involved in implementation, in what activities, in what locations, etc.); **level of government** (refers to how government is structured and organized across the country's administrative sectors - local, regional, and national); and **stakeholder participation** (the degree and quality of participation of various relevant stakeholders in the governance system).

Considering the **policy implementation**, the project was designed to achieve good governance through legal frameworks, policies, structures and processes that would ensure its continuity; however, this has not happened up to the moment of this TE, at least in the case of the application of public policies, since their adaptation and the integration of the BD conservation principles in the tourism sector has not been achieved. Nevertheless, for the new MITUR administration both **the elaboration of the PNT**, including the BD conservation criteria as well as **the elaboration of the POTTs** (taking into account the increase and improvement of the dialogue and participation between the DGODT (of the MEPyD), the M. Environment and, at the municipal level, with the support of the FEDOMU, (in charge of the Municipal Development Plans)), are a priority in order to create a coherent and consistent policy between the different competent authorities. This, in turn, was pointed out in the "Guide for Environmental Management in Tourist Zones for Application in Land-Use Plans for Tourism (POTT)", which was prepared as part of the project. In the Ministry of Environment, the legal framework (one of the main axes of the project) has already been internalized and put on the ministerial agenda since the first days of the new government. In both cases, however, it will take some time before results are achieved.

Regarding the **level of government** and **stakeholder participation**, the situation is in a process of adjustment following the change of administration in August 2020, which still brings uncertainty concerning the stability of future actions; nevertheless, it has been possible to initiate a political dialogue mainly at sectoral level with the Ministries of Environment and

Tourism on this issue. This corresponds to one of the national priorities. Changes in the organizational structure of MITUR will make this vision possible; alliances not only with the Ministry of Environment, but also with MEPyD and MICM predict good sustainability of the institutional framework and at the governance level to achieve an improvement of the regulatory framework, an efficient national, regional and local governance and an environment conducive to the achievement of the long-term vision of the project. There is a strong commitment to boost the economy through diversification of tourism, including local tourism. With UNDP's support in guiding the processes, and with its vision to incorporate cross-cutting issues, technical knowledge, and the creation of high-level partnerships, it is very likely that the goal will be achieved.

At the time of this TE, it is possible to confirm great willingness to continue with what has been cemented by BC&T, which has already been expressed in more detail in the section on financial sustainability. Thanks to this willingness, it is likely that many of the completed and pending activities will continue, especially those that have been incorporated into institutional routines and those that are known to be a national need and priority. However, the promotion of the results and scope of the project at the provincial and municipal levels needs to be improved in order to guarantee sustainability.

At the national and international level, there is a strong public policy framework, for example, the SDGs, the new Government Plan 2020-2024 and the National Biodiversity Strategy and Action Plan (ENBPA) of the DR in which BC&T is included to meet these priorities, which enables its continuity.

### ***Environmental sustainability \****

#### **Moderately Likely**

Considering the advantages and disadvantages mentioned in the previous sections, environmental sustainability is moderately likely.

It is not yet possible to speak of environmental sustainability in a broad sense or at the scale of global environmental benefits. At the local level good initiatives took place to favor the conservation of ecosystems and species, ecosystem restoration actions, the creation of nurseries for coastal ecosystem plants and restoration of reef ecosystems, but these are still very focused, small-scale actions. A good baseline has been created to nurture BD information systems useful for the VM of Coastal and Marine Resources of the Ministry of Environment and the DPP of the Ministry of Environment. The creation, acceptance and application of two standards and regulations for the protection of sea turtles and the improvement in the regulation of whale watching activities (improving the protection of globally important endangered species). Other important inputs are, the Proposal for an Operational and Legal Regularization Plan for micro and small businesses that provide tourism services in coastal areas, the Regulatory Framework for strengthening the conservation of coastal-marine BD and Sustainable Tourism, the Guide for Good Practices in Sustainable Tourism and the Guide for Environmental Management in Tourism Zones to be applied in Tourism Land Use Plans (POTT), among others.

Likewise, other actions at the local level such as the increase in the adoption of good practices by tourism service providers and their application in their daily work routines, the generation of various voluntary agreements, the change in the perception of the use and management of

resources and their conservation, among other specific actions at the pilot sites, will surely contribute to direct benefits and impacts at the local, regional and national scale in the medium and long term. However, it is not yet possible to quantify the results and impacts on the biodiversity of coastal-marine ecosystems.

Under these circumstances, it is not yet possible to estimate the increase in the resilience capacity of ecosystems (due to the effects of the project) as the time span is still very limited (also due to the pronounced delay in the project, which leaves many of the actions in the "initial phase"). This leaves the coastal-marine BD of the DR still highly vulnerable to the effects of climate change. In the short term it is expected to observe changes made to the regulatory framework, the development of the PNT with BD conservation principles and the development of the POTT, among other actions necessary to improve the forecast for environmental sustainability at the national level.

The final challenge of sustainability in its four areas will be at two levels, the sectoral and that of securing the value chain at the pilot sites through PA management and co-management actions with communities and other interested partners.

### ***Overall Sustainability \****

#### **Moderately likely**

#### **4.3.7 National ownership**

The origin of the project concept is in line with the country's national sectoral and development plans, as well as international agreements (referred to in point 4.3.2 -Relevance-) and currently also with the new Government Plan 2020-2024. The main activities of this plan are aligned with the original vision of the project, which provides a great opportunity for sustainability. These initiatives include the National Tourism Plan, land use planning for sustainable tourism development, restoration of coastal ecosystems, review of the legal framework, and partnerships with the private sector.

Likewise, several results of the project have been embedded in the routines and work plans in some areas of both ministries; and even MITUR, is seeking to find spaces in the organizational structure of the agency to include relevant issues that lead to the transition towards a sustainable, resilient, safe and diverse tourism. It is also favorable that the presidential goals include the environment and environmental sustainability in the productive sectors. As also mentioned in section 4.3.6, this new administration shows a strong commitment to these sectors (environmental and tourism), committing financial resources for projects related to the economic reactivation of tourism, which includes coastal-marine ecosystems.

It should be pointed out that the above mentioned was not always the case even so during the planning stage there were good opportunities for ownership given the relevance of the sector for the national economy, the innovational topic and the national needs. However, there was hardly any national ownership during the implementation of the project and no real collaboration at the sectoral level between the two ministries (more than at the technical level). MITUR was not able to absorb the project or fulfill its commitments, the involvement of other agencies would have been necessary to work on the goals that depend on more than one agency in a coordinated and synergic manner.



At the provincial level, in some cases, it was also very difficult to influence or find support, especially in the Province of Samaná, although there are specific areas such as the Municipal District of Las Galeras with broad vision and an open mind that has earned them the certification as a Sustainable Tourism Destination with the support of BC&T. And the case of Montecristi, where the required ownership was achieved, thanks to the civil and business society that assumed their roles and committed themselves, perhaps because of a genuine need for change, as well as the opportunities that were being provided. Tangible results can be observed consisting in a sustainable and diversified tourism model that, however, still needs to be improved and enhanced.

On the other hand, although the integration of the private sector and other partners such as civil society, NGOs and academia was appropriate, it is still limited to the local level. Nevertheless, initiatives existed that sought to influence at the national level such as the first International Symposium on Coastal Biodiversity and Tourism in Santo Domingo, which was held from June 26 to 30, 2018 and offered an opportunity for sustainable tourism. At this event national and foreign personalities from the business sector and specialists in coastal and marine BD issues participated as exhibitors. The symposium also managed to bring together representatives of partner ministries, at the sectoral and provincial level (from the pilot provinces and other provinces) and could be replicated, if conditions permit it.

#### **4.3.8 Gender equality and women's empowerment**

Both UNDP and GEF place great emphasis on ensuring that gender issues are considered in both project formulation and implementation, especially since 2014 when the topic was incorporated in approved GEF-6 projects. At the beginning of the project, recommendations for the gender perspective were mentioned in the PRODOC to ensure an effective inclusion of the issue during the project implementation. Several proposals were made among them a) the need to develop new forms of management that consider gender inequalities and discrimination; b) consider working with "Mothers Clubs" for female empowerment to carry out economic projects, which could involve microcredit, revolving funds and training, c) promote education and training alternatives to strengthen the role of women in the tourism sector and d) include a gender perspective when updating Tourism Plans and Programs, as well as in the design and implementation of a Dominican Sustainable Tourism Certification.

However, the project was not designed to work on specific gender activities, nor was a particular strategy or action plan developed for the project with objectives, activities and goals that could show the inclusion of the topic during the implementation of BC&T in the first years. Nevertheless, with UNDP support, a broad analysis on gender and BD was carried out, seeking in which parts of the project and its products, and especially in which activities related to coastal conservation, the work done by women in the tourism sector could be incorporated.

At the pilot sites, the project fostered women's participation and empowerment by considering appropriate times for women to participate in training and outreach activities. A particular training on bird watching and observation for tourists is led by a local woman in Montecristi. Other specific capacity building activities focused on developing handicraft products based on the invasive lionfish (*Pterois volitans* and *P. miles*) in both provinces and capacity building courses for the development of wood-based interpretive signs. Regarding the latter, women



were trained in the use of tools, this way promoting new alternative livelihoods by using biodiversity and tourism sustainably to improve women's income in the sector.

Continuous work on the various facets of the project not only helped to improve visibility of the gender perspective and opportunities, but also to train staff to develop their skills in this area.

The work regarding gender issues accomplished by the project is part of an internal document elaborated by the UNDP RD CO containing recommendations, which could not be fully addressed, due to several reasons such as institutional and/or field feasibility issues, as well as, in other cases, the implication of modifying the MRE. Nevertheless, the vision of gender perspective was included in those activities where it was feasible. At the end there was an impact on 7,861 people of which 4,206 were men and 3,655 were women, which corresponds to 53 % and 47 %, respectively (Annex 6.9) in particular for the actions related to capacity building and awareness raising, executed from 2016 to 2020 at both pilot sites and in the City of Santo Domingo. With regard to consulting work, the gender ratio was also very similar, 18 men and 17 women, 51% and 49%, respectively.

An interesting fact is that the participation of women in the debates, dissemination talks and workshops was very positive, as it seems (without quantitative data) that more families have a better understanding of the importance of biodiversity and sustainable tourism at the local level, because women are more sensitive to the subject and know how to disseminate it more widely among their families, so this window of opportunity should continue to be exploited.

Thus, according to the Gender-Responsive Results Effectiveness Scale (GRES) included in the guide for conducting Terminal evaluations of UNDP-supported and GEF-funded projects, participation is at level three (3) out of five (5), "Gender Targeted" "Results focus on the number of equitable (50/50) women and men targeted", did not escalate to the next level "Gender responsive" as the project implementation results were not planned to address the needs of either men or women in the equitable distribution of benefits, resources and rights status.

#### **4.3.9 Cross-cutting Issues**

Equally important are other cross-cutting issues that have been incorporated in some way into the project framework, including poverty alleviation, improved governance and climate change mitigation directly associated with the project.

Various public policy instruments constituted the national and international reference that was used to plan project activities, so BC&T's design, objective and goals were congruent with the priorities agreed upon in these instruments, which are fundamental to improving governance.

The project had a positive effect mainly at the provincial level, more particularly in Montecristi; various activities favored local populations as alternative livelihood activities were identified and developed through sustainable tourism; thus, both private landowners and local communities were supported by the project, stimulating the development of self-sufficiency and sustainable economic use of biodiversity resources. BC&T created economic and human resources in local communities through job creation and capacity building. Natural resource management agreements with local groups were also improved, as well as at least two regulatory instruments used at the local level (development and implementation of regulations on lighting in the coastal zone to strengthen sea turtle nesting management and regulations for humpback

whale watching activities). Actions are underway to improve the conditions of coastal-marine ecosystems in both provinces.

On the other hand, the results have not contributed to improve disaster preparedness or to mitigate climate change risk, although one of the goals of the project is aimed at improving the resilience of coastal-marine ecosystems. In this respect, progress consisted in laying the groundwork to know, on the one hand, the exact coverage of coastal-marine ecosystems in various vulnerable sites in Samaná and Montecristi and, on the other hand, to carry out systematic monitoring of the different types of ecosystems, through the establishment of monitoring protocols that will support decision-making; in capacity building to carry out monitoring and surveillance activities to improve PA management and finally in the restoration actions of coastal-marine ecosystems (mangrove, dunes and reefs). Although it is still too early to see the effects of these actions at the local, regional, national and global levels.

At the governance level, it is important to note that the prospect of continuing and leveraging the project achievements is promising, since the incoming government declared monitoring and meeting the SDGs a national priority of the new government, as the UN (due to the post pandemic of Covid-19), has taken measures to ensure that the SDGs can be achieved, so a greater allocation of resources and human capital has been planned for this purpose at the national level in the DR.

#### 4.3.10 GEF Additionality

This is a high priority issue in GEF evaluations as for years it has been difficult to determine the added value of GEF contributions to projects.

At the provincial and municipal level there are many limitations of the M.Environment in terms of human and financial resources; therefore, the project used part of the resources to built basic infrastructure necessary to operate (habilitation of an office - M.Environment), improve facilities, purchase equipment and materials, maintain equipment such as vehicles and to improve the operability of some PAs. This does not directly contribute to the project's objectives and instead, in a certain way, the resources were used to substitute those that should have been provided by the ministries themselves. In this respect, part of the GEF resources were used to fill some institutional structural gaps (although certainly, these are benefits that will extend for several years after the project's closure). However, one of the fundamental operational principles of the GEF is incremental cost, which is the incremental, or additional costs, associated with transforming a project with national/local benefits into one with global environmental benefits. Thus, the improvement of the institutional and tourism infrastructure, for example, infrastructure for educational trails for whale watching activities, changed the preferences of tourists towards a visit on foot, "unburdening" the marine area. This way contributing to the protection of the humpback whale by reducing the stress generated by the number and distribution of boats at the site during the whale watching season, benefitting the conservation of this globally important species and improving the effectiveness in dealing with the pressure of visitors in PA.

On the other hand, the project was expected to have an impact on the country's development by supporting more environmentally sustainable and innovative practices in one of the productive sectors that contributes most to the national economy; however, at the project's progress level, it is still not possible to perceive the expected change for the greater benefit of the DR's vulnerable and strategic ecosystems, or **the impact is still very limited at the local level.** In

Samaná, the benefits provided by the coastal-marine BD are still at greater risk, because there is a larger tourism infrastructure lacking sustainability criterion. Meaning, if the necessary changes do not occur, it will affect and/or limit the benefits obtained from these ecosystems. In Montecristi, the project has helped to make tourism more diverse and more in line with the environment since its beginning. It is likely that without the project, there would have been a risk of tourism development with the prevailing scenario of "business as usual", as has happened at other sites, jeopardizing BD and the benefits the ecosystems provide. Thanks to the project economic growth has also been boosted through sustainable tourism, improving people's quality of life, which would not have happened or perhaps at least not in such a short time and in synergy with nature.

The project has also made another indirect contribution by strengthening the capacities of government personnel, NGOs and local inhabitants and by acquiring technologies to improve land-use management, which in turn helps making decisions aimed at the conservation of ecosystems and species (although they will not have any impact, nor will they contribute to incremental reasoning, if the efforts are not sustained over time).

Also, at the local level, training and awareness-raising activities have led to a change in the perception of some communities regarding the importance of natural resource conservation; there is greater willingness to participate in actions to clean beaches, reduce the use of single-use plastics, restore ecosystems, respect fauna, and close seasons for threatened species of commercial importance. Work that improved the protection of at least 11 protected areas (covering almost 110,000 ha) in which tourism took place without adequate management or incorporation of BD conservation criteria; However, as in the previous cases, it can be assumed that it is almost impossible to show impacts until the project closure, since most of the achievements are recent. Therefore, it is difficult to verify the additionality of GEF funds, since their most important function is usually their longer-term impact, as noted below in section 4.3.12 (Progress toward impact).

The greatest contribution regarding the importance of using GEF funds refers to the innovative nature of the project proposal itself. The opportunity to bring together two ministries with almost opposing visions to achieve a transition to a productive activity that included the valuation of the BD, is something certainly unprecedented. This would not have happened without the implementation of this project supported with GEF funds. Although the response has been delayed for more than three years due to political, will and approach issues, the project, which is almost in its final stages, is finally succeeding in bringing together at least two ministries. These are now much stronger and have a clear strategic vision with sufficient political weight, so thanks to all of the project's work it will be possible to observe the expected global environmental benefits in the medium and long term.

On the other hand, the reframing of the project through involving the private sector as adaptive management was a great success. So, being an innovative and transformative project that changes behaviors and brings about changes in the tourism sector with biodiversity benefits through catalytic investments, it will influence the private sector (back and forth) and serve as a demonstrative example and for future investments to create new markets.

It is appropriate to mention that without the vision of the new government, it would not be possible to speak of sustainability or additionality, mainly because of the lack of a solid

institutional and legal framework that take into account the value of ecosystem services, with the capacity for implementation and with the participation of various partners, including the private sector; however, thanks to these GEF resources, the first contribution was made, the foundations were laid and a serious national debate and a review of future scenarios for the tourism industry will be triggered. Thanks to this foundation built through these funds, it will be possible to influence the country's development path and change business-as-usual approaches.

In broad terms, within the categories of GEF additionality, the results of the project are found in "additionalities that are part of the results", and it is not yet possible to know, measure or demonstrate (if at all) the "additionality that depends on longer-term efforts" after the end of the project. Within the first category, it is also possible to identify in which areas of GEF additionality (of the six possible) the project could have had an impact: 1) specific environmental additionality, 2) institutional and governance additionality and 3) socioeconomic additionality, with 4) legal/regulatory additionality, 5) financial additionality and 6) innovation additionality falling far short of expectations.

It is also important to note that the project's achievements were expected to have a catalytic effect that would in turn leverage a wider adoption of the successful interventions, seeking a behavioral change, locally, regionally, and nationally that would generate a virtuous cycle through its environmental impact. However, this condition did not reach the desired levels as can be seen in the following section.

#### **4.3.11 Catalytic/Replication Effect**

During the design of the project, the two outcomes were thought to ensure its scalability at different levels. In O1, the goals were envisioned to use the developed approaches to create and strengthen a legal framework for a sustainable tourism model with integrated BD conservation principles at regional and national levels, thus achieving the greatest catalytic effect, **"Scaling up"**.

Outcome 2 sought to consolidate a model of sustainable tourism criteria integrated with BD conservation and tourism sustainability at the local level that could be replicable in other sites at the municipal, provincial and regional levels. This model implied incorporating the results of several individual activities (which could be replicable even at the national level, such as the financial mechanism) into a single result with additional impact due to their joint action. Thus, the activities implemented at the pilot site level to create this unique model of sustainable tourism were as follows: the construction and improvement of infrastructure for nature tourism, job creation, capacity building, collective attitude change understanding the importance of natural resource conservation and its link with sustainable economic development, the application of good practices "friendly" with the environment, diversification of options for tourism activities beyond the traditional "sun and beach", co-management actions of natural tourism sites, the application of at least one type of financial mechanism to support the sustainability of the model, which would eventually promote the allocation of sustainable tourism destination certifications. Thus, this model could be replicated in other tourist areas, especially in those with an emerging market such as Montecristi.

In real terms of project implementation, within Outcome 1, the catalytic effect of Scaling up that could have been achieved by the modification of the regulatory framework, the development of the PNT and the Special Strategic Program for Sustainable Tourism, the formation of the Inter-

Institutional Consultative Group, the implementation of the SIDTUR (Dominican System of Indicators for Sustainable Tourism), and at least one financial mechanism (as a means to ensure sustainable financing for coastal-marine BD), among other products, *was not accomplished* due to the level of scope in the results, as a consequence of the constant delays during the execution of the project. Thus, the progress obtained at the general level was related to production of inputs and baseline materials, so the catalytic role is at the lowest level: **"Production of public goods"**; however, all the information created can be directly translated into public policy instruments and therefore would have a high **replication and scaling up** potential in the medium and / or long term.

In the case of Outcome 2, the scope was greater with respect to O1, and several of the individual actions described were consolidated; however, progress was also gradual during project implementation in which the catalytic effect for some activities to date of this TE is considered to be at the **"Demonstration"** level. This applies to most of the O2 goals, including the certification of the "Galeras" site as a sustainable tourism destination, which remains a model to be replicated in other municipalities and at larger scales. The same is true for the development of monitoring protocols and capacity building actions, which can now be replicated at the institutional level. It is noteworthy that several of the "success stories" in Montecristi, have a high possibility of being replicated, at the demand of the people of Samaná who want to "copy" the example. This may be a window of opportunity and should be used and properly oriented as soon as possible with the new government (sectoral, provincial and municipal) and with the support of UNDP, in the short term in order to increase this catalytic effect that initiated the project.

#### **4.3.12 Progress to impact**

Overall, the project contributes to its objective, "to ensure the conservation of BD in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development" **at a baseline level**.

Although several of the projects had delays in implementation and the recovery (or non-loss of relevant ecosystem coverage) and transition to sustainable tourism at the national scale is not yet visible, there are important achievements at the pilot site level that contribute to this new vision. A great diversity of baseline inputs has been generated to contribute to the project goal.

However:

- **The project has reduced environmental stress on a very small scale** by carrying out the interventions for the restoration of coastal-marine ecosystems, although baseline studies are being conducted to determine the loss/gain of coverage during the project implementation period and restoration actions will probably continue.
- **A "slight" change in the environmental status of the critical ecosystems can be perceived.** Both, in the restored coastal-marine areas and by respecting the fishing refuge zones of several species, mainly the parrot fish, which is no longer exploited by fishermen and instead using it as an image to attract nature tourism in Montecristi.
- **Progress towards the change in stress and status is possible** because: two regulations (turtles and whales) are already in place that will favor the conservation of these species in the medium and long term (if properly implemented); important contributions have been made to local communities adopting BD-compatible livelihoods and good practices that

reduce threats and contribute to the conservation of globally threatened coastal-marine species; through improved effectiveness of PA management and tourism activities by strengthening the capacities of the M.Environment's technical staff, enabling them to improve their functions, with tools to optimize operations based on sustainability criteria; and the potential improvement of the regulatory framework and the development of other necessary public policy instruments (PNT and POTTs, among others).

With the new government, the current Ministers of Tourism and the Environment have been very open to promoting dialogue, establishing coordination and collaboration alliances among themselves and with other relevant partners from other government agencies and at different levels, the private sector, civil society, among others. Likewise, there is a very clear position regarding future needs that must be covered and that the project represents the precedent at the national level to consolidate the transition towards sustainable, diverse, safe and resilient tourism, which will be fundamental to achieve the desired impact of this project.

The BD2 tracking tool (third impact indicator) was updated in 2019 (mid-term evaluation) and January 2021 (Terminal evaluation). The total area of the landscape or seascape to be covered directly by the project (in hectares) contributing to BD conservation was 109,880 and 3,495,017 hectares indirectly. This area was "maintained" during project implementation, as reported for 2019 and 2021. However, it should be noted that according to the project monitoring reports, it was suggested to adjust the baselines due to inconsistencies between the maps prepared for the PRODOC and the supporting information. Several corrections have been made for wetlands and mangrove ecosystems. Coral reefs were calculated based on bathymetric information. Still, according to project information, the change in coverage (gain/loss) cannot yet be specified as the results of the 2020 image analysis are not yet available; considering the 2017 information for Montecristi there seems to have been no loss. For Samaná, there is a significant difference that is expected to be resolved with the 2020 imagery.

To contribute to the indicator, several coastal and marine ecosystem restoration actions have been implemented at the pilot sites, native plant nurseries and coral nurseries exist to maintain the restoration actions and other actions related to land use studies (see table 10 for details). Thus, despite the update of the tool, it is not yet possible to know the result.

The details of the impact indicators in the MRE are presented below.

**Table 10 - Overall impact indicator matrix of the Strategic Results Framework.** Color scale is as follows: green - complete, indicator shows successful achievement; yellow - indicator shows expected completion at project closure; red - indicator shows low achievement; unlikely to be completed at project closure. TE rating: HS - Highly satisfactory, S - Satisfactory, MS - Moderately satisfactory, MU - Moderately unsatisfactory, U - Unsatisfactory and HU - Highly unsatisfactory; N/A: Not applicable, as the action was cancelled.

Impact indicators of MRE	Baseline	Final target of the project	Last reported level PIR and reports December 2020	Level at TE & ratings	Justification for the appraisal
<b>Project objective: To ensure the conservation of BD in ecologically important coastal areas threatened by the burgeoning tourism industry and physical development.</b>					
Institutional and regulatory framework integrates BD conservation principles in the tourism sector	The legal framework for tourism does not address appropriately BD conservation issues or differentiate between projects/activities in PAs.	Legal framework for tourism incorporates BD aspects for all tourism projects and activities.	The institutional, political and legal framework defining opportunities for improving sustainable tourism in the coastal-marine zone has been reviewed and updated with the support of technical teams from both ministries to incorporate BD conservation principles into these instruments. / Various key studies are available to improve decision-making. / A Guide for environmental sustainability and biodiversity protection standards were prepared, a key element to be included in the PNT / Issuance and application of regulations on lighting in the coastal zone to strengthen sea turtle nesting management / New regulations and standards for whale watching, among other products. The next step is to present and analyze these inputs with the new authorities and decision makers for their respective adoption and modification of legal and institutional framework to promote and implement sustainable tourism.	MS	The assessment was given due to the development of several important documents to amend the regulations and their application to include BD in Tourism; the legal department of MITUR was very actively involved in this process. However, by mid-2020, there was still no response from the highest levels within MITUR, thus not meeting the indicators target of converting these documents into policy instruments to improve the regulatory framework for tourism. Among the instruments that can be considered to contribute to the fulfillment of the indicator is the issuance and implementation of the regulations on lights in the coastal zone to strengthen the management of sea turtle nesting and whale watching and other inputs already generated that will serve as a basis for modifying the legal framework and public policy instruments to promote the conservation of the BD. It seems that the situation could be favorable for both ministries and at different levels as a result of the change of government, provided there is openness and political all the generated inputs could be integrated into the legal framework. It is important to emphasize that the inclusion of goals regarding change of national laws in the design of GEF projects requires a feasibility assessment, the current result represents a problem in terms of being able to negotiate and change legislation at the national level.



Impact indicators of MRE	Baseline	Final target of the project	Last reported level PIR and reports December 2020	Level at TE & ratings	Justification for the appraisal
	Weak levels of collaboration between the institutions involved in the management and use of BD in tourist areas.	Strong strategic alliance between M.E MITUR and institutions involved in the management and use of BD in tourism development zones (Coordination Group).	An interinstitutional technical coordination mechanism has been designed with the participation of representatives of tourism and environmental regulatory institutions to function as a legal, political, planning, and institutional instrument for regulating coastal development. This proposed mechanism has not yet been endorsed by the authorities. However, it has been used as the basis for a coastal and beach management unit composed of both ministries.	MS	An inter-institutional technical coordination mechanism has been designed based on the participation of different stakeholders from both Ministries. However, it was not implemented at the level required to achieve substantial changes in the management and use of the BD in tourism development zones at the national level, although it was implemented at the local level. The appraisal is MS for all the basic information included in this mechanism, which only needs to be promoted and approved.; for the progress regarding the creation of the beach and coastal management unit with technical staff from both ministries and because, of the change of government, alliances are being created and collaboration levels between partner ministries as well as with other relevant ministries are being strengthened, and inter-institutional collaboration with various NGOs has been intensified.
	The National Environmental Management System has loopholes that do not guarantee the conservation of BD in tourism development zones.	National Environmental Management System (SNGA) fully strengthened to ensure BD conservation in tourism development areas	The country has a Mechanism for Strengthening Supervision and Oversight Capacity for the Implementation of Environmental Adaptation Management Plans (PMAA). It has been designed to ensure environmental performance in tourism projects and expand the capacities of MARENA's technical teams to strengthen their skills in the application of protocols, guidelines, and methodological instruments in monitoring and decision making. / The guide, manual and regulations for the management of sea turtles have been developed and are in operation. / Protocols have been developed to establish the Compliance and Monitoring System for Species and Ecosystems: reefs, marine mammals, seagrasses, mangroves, beaches and vegetation / The Ministry of the Environment has updated the Red List of coastal-marine fauna species.	S	The indicator is on its way of being achieved, although perhaps not at the end of the project, however, its up-scaling to the national level remains a permanent task. The appraisal is given because the monitoring system for Coastal and Marine Ecosystems has been completed with several protocols by involving various organizations that supported its development and in the design of a framework that links data with action to develop policies and/or regulations that are a key component to improve the nation's capacities. These tools will strengthen the National Environmental Management System to ensure the conservation of BD in areas of tourism development. Other relevant contributions include the development of an instrument to strengthen the supervision and monitoring capacities of the PMAA, and the development and publication of the 1st Red List of Marine Species of the DR's coastal ecosystems. There is a lack of permanent training activities for the local population and authorities, the allocation of technicians and resources by both ministries to support the monitoring of ecosystems by using standardized protocols and their scaling up at the national level.



Impact indicators of MRE	Baseline	Final target of the project	Last reported level PIR and reports December 2020	Level at TE & ratings	Justification for the appraisal
	The National Tourism Plan is not updated and does not include criteria for BD conservation.	New tourism model includes sustainability and BD conservation in the National Tourism Plan.	MITUR does not yet have a PNT; given this situation and as an adaptive response, the project has prepared the Guidelines for the inclusion of aspects of coastal BD in the elaboration of the PNT to address the protection and conservation of BD and to include the Sustainable Tourism approach in this sector. This document promotes an innovative approach to circular economy, diversification, adaptation of the model towards sustainable practices, certifications, new natural destinations, development of carrying capacity and equality. The project developed a proposal for an administrative resolution to promote an environmental approach that was approved in November 2019, by MITUR as a temporary measure prior to the PNT. Unfortunately, given the status of Covid-19, the Steering Committee could not proceed with the approval process.	<b>MU</b>	At the closure of the project, the goal regarding the preparation of the new National Tourism Plan as proposed in the PPG was not achieved. As an adaptive response, the "Guiding principles" were produced. Likewise, UNDP and the project have established collaborative alliances with NGOs and the private tourism sector in order to include this document in other sector instruments, such as the Guide of Good Practices for Sustainable Tourism, which has been prepared for hotels and other tourism sector companies; however, it is necessary that the central government supports the integration and formalization of criteria for sustainable management of BD in the formalization of the National Tourism Plan and its implementation.
Financial framework to support the National Plan for Sustainable Tourism Development in Coastal Zones	There are no specific financial instruments that promote sustainable tourism development in coastal areas, with emphasis on BD conservation.	Financial instruments are available to achieve the implementation of actions related to the impact of tourism on marine and coastal areas.	A portfolio of Financial Mechanism Proposals to support the management of coastal ecosystems associated with tourism was designed and agreed with the public-private board group of Las Terrenas, Samaná. The mechanism of voluntary donations was selected for its greater impact and advantage of short-term application. Its operational structure was developed with legal advice and a Steering Committee was appointed as focal point for coordinating funds and project implementation. Despite these advances, the local authorities of MITUR have not adopted an official position to support the MF, and there is also a lack of a broader promotion and approval by the private sector, which has caused delays in the legal constitution of the mechanism and its ability to start operations.	<b>MS</b>	In the absence of a PNT, there cannot yet be a financial framework to support this instrument. However, once the adaptive management options were analyzed, and in order to achieve results during the life time of the project, it was determined to start at a local scale. Thus, a Financial Mechanism designed for BD conservation and tourism was created in Las Terrenas, Samana. However, more support from MITUR was required for its legal constitution and to initiate operations. In addition, due to the effect of COVID-19, it has not been fully disseminated and accepted among the partners (including the tourism cluster). It is expected that the mechanism will be accepted and implemented before the end of the project.

Impact indicators of MRE	Baseline	Final target of the project	Last reported level PIR and reports December 2020	Level at TE & ratings	Justification for the appraisal
# of hectares of critical ecosystems under conservation	<p>Area directly covered by the project:</p> <p>13,180 ha. of mangrove forest</p> <p>49,320 ha. of coral reefs</p> <p>52,088 ha. of wetlands</p> <p>109,880 ha. landscape / seascape</p>	No net loss of critical ecosystems as a result of tourism activities (overlap of infrastructure/tourism activities in critical ecosystems).	<p>After a thorough review, the project suggested adjusting the baselines due to inconsistencies between the maps prepared for the PRODOC and the supporting information. Corresponding clarifications were made for wetlands and mangrove ecosystems. Coral reefs are calculated based on bathymetric information. An analysis was made and new values were determined. By the end of 2020, approximately 4.055 hectares had been restored in Montecristi, including dune/beachfront stabilization, using 273 coastal plants of 10 different species / Restoration of 15.1782 hectares in Samaná (Playa Rincón, Los Corozos, Cosón) using 14,792 coastal plants. / The project has worked together with local authorities and a group of hotels, in the recovery of 11 kilometers of beach in Las Terrenas, Samaná, restoring some dunes and native vegetation affected by Hurricane Maria. A coral nursery has been expanded in Las Terrenas and a new one has been established in Montecristi.</p>	S	<p>This indicator had a problem since its design, and targets should have been set for the midterm of the project to detect the difficulties that were mentioned near the end of the project. Also, the final goal depends on the fulfillment of other goals, including the improvement and application of regulations to integrate BD in tourism development as a land use category. Nevertheless, specific actions were carried out that contributed in general towards compliance; among them, analyses of the legal framework and land use for each province were prepared. Using advanced technology, data on critical coastal and marine ecosystems were verified and updated, and coverage maps were prepared for various ecosystems with the Director of Environmental Information of the Ministry of the Environment. Thanks to the use of specialized technology, more accurate images and a better approximation of cover gain/loss can be obtained once the 2020 images are analyzed, which has not yet happened. Several coastal and marine ecosystem restoration actions have been implemented at the pilot sites, native plant nurseries and coral nurseries are in place to maintain the restoration actions. The BD2 tracking tool was updated to January 2021; however, since there are no maps yet with the actual coverage information of the evaluated ecosystems, it is not possible to know the real progress of this activity, so this tool could not be used as a means of verification.</p>

## 5 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATION AND LESSONS LEARNED

### 5.1 MAIN FINDINGS

In general, the project contributes to its objective of "ensuring the conservation of BD in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development" **at a baseline level**. A great diversity of inputs has been generated to contribute to the project goal, although the delay observed in its implementation does not yet allow for evidence of recovery or non-loss in coastal-marine ecosystem coverage.

The project is **highly relevant** for other countries in the region that are seeking to modify the traditional tourism model towards a sustainable, safer, more resilient and more diverse tourism. It is also a benchmark in the GEF's project portfolio, as the vision of valuing natural capital and including the direct users of this capital, with a new vision of diversified and conscious development, is considered highly strategic.

The project **design** sought to improve the sustainability of the tourism sector and the sustainable management of natural resources, which was consistent with national objectives and priorities and the Dominican government's international commitments. This is the first GEF-funded project in Latin America that exclusively addresses the needs of consolidating and developing national policies to enable a transition to sustainable tourism that seeks to integrate coastal-marine natural capital and tourism (throughout the value chain).

Deficiencies in the design were related to setting clear objectives and components, but not entirely feasible within the project's timeframe. An analysis prior to project implementation would have been necessary to assess whether the partners have the maturity and preparedness to make changes that imply structural modifications and institutional vision, and regarding the availability of information that would have allowed for better focusing the planning of activities towards what is feasible within the project's timeframe. At the MRE level, deficiencies were found that hindered the monitoring of objectives and affected the fulfillment of goals, which dragged on until the end of the project.

In addition, although the main risks were identified at the beginning of the project, it is considered that the assessments were not appropriate, which also had an impact on the project's performance. The partners, were well identified to contribute and enhance the project's achievements at regional and national level; however, in the end, the necessary involvement of some of them was not achieved and a follow-up by the project was missing to keep them on board.

Moreover, the design was an appropriately assisted process in which the usual procedures were carried out, including the formation of thematic working groups for the development and subsequent expansion and/or adaptation of the project components and results. It was wise to assign coordination staff to the pilot sites for timely follow-up of activities and achievement of benefits. The M&E component was also well designed in terms of its structure.

Regarding the **execution** of the project, the main problems observed, which had a strong impact on the project's performance, consisted in the lack of commitment of the MITUR of the past administration (because it did not know how to address the needs of the project) whose

remaining term lasted more than 4 years resulting in a delay of meeting the goals of national importance, which mainly correspond to Outcome 1 of the project.

At the technical level, MITUR was always open and willing to collaborate, thus, at this level the achievements were obtained. At the provincial and district levels support was weaker and contributions were more tangible in terms of less relevant issues; support on more important issues would have been desirable. The Ministry of Environment showed a better performance as well as a better understanding and ownership of the project.

As a result, BC&T's **adaptive management** was focused on two aspects: 1) to generate the inputs that would constitute the background for the modification of the legal framework and the development of public policies necessary for the transition towards sustainable tourism; and 2) to redirect efforts by including the private sector, NGOs, international cooperation agencies and local people in the activities to achieve the project's goals, which was a great success.

The weakness identified was that these issues were not addressed in the MTR and the MRE was not modified to fit the actual context at that time. Some goals were simply ignored on the grounds that they lay outside the scope of the project and some of the decisions regarding "changing activities or their non-execution" were not previously agreed or approved with the project team, the UNDP RD and the UNDP Regional Office.

The **Covid-19 pandemic** affected the pace of project implementation making some activities unfeasible since March 2020, in particular affecting those at the pilot sites. Thus, all activities went out of the scope of the project as mandatory health measures were imposed at country (and global) level, and work was only adjusted to move forward virtually as much as possible.

Although the topic of **gender equity** was not included in depth in the design, it was integrated into the management of the project during its implementation with good results and with recommendations that remain to be continued after project closure. During the development of the project, a change regarding the work approach took place to adapt gender equality in BC&T activities, as well as in content and structural actions.

The **use of resources** showed significant differences between the years of execution. Only 34.2% of the budget had been executed between 2015 and the first four months of 2018. From the rest of 2018 onwards, an upturn could be observed. By December 2020 another 63.16% of the available funds had been executed, leaving only 2.64% of the total to be spend, which will be reached at the closure of the project, in March 2021. The improvement in the pace of implementation is related to the redirection of the project, which involved the private sector in a more proactive manner. There were no findings in terms of internal controls and audits.

The planned **co-financing** as a contribution from the two main partners was met and exceeded by MITUR and very close to its fulfillment by the Ministry of the Environment and UNDP. Significant contributions from other national and international agencies were recorded, which allowed co-financing to reach 137% of the original plan.

The **results** of the project were not fully achieved, compliance being below 50% for O1 at the national level and 65% for R2 related to the pilot sites. This is mainly linked to MITUR's inactivity in meeting the targets, and UNDP being too cautious in trying to manage the situation by avoiding involving higher level staff to push for the necessary changes. And the PCU did not have the

ability to influence decision making at the highest level, which requires other capacities and skills related to strategic and/or political communication.

The results obtained, both strictly those consistent with the MRE and all those results that were not originally planned, suggest that several obstacles were probably overcome and new opportunities have opened up that will promote the leverage of the work carried out in the project. Although the scale of these results is still limited, they are key elements for leveraging and scaling in the medium and long term. However, there is an urgent need for the exit strategy to revisit the activities that still need to be carried out in order to move closer to the long-term solution and goal sought by the project.

As for the **additionality** of the GEF resources, it is not yet possible to perceive the expected change for the greater benefit of vulnerable and strategic ecosystems in the DR, or **the impact is still very limited at the local level**. It is impossible to show impacts, considering that most of the achievements are very recent and it is therefore difficult to verify the additionality of GEF funds, as their most important function is usually their longer-term impact.

However, the **additionality** is reflected in the innovative nature of the project proposal. The opportunity to bring together two ministries with almost opposing visions to achieve a transition to a productive activity that includes the valuation of the BD, is something certainly unprecedented. This would not have happened without the management of this project supported with GEF funds. Additionality is being achieved almost at the closing stage of the project, where all the work carried out by the project can achieve expected global environmental benefits in the medium and long term. This favors economic sustainability and the institutional and governance framework, mainly in the short and medium term.

As of the moment of this TE, the project's achievements have not yet had a **catalytic effect** leading to a broader adoption of the successful interventions, seeking broader ownership and behavioral change, locally, regionally, nationally, and the catalytic effect is still at the *Demonstration* level. However, several activities completed especially at pilot sites and in particular in Montecristi, have a good chance of being *replicated*, and the inputs generated, which are also being considered for use in the MITUR-UNDP alliance, if translated into public policy could achieve the *Scaling Up* effect.

In terms of **impact**, it is considered that the project has reduced environmental stress on a very small scale through the interventions carried out to restore coastal-marine ecosystems, although baseline studies are being conducted to determine the loss/gain coverage during the project implementation period, and continuing with restoration actions is possibility. Likewise, a "slight" change in the environmental status of critical ecosystems can be perceived in the restored coastal-marine areas, and by respecting the fishing refuge zones for several species, mainly parrotfish.

However, progress in changing the stress and status is possible because: two regulations (turtles and whales) are already in place that will benefit the conservation of these species in the medium and long term (if properly implemented); important contributions have been to local communities adopting BD-compatible livelihoods and good practices benefiting the conservation of globally threatened coastal-marine species; of improved effectiveness of PA management and of tourism activities; to strengthen the capacities of the technicians of the

M.Environment, enabling them to improve their functions, with instruments to optimize the operation with sustainability criteria; and because of the potential improvement of the regulatory framework and the development of other necessary public policy instruments (PNT and POTTs, among others).

## 5.2 CONCLUSIONS

- 1) The project was timely and necessary in the national context of the DR because the loss of biodiversity represents a crisis for tourism, which is one of the main pillars of the country's economy and human development. However, even recognizing this fact, the country and the sector in particular, were not sufficiently prepared to take on the challenge due to underlying problem such as cultural and structural issues, being perhaps a matter of resistance to change rather than lack of capacity.
- 2) The project design process was an appropriately assisted process in terms of standard procedures, and the involvement of specialists and national institutions; however, it had significant shortcomings related to the formulation of clear and feasible objectives and components within the timeframe of the project, the maturity and vision of the implementing partners, and the availability of information to better guide the planning of activities.
- 3) One of the aspects that most affected the project and the achievement of its objectives is related to the indicators established in the MRE as not all of them met the SMART criteria, which made some targets unfeasible or made it impossible to obtain information to measure the achievement of a certain objective. Verifying these criteria when developing the MRE indicators is essential for the proper implementation of the project and the achievement of the project's targets and overall objective.
- 4) The Project constitutes a reference for the entire region as it exclusively addresses the consolidation and development needs of national policies allowing a transition towards socially responsible tourism in accordance with the sustainable use of natural resources and an opportunity for innovation within the priorities of the GEF portfolios to combine coastal-marine natural capital and a productive sector: tourism (throughout the value chain).
- 5) The Project was embedded and designed in a different national and global political moment compared to the current one, in which the first steps were being taken to adopt the 2030 agenda addressing 17 SDGs. Because of this, a broad culture did not yet exist to embrace the concept of sustainable tourism in development policies at the national level. Therefore, the Project is considered a key stone within sustainable development, by trying to create a socio-economic-environmental development model, which seeks a highly strategic vision by valuing natural capital and including the direct users of that capital, with a new image of diversified and conscious development.
- 6) The project encountered significant difficulties since its inception and suffered severe delays in the fulfillment of planned activities during its execution. Although the initial conditions promised a successful implementation, during the development of the project, problems arose, mainly characterized by a low political priority of MITUR, poor understanding between the partners, a very slow action by UNDP and the PCU to solve the problems, poor communication between the sectoral and local government of both ministries hindering an efficient coordinated work and the arrival of Covid-19.

7) However, it is recognized that after the MTR, since June 2019, the Project managed to overcome several obstacles by improving its operational, propositional and executive capacity and strategic vision to redirect the project, accomplishing new contributions thanks to a strategic direction towards the private sector mainly as an ally for achieving the project goals. This new dynamic, together with UNDP's guidance and support, made it possible to overcome some of the difficulties encountered.

8) Without contradicting the aforementioned points, at the time of this evaluation, the project presents a clear risk of not meeting its main objective, which is to ensure biodiversity conservation in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development. This is derived from the failure to meet the main goals of strengthening the institutional, legal, and policy framework for planning to address direct threats from traditional tourism development and activities, and consequently to improve the operational framework.

9) Although gender equity and women's empowerment were not included in the project design as a strategy or action plan, the UNDP RD CO did prepare a document with results and recommendations made by its gender team to strengthen this approach. During project implementation, this perspective was mainstreamed in as many activities as possible. However, it would have been desirable to further develop the recommendations, for example, those related to the socio-economic context, including sex-disaggregated data to identify possible gaps and guidelines on how to address them during implementation.

10) Strictly speaking, several targets were not achieved, approximately 37% of the targets for O1 and 65% for O2 targets were achieved (and approximately 10% for both outcomes have intermediate progress). The achievement of several targets is still pending (67% and 35% for O1 and O2, respectively), which is feasible as a result of the considerable number of extra outputs and unplanned inputs that were developed, resulting from adaptive management and providing basic reference inputs for the incoming government, which contributed and will contribute significantly to the project and its sustainability. Thus, the results achieved are key elements that can and should be potentialized and replicated in the medium and long term, as they are still limited in scale.

11) The outputs focused on enhancing the regulatory framework to strengthen the control and prevention of the ecological impact of tourism in vulnerable coastal areas; the development of a multi-sectoral institutional funding framework for economic support for the sustainable implementation of the PNT and the development of the nationally approved BD-friendly certification system for the tourism sector, made very slow progress and the achievements rather took place at the local level and consisted in the preparation of reference documents.

12) Regarding Outcome 2, progress at the local level is clear in both provinces and particularly in Montecristi. The actions implemented benefited local populations as activities were identified and infrastructure was developed to offer alternative livelihoods and job creation through sustainable tourism; capacity building, change of collective attitude by applying good practices "friendly" to the environment; there was also an improvement in natural resource management agreements with local groups, and at least two regulatory instruments were also refined and approved for local use (sea turtles and humpback whales) and actions are underway to enhance the condition of coastal-marine ecosystems in both provinces. An important achievement that

will serve as a model is the Sustainable Destination Certification of "Las Galeras" in Samaná, which contributes to the national certification system.

13) It must be recognized that the situation of the Project is still fragile, since due to the change of government, the non-compliance of several activities, the scale of the main achievements and the complicated socio-economic recovery of the country as a result of Covid-19, a political commitment and support at the highest level is required at this crucial moment of project closure, where UNDP plays a key role in guiding the Exit Strategy so that the project advances with a logic of results and incremental cost.

14) However, and in spite of the short time that the new administration took office, there is currently a very important receptiveness of the current Ministers of Tourism and Environment and in several departments of the institutions to encourage dialogue, create coordination and collaboration alliances among them and with other relevant partners from other governmental agencies and at different levels, the private sector, civil society, among others. There is also a very clear position regarding the future needs to be covered and that the project constitutes the precedent and the baseline at the national level to consolidate the transition towards sustainable tourism.

15) Derived from the above, achieving the desired impact in the medium and long term will depend on:

(a) Confirming and consolidating political interest and commitment at the highest level with the M.Environment and MITUR to follow up on both the completed and pending actions of the project;

b) The development of an exit and sustainability strategy with the support of both Ministries, UNDP and the project coordinator.

c) The knowledge of how to address the effects of the post-covid pandemic in order to find an opportunity for the DR to move ahead and take a step forward towards the diversification of the current tourism model, to promote comprehensive policies based on a sustainable approach and to place the value of natural capital at the center of the discussion;

d) The incoming government using all the inputs offered by the GEF investment through the project to intensify its efforts in the development of sound policies guided by a clear vision towards environmentally sustainable practices in the tourism sector.

### **5.3 RECOMMENDATIONS**

The following recommendations are addressing two different things: On the one hand, the follow-up of the activities that were left pending, in several cases inputs are available for the achievement of the medium- and long-term objectives and the follow-up of the actions that were stalled as a result of the Covid-19 pandemic; it is very important to emphasize the fulfillment of both. On the other hand, at a more general level for the tourism and environmental sector, as well as for the usefulness of other projects.



**Table 11 – Terminal Evaluation Recommendations.**

Rec #	Terminal Evaluation Recommendations	Responsible Entity includes the leader or coordinator of -R	Deadline
<b>A</b>	<b>Category 1: Closing of the project</b>		
The focal points of the partner institutions (DPP and VMC&MR) are suggested as the responsible entity; however, these two areas could in turn incorporate other directorates according to their attributions and their capacity to support compliance with the recommendation.			
<b>A.1</b>	Carry out a meeting/workshop with UNDP and Ministries to discuss priorities, opportunities, responsibilities, joint work to potentiate the results of the project, identify operational areas within their Ministries to generate the necessary intra- and interinstitutional coordination to contribute to the project objectives and discuss how to include the generated inputs in their policies; define deadlines and commitments recognizing their scope.	Lead: UNDP  VMC&MR (M.Environment and DPP (MITUR)	March 2021
<b>A.2</b>	Based on the above, consolidate the project's exit strategy which includes broad outlines: i) A prioritization of pending project activities to be developed and the selection of inputs generated for their transformation into public policies; (ii) identification of partners at government level (sectoral, regional, provincial and local), business sector, NGOs and international cooperation agencies, among others, and their potential responsibilities participation and/or relevant activities to direct the project towards the achievement of its objective; (iii) a strengthened and expanded financial strategy considering the portfolio of financial mechanisms developed by the project, feasibility, action plans, execution mechanisms and identification of main actors at local, regional and national level; (iv) systematization of lessons learned from the project; (v) recommendations for the M.Environment and MITUR for the consolidation and potentiation of the results, (vi) description of the mechanisms which will make the information produced by the project available at the local and national level and for the partners and general public, and (vii) the issue of gender equity and women's empowerment in a broad sense.	Lead: UNDP  VMC&MR (M.Environment) and DPP (MITUR)	March and April 2021
<b>A.3</b>	Improve and ensure the socialization of the project's achievements, its implementation and maintenance through various activities such as: a) Explore the feasibility of a Sustainable Tourism Forum focused on ODS 14, 15 and 8 at the closure of the project with the participation of the sectoral government MITUR, M.Environment and MICM, local governments, NGOs, private sector agents and in particular mass tourism (e.g. Punta Cana Group, Piñera Group), tourism clusters, among others, to position the theme of sustainable tourism, share examples of good practices and lessons learned and create new windows of opportunity. In particular, show the achievements in both provinces to move towards sustainable tourism. In addition, it is recommended that representatives from all the coastal provinces in the country participate in order to directly introduce them to the project's themes, recognize areas of opportunity and achieve replication of successful actions.  b) Disseminate the project (as a matter of urgency) to newcomers in the provincial and municipal Directorates, in some cases they still do not have clarity or knowledge of the project, which is fundamental for the sustainability of the results. Dissemination should be sought not only through the presentation of results, but also through discussion and reconciliation of measure for future sustainability of the actions, which can be done through a couple of meetings with working groups.	Lead: a) UNDP  DPP (MITUR), VMC&MR (M.Environment)  b) VMC&MR (M.Environment) and DPP (MITUR), respectively  UNDP	a) April 2021  b) March 2021
<b>B</b>	<b>Category 2: Follow-up activities and for project sustainability</b>		
<b>B.1</b>	01. Use the inputs generated to prioritize the elaboration and implementation of the PNT and execute the Dominican System of Sustainable Tourism Indicators (SIDTUR), to promote the achievement	Lead: DPP (MITUR)	January 2022

Rec #	Terminal Evaluation Recommendations	Responsible Entity includes the leader or coordinator of -R	Deadline
	of the SDG and Agenda 2030, in accordance with the National Development Strategy 2030.		
B.2	Consolidate, comply and follow up on the main agreements established in the project: a) an alliance with the MICM to incorporate BD and other sustainability criteria in the tourism business; b) follow-up on the signing of the voluntary agreement with more than 70 businesses in the provinces of Samaná and Montecristi, in order to apply better environmental practices; c) the formation of the inter-institutional consultative group between both ministries (O1's goal), in which the inclusion and participation of the private sector and the MICM would be very opportune and that until the closing of this project, was not yet assumed by the top management of both ministries; and d) the consolidation and implementation of the financial mechanism developed which still needs the support of MITUR and its socialization with the Samaná Tourism Cluster and the Hotel Association, as well as its execution and implementation.	a)Lead: UNDP MICM  b)M. Environment and MITUR sectoral and provincial  c) DPP (MITUR)and VMC&MR(M. Environment)  d) Lead: MITUR (DPP, regional and provincial  Samaná Tourism Cluster and the Hotel Association.	August 2021 and permanent monitoring
B.3	O1. Promote certifications of sustainable tourism destinations by using the lessons learned, experiences and inputs produced by the project as a mechanism to attract foreign investment, seeking the support of international cooperation for replication in other sites. This can be done through an initial assessment of potential sites.	Lead: (DPP, V. Technical) MITUR	Diagnosis June 2021. Promotion of certifications, permanent
B.4	O2. Ensure continuity to the monitoring and maintenance actions of the coral nurseries and restored coastal areas through the establishment of a permanent program with trained personnel from the Ministry of the Environment and/or through agreements with NGOs that can carry out this program and/or with the same communities that were previously trained; it is essential to continue with the monitoring in order to keep on feeding the information system for decision making. This activity requires more resources and permanent staff in the field. The M.Environment could evaluate whether to assign staff in situ or to create the necessary technical capacities among the residents and/or NGOs so that they can execute these actions permanently. Dialogue should prevail to achieve coordination between the sectoral, provincial and municipal levels. Continue nurturing and strengthening the National Environmental Management System.	(VMCyMR) (M.Environment) sectoral, provincial and local of Samaná and Montecristi.	Initial meeting between authorities April 2021. Permanent monitoring activities
B.5	a) Formalize in the following months the co-management mechanisms of the Provincial Directorates of M.Environment with local people, NGOs and associations, creating committees for the management of resources in which all parties involved are represented (for infrastructure maintenance actions, surveillance and monitoring activities).  b) Establish PA fee collection to raise more funds.	Lead: a) M.Environment, provincial and local of Samaná and Montecristi (S&M)	May 2021

Rec #	Terminal Evaluation Recommendations	Responsible Entity includes the leader or coordinator of -R	Deadline
		NGO, groups of residents and associations that may be considered relevant  Lead b) VM of Protected Areas (PA) and BD; and Directorate of PA. / M. Environment, provincial and local of S&M	
B.6	Elaborate the POTTs considering the "Environmental Management Guide in Tourist Zones to be applied in the Tourist Territorial Management Plans (POTT)" and the Environmental Study Reports on "Land Use and Coverage" in the Provinces of Samaná and Montecristi and their coverage maps. The above is done through dialogue, collaboration and integration of the parties: MITUR, the DGODT (MEPyD), and FEDOMU (responsible for carrying out their Municipal Development Plans) so that there is coherence and consistency in these public policy instruments. These instruments will serve as a basis for the elaboration of new POTTs in other provinces.	Lead: DPP (MITUR)  DGODT (MEP&D) and FEDOMU	September 2021
C	<b>Category 3: Sustainability and replication of project actions</b>		
C.1	Develop an assessment of the potential to create incentives to support small and medium-sized businesses that apply sustainable practices (e.g. tax works (temporary tax exception), carbon credits, fines for environmental compensation and/or environmental crimes, including fines for construction of infrastructure without compliance with environmental regulations, production and discharge of contaminating waste into the sea, etc.)	Lead: VMC&MR (M.Environment)  DPP (MITUR), MICM, Ministry of Finance	Permanent
C.2	Prioritize the particularly successful activities of the project and seek their replication. Expand both its content and scope e.g. the campaign "Better without Calimete" was taken very positively with regard to reducing and eliminating single-use plastic, this should be expanded, incorporating other products and scaling it to various levels.	Lead: VMC&MR (M.Environment) and DPP (MITUR)  Provincial and local M.Environment and MITUR of S and M.	Permanent
C.3	Continue to strengthen public-private partnerships through meetings and discussion forums ensuring broad participation and dialogue to formalize agreements. This is an important achievement of the project that should be maintained, above all because of its relevance within the tourism sector, since it can create broad and diverse niches of opportunity.	Lead: UNDP, MITUR, MICM	Permanent
D	<b>Category 4: For future projects</b>		
D.1	Make progress in the diversification of the tourism sector, with UNDP support to promote, motivate and incorporate the inputs, instruments and results generated by BC&T to move in this direction; both through the strategy of working with the private sector to promote sustainable	Lead:UNDP	From March 2021on

Rec #	Terminal Evaluation Recommendations	Responsible Entity includes the leader or coordinator of -R	Deadline
	<p>tourism as an integral, sustainable and resilient recovery strategy for COVID, as well as in the promotion of the Sustainable Production and Consumption Roadmap.</p> <p>Establish actions and strategies with the corresponding governments (see recommendation A1). The above through agreements, programs and/or projects that allow for creating new links and commitment with the heads of the institutions with responsibilities in this area and who have recently assumed their positions, as well as to consolidate the issue in the work routines. Incorporate the recommendations developed in the context of BC&amp;T for gender equity and other relevant topics.</p>	MITUR, M.Environment	
D.2	During the development of the Logical Framework for each project, verify that each Indicator meets the SMART criteria in order to facilitate the project management process and its execution, to be certain of its viability over the life time of the project and to be able to objectively measure the achievement of the objectives.	UNDP country and regional	Permanent
D.3	Include a financial advisor as part of the project team in the design of future projects, or use cross-sectoral initiatives such as BIOFIN to advise the project from the outset on its investments, following the principle that external resources are not a substitute for domestic resources; thus including a solid understanding of the level and type of expenditures prior to funding and an assumption about the potential evolution of domestic resources along with the expected benefits of the project to determine the increased benefit.	UNDP DR and regional	Permanent
D.4	Linked to the above, although UNDP followed the norms and procedures regarding the organization for the design of the project, it is expected that the following projects will strengthen the monitoring mechanisms for direct environmental results associating these and sustainability with the expectations of the assumptions, as well as the articulation points identifying the pathways that lead to long-term impact in a more rigorous manner. This should be done through planning a logical framework that is as specific as possible and includes quantitative environmental indicators, which will help facilitate recognition of the evidence of additionality envisaged by the GEF.	UNDP DR and regional	Permanent
D.5	More diverse profiles should be included in the PCU to build a multidisciplinary team able to cover all project components and aspects. Although a coordinator and/or other professionals with proven experience regarding the core subjects of the project are involved in the team, professionals with experience and skills in politics and communication should be appointed to facilitate negotiation with high institutional levels, influence to enable changes or developing of new public policies and with enough technical capacity, in order to favor the project performance and improve sustainability.	Lead: UNDP M.Environment, MITUR and entities associated with each GEF project	Permanent
D.6	Regarding the consultancies and services, align the design and its products with reality, which causes an impact and serves for the decision making. Ensure once (the) product(s) is (are) completed (especially if these are documents) its/their adoption, application and use, and analyze how the resources can be optimized in order to avoid repetition with other inputs or generated products. The above with the guidance of UNDP for feasibility.	Lead: M.Environment and MITUR, (implementing institutions/partners) UNDP	Permanent
D.7	Conduct an analysis of the ToR preparation processes, the delivery of reports on contracted products and other processes that generate delays. Seek means to improve the initial quality of the ToR and reports, by sharing the structure and the minimum content and format for approval of the reports with the PCU and the consultants, in order to optimize review and payments timelines so as to avoid delays, especially in field activities. Assign review tasks to a couple of people per institution, including UNDP (from the institutions that should review	UNDP	Permanent

Rec #	Terminal Evaluation Recommendations	Responsible Entity includes the leader or coordinator of -R	Deadline
	and/or comment on the products to avoid unnecessary delays). Establish and meet deadlines for delivery of ToR and products by those involved.		
<b>D.8</b>	As part of projects incorporating BC&T scopes, as well as for other projects, conduct at the outset a socio-economic analysis of the pilot sites selected to implement actions. This helps to demonstrate at the end of the project how the processes worked to capture broader development effects, including income generation, improved governance, employment opportunities, gender equity and livelihood benefits.	UNDP	Permanent

## 5.4 LESSONS LEARNED

The project had a great opportunity to join independent initiatives that various institutions were implementing during its execution. This maximized the results, allowed for a greater scope and avoided duplication of efforts, making the project more efficient. It also created strategic alliances that contribute to the sustainability of the activities carried out and other related activities. The Certification of Sustainable Tourism Destination for the "Las Galeras" district in Samaná, the continuation of the establishment of a coral nursery and the community tourism project in coordination with JICA serve as examples for this.

To improve the scope and the achievements of the project it should have been a priority to gain in advance a clear picture of the sites selected as pilots to allocate resources and efforts. Having had a better idea in advance of the sites selected as pilots to apply the allocation of resources and efforts, has to be a priority to improve the scope and achievements of the project. Before starting the project, a general assessment to get to know the specific and actual situation as well as the needs and opportunities in the provinces can generate more and better results. "Las Galeras" in Samaná could have been selected or included in the planning from the beginning (the activities were planned for the Terrenas, where several of the goals could not be reached due to problems of design and viability). Once the link was established with "Las Galeras", the work was very efficient when the BC&T project was incorporated into its initiatives, which were in line with the project's goals and allowed for an efficient use of the financial and material resources.

The failure to apply adaptive management actions at the structural level in order to adjust the MRE to the reality of the country situation and institutional context, made the project suffer from significant deficiencies at its closure. Most of the key systemic activities remained with a very limited level of progress cascading into other activities. Also, having established temporary goals and goals at the midterm of the project would have allowed the detection of design and implementation failures to reorient their fulfillment and relevance for the achievement of results.

The inclusion of other areas (directorates) within each ministry, and mainly their linkage and coordinated participation, as well as from different levels (technical, middle and top management) could have improved the project's performance, opened doors, had a greater involvement and institutional ownership of the project and a greater scope of results and achievement of goals, particularly at MITUR. The establishment of a Technical Oversight

Committee, which was envisaged in the project management agreements and that was to be composed of different areas of each ministry for coordination purposes, did not have the desired effect during project implementation. The consolidation and active participation of these committees is therefore important.

It is important to remember that projects can be more successful and sustainable if the needs of the communities, as well as their involvement in decision making and execution of tasks are considered from the beginning; this conveys a sense of belonging and appreciation, they feel listened to, they perceive that their opinion matters and thus they are more willing to participate and commit. Approaching communities with projects that do not fully address the essential needs of the community (in line with NR conservation) and sometimes with external consultants unaware of their dynamics, leads to missing ownerships and puts the sustainability of their action at risk. Although it should be acknowledged that sometimes necessary capacities are not available at these sites, therefore the goal should be building *in situ* capacities whenever possible.

Proposing changes that imply the modification of the legal framework at the national level of a country generally exceeds the duration of this type of project and especially if there is no political will to make such changes; likewise, proposing goals based on these changes is very risky and can lead to unnecessary delays and unsatisfactory project performance.

Hiring a strategic or political communication specialist could have fostered a better understanding of the spirit of the project, better coordination and participation of the partners. The appropriate channels of communication and collaboration could have been opened and although at MITUR this proposal was not accepted (as it was considered unnecessary), a deadline should have been given and the recommendation followed, which is also the reason for the timely follow-up of the management response format.

In the area of co-financing, efficiency would be improved if there were an annual record to monitor the performance of the partners and make timely adjustments to meet the targets, and to avoid that the resources contributed are only of current expenses; this information could be included in the PIRs. The reason for this lies in the observation that the compliance with the co-funding does not necessarily imply the achievement of the results. This becomes evident when we realize that the percentage of achieved targets is 37% and 65% (O1 and O2 respectively), indicating a better follow-up should be carried out, as mentioned at the beginning of the paragraph.

Since the original project completion date coincided with a presidential election year, an extension of the project had to be submitted to GEF for its approval. This period should be at least one year in order to be able to socialize the project's achievements with the incoming government, seek a window of opportunity to continue with the actions and thus potentiate the results and the very sustainability of the project.

Including field officers or local coordinators makes project performance more efficient, and it adds value when they are from the location and know the stakeholders and governance dynamics of the project sites.

Refocusing actions by incorporating new participants, unexpected partners and / or methodologies can offer very good results, seeking new options during the implementation of the project gave BC&T a second chance with very good results; this highlights the involvement

of the private sector as a partner in the project and the signing of voluntary agreements, where it became evident that waiting to formalize an initiative not always yields the best results.

The participation of higher spheres of UNDP in order to reconcile the work strategy with MITUR should have happened in earlier stages of the project. UNDP tried to resolve, reconcile, motivate, but got no response, making the decision to involve the GEF focal point in M.Environment and the UNDP Resident Representative to move forward would have been more appropriate in earlier stages.

With regard to the administrative management by UNDP, although it is important for UNDP to review the ToR, and the products generated (also the technical teams of each ministry for quality, transparency and compliance issues), it is important to delegate and make these activities more efficient, to avoid delays in activities where sometimes due to climate issues the opportunity (of the year) to achieve a goal is lost, or the participation of some specialist consultant may be lost or delayed and may no longer be available. Improved procurement processes make projects more efficient.

Understanding the added value or incremental cost of GEF contributions from the outset could have made the project more efficient in achieving its targets, even though this analysis was included in the PRODOC. Not losing sight of the global benefits and how to reach them could have modified the pace of project implementation and the activities executed, which is related to the MRE, its indicators and targets that could have been modified during the MTR. Although it is worth noting that there were particular actions where this vision was present, they were not implemented on time or at an early stage. As a result, it is not yet possible to perceive the expected changes for the greatest benefit of the DR's vulnerable and strategic ecosystems or the impact is still very limited at the local level. This indicates that this process of analysis should be ongoing from the initial stages of project implementation and throughout the entire management of the project.



## 6. ANNEXES

### ANNEX 6.1 TERMS OF REFERENCES (WITHOUT ANNEXES)

#### TÉRMINOS DE REFERENCIA

**Proyecto No. 00083903 "Conservando la biodiversidad en áreas costeras amenazadas por el rápido desarrollo del turismo y la infraestructura física"**

**Consultoría para realizar la Evaluación Final del proyecto PIMS 4955 "Conservando la biodiversidad en áreas costeras amenazadas por el rápido desarrollo del turismo y la infraestructura física"**

#### 1. INTRODUCCIÓN

De acuerdo con las políticas y los procedimientos de M&E del PNUD y el Fondo para el Medio Ambiente Mundial (FMAM), todos los proyectos grandes y medianos financiados por el FMAM apoyados por el PNUD deben someterse a una Evaluación Final (TE) al final del proyecto. Estos Términos de Referencia (TdR) establecen las expectativas para la TE del proyecto titulado Proyecto No. 00083903 "Conservando la biodiversidad en áreas costeras amenazadas por el rápido desarrollo del turismo y la infraestructura física" (PIMS # 4955) implementado a través del PNUD, con el Ministerio de Medio Ambiente y Recursos Naturales como Asociado en la implementación y el Ministerio de Turismo como parte responsable. El documento de Proyecto fue firmado el 2 de julio de 2015 y finalizará el 31 de marzo de 2021. El proceso de TE debe seguir la orientación descrita en el documento 'Guía para realizar evaluaciones finales de proyectos respaldados por el PNUD y financiados por el FMAM' (<https://intranet.undp.org/unit/office/eo/SitePages/gef-evaluation-guidelines.aspx>)

#### 2. DESCRIPCIÓN DEL PROYECTO

2.1 El Programa de las Naciones Unidas para el Desarrollo (PNUD) apoya el fortalecimiento de las capacidades nacionales en República Dominicana y promueve el alcance de los Objetivos de Desarrollo del Milenio (ODM), los derechos humanos y la equidad de género, a través de asistencia técnica a fin de alcanzar un desarrollo humano sostenible. A través de la Unidad de sostenibilidad ambiental y resiliencia, el PNUD busca promover la sostenibilidad ambiental y establecerla como base sobre la cual se construyan las estrategias de lucha contra la pobreza, la reducción de la vulnerabilidad de la población y el desarrollo de las actividades motoras de la economía nacional.

2.2 El PNUD forja alianzas con todos los niveles de la sociedad para ayudar a construir naciones que puedan resistir las crisis; promueve y sostiene un tipo de crecimiento que mejora la calidad de vida de todos. Presentes sobre el terreno en unos 170 países y territorios, ofrecemos una perspectiva global y un conocimiento local al servicio de las personas y las naciones.

2.3 El PNUD, el Ministerio de Medio Ambiente y Recursos Naturales y el Ministerio de Turismo han suscrito el proyecto UNDP/GEF PIMS 4955 / No. 00092146 "Biodiversidad Costera y Turismo: una oportunidad para el desarrollo sostenible" con el objetivo de asegurar la conservación de la biodiversidad en las zonas costeras ecológicamente importantes y vulnerables, que representan una oportunidad al desarrollo sostenible del turismo y la infraestructura física asociada. Se requiere de los servicios para la evaluación final del proyecto que se debe de realizar siguiendo los lineamientos de la Guía para realizar evaluaciones finales de los proyectos respaldados por el PNUD y financiados por el FMAM<sup>9</sup>.

2.4 La República Dominicana se encuentra en estado de emergencia nacional desde el 19 de marzo por la pandemia COVID-19. Al 19 de octubre 2020, acumulaba 121,973 casos y unas 2,200 defunciones<sup>10</sup>. Entre marzo y junio el gobierno estableció el cierre total de todas las instituciones no esenciales, incluyendo el Ministerio de Medio Ambiente y Recursos Naturales y el Ministerio de Turismo, lo que incidió incluso en la posposición de más de dos meses de las elecciones presidenciales. El turismo, una de las principales económicas del país (por su contribución directa e

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<sup>9</sup> [http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide\\_SPA.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide_SPA.pdf)

<sup>10</sup> [https://www.msp.gob.do/web/?page\\_id=6948#1586785071781-f0e8c057-f5f4](https://www.msp.gob.do/web/?page_id=6948#1586785071781-f0e8c057-f5f4)



indirecta al PIB, el empleo y la generación de divisas), fue uno de los sectores más afectados por las estrictas medidas de cuarentena y el cierre de fronteras que se tradujeron en un desplome de la actividad. El gobierno dominicano ha implementado una serie de medidas orientadas a reforzar el sector de salud y contener a los hogares por la pérdida de ingresos como resultado de la crisis. Sin embargo, la magnitud de la crisis ha puesto en riesgo los avances en desarrollo humano y reducción de la pobreza alcanzados en los últimos años<sup>11</sup>. Las nuevas autoridades, cuya gestión inició el pasado 16 de agosto han priorizado una serie de estrategias para la recuperación socioeconómica del país; una de ellas es el Plan de recuperación responsable del sector turismo, enfocado en la promoción de micro y pequeños emprendimientos y el desarrollo de capacidades para la recuperación sostenible de la economía local en diferentes destinos turísticos del país<sup>12</sup>.

2.5 Las actividades del proyecto se vieron fuertemente afectadas por el impacto de COVID-19 en el país. Durante los meses de marzo – junio no fue posible realizar ninguna actividad en el terreno debido a restricciones y protocolos de salud. Por otro lado, durante ese periodo no fue posible adquirir bienes y servicios debido a la cuarentena general y la incertidumbre del contexto. Posteriormente la reapertura de actividades ha sido gradual, y, si bien el gobierno ha priorizado el sector como parte de sus estrategias de recuperación, se prevé que el impacto sobre el turismo continuará durante al menos un año, afectando así las acciones e inversiones en la cadena de valor vinculadas con este proyecto, ya que la mayoría de los negocios turísticos han cerrado y no se ha podido realizar ninguna de las actividades previstas con ellos. Si bien el equipo de proyecto se mantuvo trabajando de manera virtual, no fue posible mantener el ritmo del trabajo debido a las razones antes mencionadas.

2.6 A continuación, se presentan algunos aspectos esenciales del proyecto:

#### CUADRO SINÓPTICO DEL PROYECTO

Título del proyecto:	Conservando la biodiversidad en áreas costeras amenazadas por el rápido desarrollo del turismo y la infraestructura física			
Identificación del proyecto del FMAM:	5088		<i>al momento de aprobación (millones de USD)</i>	<i>al momento de finalización (millones de USD)</i>
Identificación del proyecto del PNUD:	4955	Financiación del FMAM:	2,838,792	N/A
País:	República Dominicana	IA:	2,838,792	N/A
Región:	LAC	Gobierno:	15,684,799	N/A
Áreas de interés:	Biodiversidad	Otro:	350,000	N/A
Programa Operativo	GEF 5; BD-02; BD-02; Project Man;	Cofinanciación total:	16,037,799	N/A
Organismo de Ejecución:	Ministerio de Medio Ambiente y Recursos Naturales	Gasto total del proyecto:	18,873,591	N/A
Otros socios involucrados:	MITUR	Firma del documento del proyecto (fecha de comienzo del proyecto):		02/07/2015
		Fecha de cierre (Operativo):	Propuesto: 31/03/2021	Real: 31/03/2021

### 3. ALCANCE

3.1 La TE se realizará según las pautas, normas y procedimientos establecidos por el PNUD y el FMAM, según se establece en la Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.

11 [https://www.latinamerica.undp.org/content/rblac/es/home/library/crisis\\_prevention\\_and\\_recovery/impacto-economico-y-social-del-covid-19-y-opciones-de-politica-e.html](https://www.latinamerica.undp.org/content/rblac/es/home/library/crisis_prevention_and_recovery/impacto-economico-y-social-del-covid-19-y-opciones-de-politica-e.html)

12 [https://www.do.undp.org/content/dominican\\_republic/es/home/presscenter/articles/2020/firma-acuerdo-mitur-DH.html](https://www.do.undp.org/content/dominican_republic/es/home/presscenter/articles/2020/firma-acuerdo-mitur-DH.html)

3.2 Los objetivos de la evaluación son analizar el logro de los resultados del proyecto y extraer lecciones que puedan mejorar la sostenibilidad de beneficios de este proyecto y ayudar a mejorar de manera general la programación del PNUD

3.3 Es importante destacar que durante los meses de restricción el proyecto implementó una modalidad de trabajo virtual, lo que permitió mantener la coordinación interna y asegurar el apoyo a las necesidades del equipo debido a la cuarentena. Las misiones al terreno, suspendidas desde marzo 2020, se han restablecido de manera parcial, solo en casos que lo ameriten. En ese contexto, la coordinación entre el equipo situado en Santo Domingo y las oficinas en el terreno ha resultado de vital importancia para asegurar el avance de las actividades del proyecto.

#### 4. ENFOQUE Y MÉTODO DE EVALUACIÓN

4.1 Se espera que el/la evaluador/a enmarque el trabajo de evaluación utilizando los criterios de relevancia, efectividad, eficiencia, sostenibilidad e impacto, según se define y explica en la Guía para realizar evaluaciones finales de los proyectos respaldados por el PNUD y financiados por el FMAM 13. Se redactó una serie de preguntas que cubre cada uno de estos criterios incluidos en estos TdR (ver **Anexo C**). Se espera que el/la evaluador/a modifique, complete y presente esta matriz como parte de un informe inicial de la evaluación, y la incluya como anexo en el informe final.

4.2 La evaluación debe proporcionar información basada en evidencia que sea creíble, confiable y útil. Se espera que el/la evaluador/a siga un enfoque participativo y consultivo que asegure participación estrecha con funcionarios de gobierno, en particular el punto focal operativo del FMAM, la Oficina en el País del PNUD, el equipo del proyecto, el Asesor Técnico Regional del FMAM/PNUD e interesados clave. En este sentido, se esperan entrevistas virtuales de parte de evaluador/a con actores clave para dar respuesta a los temas tratados: Se realizarán entrevistas con las siguientes organizaciones e individuos como mínimo:

- Equipo del proyecto
- Programa de Naciones Unidas para el Desarrollo (PNUD)
- Ministerio de Medio Ambiente y Recursos Naturales
  - Punto Focal Operativo del FMAM
  - Viceministros de Costeros y Marinos del Ministerio de Medio Ambiente y Recursos Naturales
  - Dirección de Planificación del Ministerio de Medio Ambiente y Recursos Naturales
  - Viceministros de Áreas Protegidas y Biodiversidad
  - Directores provinciales de (1) Samaná / (1) Montecristi
- Ministerio de Turismo (MITUR):
  - Viceministro de Cooperación Internacional de MITUR
  - Directoras de Planificación y Proyectos MITUR
  - Directores provinciales de (1) Samaná / (1) Montecristi
- Alcaldía Municipal de Las Galeras, Samaná
- Clúster turístico de Montecristi
- Clúster turístico de Samaná
- Beneficiario en Montecristi, Mejor sin Calimete
- Beneficiario en Samaná, Mejor sin Calimete
- Presidente del Club Náutico Montecristi
- Galleon Divers: monitoreo arrecifes
- Centro para la Conservación y Eco-Desarrollo de la Bahía de Samaná y su Entorno
- FUNDEMAR proyecto piloto Samaná.
- Adm. De Área Protegida Samaná
- Adm. De Área Protegida Montecristi
- Asoc. Pescadores de Manzanillo.
- Presidente de la Asociación Turística de Manzanillo
- Consultores/as del proyecto
- Japan International Cooperation Agency (JICA)
- Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

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13 <https://intranet.undp.org/unit/office/eo/SitePages/gef-evaluation-guidelines.aspx>

4.3 El/la evaluador/a revisará todas las fuentes de información relevantes, tales como el documento del proyecto, los informes de progreso anuales (PIR) y otros informes, evaluación de medio término del proyecto, revisiones de presupuesto del proyecto, informes de progreso, herramientas de seguimiento del área de interés del FMAM, archivos del proyecto, productos del proyecto, documentos nacionales estratégicos y legales, y cualquier otro material que el evaluador considere útil para esta evaluación con base empírica. En el **Anexo B** de estos Términos de Referencia se incluye una lista de documentos que el equipo del proyecto proporcionará al evaluador para el examen.

4.4 El 11 de marzo de 2020, la Organización Mundial de la Salud (OMS) declaró al COVID-19 una pandemia mundial a medida que el nuevo coronavirus se propagaba rápidamente a todas las regiones del mundo. Los viajes al país fueron restringidos desde marzo de 2020, pero el país reabrió sus puertas en julio 2020 con sus medidas de seguridad. Asimismo, continúan implementándose los toques de queda, la última actualización (27 septiembre de 2020) es de lunes a viernes de 9:00PM a 5:00AM y los fines de semana de 7:00PM a 5:00 AM. En caso de que se requieran hacer misiones al campo, se tendrá que tomar en consideración estas medidas hacia o dentro del país para la misión de la TE. En ese sentido, el equipo responsable de la TE deberá desarrollar una metodología que posibilite realizar la TE de forma virtual y remota, incluido el uso de métodos de entrevistas remotas y revisiones documentales extendidas, análisis de datos, encuestas y cuestionarios de evaluación. Esto debe detallarse en el Informe Inicial de la TE y acordarse para su operativización con la Oficina de país de PNUD y el equipo del proyecto.

4.5 Si, en algunos casos, no es posible recopilar datos o realizar una misión sobre el terreno, se pueden realizar entrevistas a distancia por teléfono o en línea (skype, zoom, etc.). Los/as consultores internacionales pueden trabajar de forma remota con el apoyo de los evaluadores nacionales en el campo si es seguro para ellos operar y viajar. No se debe poner en peligro a ningún interesado, consultor o personal del PNUD y la seguridad es la prioridad clave.

4.6 Se ha de considerar una misión de validación corta si se confirma que es segura para el personal, el/la consultor/a, las partes interesadas y si tal misión es posible dentro del programa de la TE. Del mismo modo, se pueden contratar consultores nacionales calificados e independientes para realizar la TE y las entrevistas en el país, siempre que sea seguro hacerlo.

## **5. ALCANCE DETALLADO DE LA TE**

5.1 La TE evaluará el desempeño del proyecto contra las expectativas establecidas en el Marco Lógico / Marco de Resultados del proyecto (ver el Anexo A de los Términos de Referencia). La TE evaluará los resultados de acuerdo con los criterios descritos en la Orientación para las TE de proyectos financiados por el FMAM apoyados por el PNUD (<https://intranet.undp.org/unit/office/eo/SitePages/gef-evaluation-guidelines.aspx>). La sección de Resultados del informe TE cubrirá los temas que se enumeran a continuación.

5.2 En el anexo C de los términos de referencia se proporciona un esquema completo del contenido del informe de TE.

5.3 El asterisco “(\*)” indica los criterios para los que se requiere una calificación.

5.4 Recomendaciones:

### i. Diseño / Formulación de proyectos

- Prioridades nacionales e impulso del país
- Teoría del cambio
- Igualdad de género y empoderamiento de la mujer
- Salvaguardias sociales y ambientales
- Marco de análisis de resultados: lógica y estrategia del proyecto, indicadores
- Supuestos y riesgos
- Lecciones de otros proyectos relevantes (por ejemplo, la misma área focal) incorporadas en el diseño del proyecto
- Participación planificada de las partes interesadas
- Vínculos entre el proyecto y otras intervenciones dentro del sector
- Arreglos de gestión

### ii. Implementación del Proyecto

- Gestión adaptativa (cambios en el diseño del proyecto y los resultados del proyecto durante la implementación)
- Participación real de las partes interesadas y acuerdos de asociación
- Financiamiento y cofinanciamiento de proyectos

- Seguimiento y evaluación: diseño inicial (\*), implementación (\*) y evaluación general del SyE (\*)
- Organismo de ejecución (PNUD) (\*) y organismo de ejecución (\*), supervisión / ejecución y ejecución general del proyecto (\*)
- Gestión de riesgos, incluidos los estándares sociales y ambientales

### iii. Resultados del Proyecto

- Evaluar el logro de los resultados en comparación con los indicadores informando sobre el nivel de progreso de cada objetivo e indicador de resultado en el momento de la TE y anotando los logros finales.
- Relevancia (\*), Efectividad (\*), Eficiencia (\*) y resultado general del proyecto (\*)
- Sostenibilidad: financiera (\*), sociopolítica (\*), marco institucional y gobernanza (\*), ambiental (\*), probabilidad general de sostenibilidad (\*)
- Propiedad del país
- Igualdad de género y empoderamiento de la mujer
- Temas transversales (alivio de la pobreza, mejora de la gobernanza, mitigación y adaptación al cambio climático, prevención y recuperación de desastres, derechos humanos, desarrollo de capacidades, cooperación Sur-Sur, gestión del conocimiento, voluntariado, etc., según corresponda)
- Adicionalidad del FMAM
- Papel catalítico / efecto de replicación
- Progreso hacia los impactos

### iv. Principales hallazgos, conclusiones, recomendaciones y lecciones aprendidas

- El/la evaluador/a de TE incluirá un resumen de los principales hallazgos del informe de TE. Los hallazgos deben presentarse como declaraciones de hechos que se basan en el análisis de los datos.
- La sección de conclusiones se redactará a la luz de los hallazgos. Las conclusiones deben ser declaraciones integrales y equilibradas que estén bien fundamentadas con evidencia y conectadas lógicamente con los hallazgos de la TE. Deben resaltar las fortalezas, debilidades y resultados del proyecto, responder a las preguntas clave de evaluación y brindar información sobre la identificación y / o soluciones a problemas importantes o cuestiones pertinentes para los beneficiarios del proyecto, el PNUD y el FMAM, incluidas las cuestiones relacionadas con el género, igualdad y empoderamiento de la mujer.
- Las recomendaciones deben proporcionar recomendaciones concretas, prácticas, factibles y específicas dirigidas a los usuarios previstos de la evaluación sobre qué acciones tomar y qué decisiones tomar. Las recomendaciones deben estar respaldadas específicamente por la evidencia y vinculadas a los hallazgos y conclusiones en torno a preguntas clave abordadas por la evaluación.
- El informe de TE también debe incluir lecciones que se puedan extraer de la evaluación, incluidas las mejores y peores prácticas para abordar cuestiones relacionadas con la relevancia, el desempeño y el éxito que pueden proporcionar el conocimiento obtenido de la circunstancia particular (métodos programáticos y de evaluación utilizados, asociaciones, apalancamiento, etc.) que sean aplicables a otras intervenciones del FMAM y del PNUD. Cuando sea posible, el/la evaluador/a TE debe incluir ejemplos de buenas prácticas en el diseño e implementación de proyectos.
- Es importante que las conclusiones, recomendaciones y lecciones aprendidas del informe de TE incluyan resultados relacionados con la igualdad de género y el empoderamiento de las mujeres.
- El informe de TE incluirá una tabla de calificaciones de evaluación, como se muestra a continuación:  
***TdR Table 2: Tabla de calificaciones de evaluación para "Conservando la biodiversidad en áreas costeras amenazadas por el rápido desarrollo del turismo y la infraestructura física"***

5.6 Se llevará a cabo una evaluación del rendimiento del proyecto, en comparación con las expectativas que se establecen en el Marco lógico del proyecto y el Marco de resultados (consultar el **Anexo A**), que proporciona indicadores de rendimiento e impacto para la ejecución del proyecto, junto con los medios de verificación correspondientes. La evaluación cubrirá mínimamente los criterios de: relevancia, efectividad, eficiencia, sostenibilidad e impacto. Las calificaciones deben proporcionarse de acuerdo con los criterios de rendimiento que contiene la siguiente tabla. Se debe incluir la tabla completa en el resumen ejecutivo de evaluación. Las escalas de calificación obligatorias se incluyen en el **Anexo F** de los TdR.

Monitoreo y Evaluación (M&E)	Calificación <sup>14</sup>
M&E diseño en la entrada	
M&E Plan Implementación	
Calidad general del M&E	
Implementación & Ejecución	Calificación
Calidad de la ejecución / supervisión del PNUD	
Calidad de la ejecución del socio implementador	
Calidad general de implementación / ejecución	
Evaluación de resultados	Calificación
Relevancia	
Efectividad	
Eficacia	
Calificación general del resultado del proyecto	
Sostenibilidad	Calificación
Recursos financieros	
Socio-político/económico	
Marco institucional y gobernanza	
Medio Ambiental	
Probabilidad general de sostenibilidad	

## 6. DURACIÓN DE LA EVALUACIÓN

6.1 La duración total de la evaluación será de 25 días dentro de un período de dos (2) meses, de acuerdo con el siguiente plan:

Período	Actividad
3 días	Cierre del proceso de aplicación
8 días	Selección del/a evaluador/a
11 días	Plazo de preparación del/a evaluador/a para la TE (entrega de documentación)
3 días	Revisión de documentos y preparación del Informe Inicial de TE
3 días	Finalización y validación del informe inicial de TE; último inicio de la misión TE
7 días	Misión de TE: reuniones de partes interesadas, entrevistas, visitas de campo, etc.
3 días	Reunión de recapitulación de la misión y presentación de los hallazgos iniciales; fin más temprano de la misión TE
5 días	Elaboración del borrador del informe TE
5 días	Circulación del borrador del informe TE para comentarios
3 días	Incorporación de comentarios sobre el borrador del informe TE en Audit Trail y finalización del informe TE
5 días	Preparación y emisión de la respuesta de la gerencia
1 día	Taller final para las partes interesadas (opcional)
31 diciembre 2020	Fecha prevista de finalización completa de TE

14 Resultados, Efectividad, Eficiencia, M&E, Ejecución de I&E, Relevancia se califican en una escala de calificación de 6 puntos: 6 = Muy satisfactorio (HS), 5 = Satisfactorio (S), 4 = Moderadamente satisfactorio (MS), 3 = Moderadamente insatisfactorio (MI), 2 = Insatisfactorio (I), 1 = Muy insatisfactorio (MS). La sostenibilidad se califica en una escala de 4 puntos: 4 = Probable (P), 3 = Moderadamente probable (MP), 2 = Moderadamente improbable (MI), 1 = Improbable (I)

6.2 Las fechas de finalización de las actividades estarán en función de la fecha de la firma del contrato del/la evaluador/a.

6.3 Los servicios contratados a través de esta consultoría se iniciarán tras la firma del contrato y concluirán tras la aprobación final del producto final.

## 7. PRODUCTOS ESPERADOS

7.1 Se espera que el/la evaluador/a logre lo siguiente:

Productos	Contenido	Período	Responsabilidades
<u>Producto 1:</u> Informe inicial	El/la evaluador/a proporciona aclaraciones sobre los períodos y métodos	Al menos una semana antes del proceso de evaluación realización de reuniones virtuales con actores principales	El evaluador lo presenta a la OP del PNUD
<u>Producto 2:</u> Presentación	Resultados iniciales	Fin del proceso de la evaluación	Al equipo del proyecto y la OP del PNUD
<u>Producto 3:</u> Borrador del informe final	Informe completo con anexos	Dentro del plazo de 3 semanas desde el proceso de evaluación	Enviado a la OP, revisado por el Asesor Técnico Regional, la Unidad de Coordinación del Proyecto y el Punto Focal Operacional del FMAM
<u>Producto 4:</u> Informe final*	Informe revisado	Dentro del plazo de 1 semana después de haber recibido los comentarios, consolidados por el PNUD, sobre el borrador	Enviado a la OP para cargarlo al ERC del PNUD

\*La calidad de todos los informes finales de la TE será evaluada por la Oficina de Evaluación Independiente del PNUD (OEI). Los detalles de la evaluación de la calidad de las evaluaciones descentralizadas de la OEI se pueden encontrar en la Sección 6 de las Directrices de evaluación del PNUD.<sup>15</sup>

\*Cuando se presente el informe final de evaluación, también se requiere que el evaluador proporcione un 'itinerario de la auditoría', donde se detalle cómo se han abordado (o no) todos los comentarios recibidos en el informe final de evaluación.

7.2. Todos los productos desarrollados como parte de las actividades de la consultoría serán entregados en forma electrónica. Los informes deberán tener como anexo los documentos producidos durante la consultoría y serán presentados en las fechas previstas.

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

## 8. ACUERDOS INSTITUCIONALES DEL EVALUADOR/A

8.1 El Equipo del Proyecto asumirá la responsabilidad principal de gestionar el proceso de esta evaluación de forma virtual debido al contexto de la pandemia Covid-19. El mismo será responsable de mantenerse en contacto con el/la evaluador/a para coordinar/establecer entrevistas con los/as interesados/as u otras actividades que puedan requerirse.

8.2 La Oficina de país de PNUD contratará al/a evaluador/a y asegurará la provisión oportuna de viáticos y arreglos de viaje dentro del país. El equipo del proyecto será responsable de comunicarse con el/la evaluador/a para proporcionar todos los documentos relevantes, organizar entrevistas con las partes interesadas y organizar visitas de campo.

<sup>15</sup> Acceso: <http://web.undp.org/evaluation/guideline/section-6.shtml>

## 9. COMPOSICIÓN DEL EQUIPO EVALUADOR

9.1 El equipo de evaluación estará compuesto por 1 evaluador/a internacional. El/la evaluador/a deberá tener experiencia previa en evaluación de proyectos similares. Es una ventaja contar con experiencia en proyectos financiados por el FMAM. El/la evaluador/a seleccionado/a no debe haber participado en la preparación o ejecución del proyecto ni debe tener ningún conflicto de intereses con las actividades relacionadas al proyecto.

### Educación

- Grado académico en manejo de recursos naturales, gestión ambiental, ciencias ambientales o afines.
- Tener un grado de maestría en el campo estrechamente relacionado será una ventaja.

### Experiencia

- Experiencia profesional relevante de 10 años como mínimo.
- Al menos 3 experiencias específicas en el seguimiento, monitoreo y/o evaluación de proyectos. Se dará especial relevancia a la experiencia en evaluación de proyectos.
- Experiencia en proyectos sobre biodiversidad, relacionados a la gestión o sostenibilidad.
- Se dará preferencia a consultores con conocimiento de monitoreo, seguimiento y evaluación de proyectos financiados por el GEF.
- Experiencia de trabajo con agencias de cooperación internacional, preferiblemente agencias del Sistema de Naciones Unidas.
- Dominar la metodología del marco lógico.
- Experiencia de trabajo con diferentes sectores relacionados con el medio ambiente y conservación de recursos naturales (organizaciones gubernamentales, privadas, no gubernamentales).
- Habilidades de comunicación.
- Capacidad para coordinar, liderar y manejar grupos.
- Conocimiento de la realidad ambiental, política y económica de la región.
- Asegurar la independencia de la evaluación. El/la consultor/a contratado/a estará libre de potenciales conflictos de intereses con las instituciones ejecutores y co-ejecutoras del proyecto.
- Habilidad para trabajar bajo presión y cumplir con plazos cortos.
- Experiencia en la implementación de evaluaciones de forma remota se considerará una ventaja.

### Idioma

Fluidez y dominio completo del español e inglés.

## 10. ÉTICA DEL/LA EVALUADOR/A

10.1 El/la evaluador/a estará sujeto/a a los más altos estándares éticos y debe firmar un código de conducta al aceptar la asignación. Esta evaluación se llevará a cabo de acuerdo con los principios descritos en las "Directrices éticas para la evaluación" del UNEG. El/la evaluador/a debe salvaguardar los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas a través de medidas para garantizar el cumplimiento de los códigos legales y otros códigos relevantes que rigen la recopilación de datos y la presentación de informes sobre datos. El/la evaluador/a también debe garantizar la seguridad de la información recopilada antes y después de la evaluación y los protocolos para garantizar el anonimato y la confidencialidad de las fuentes de información cuando se espere. El conocimiento de la información y los datos recopilados en el proceso de evaluación también deben utilizarse únicamente para la evaluación y no para otros usos sin la autorización expresa del PNUD y sus socios.

## 11. HONORARIOS Y FORMA DE PAGO DE LA CONSULTORÍA

11.1 El monto a pagar por esta consultoría y su forma de pago, estará prevista en el contrato de servicio que habrá de redactarse y firmarse de común acuerdo siguiendo el criterio siguiente:

- **1er. Pago: 10%** a la firma del contrato
- **2do. Pago: 40%** de honorarios + viáticos correspondientes contra entrega y aprobación de los **Productos 1, 2 y 3**
- **3er. Pago: 50%** de honorarios contra entrega y aprobación del **Producto 4** (Informe final de la evaluación).

### Criterios para emitir el pago final de 50%:

- El informe final de TE incluye todos los requisitos descritos en el TdR del TE y está de acuerdo con la guía de TE.



- El informe final de TE está claramente escrito, organizado de forma lógica y es específico para este proyecto (es decir, no se ha cortado ni pegado el texto de otros informes de TE).
- El Audit Trail incluye respuestas y justificación para cada comentario enumerado.

11.2 De acuerdo con las regulaciones financieras del PNUD, cuando PNUD y/o el/la consultor/a determinen que un entregable o servicio no se puede completar satisfactoriamente debido al impacto de COVID-19 y limitaciones a la TE, ese entregable o servicio no será pagado.

11.3 Debido a la situación actual de COVID-19 y sus implicaciones, se puede considerar un pago parcial si el/a consultor/a invirtió tiempo en el entregable pero no pudo completarlo por circunstancias fuera de su control.

## 12. CRITERIO DE EVALUACIÓN DE PROPUESTAS<sup>16</sup>

12.1 Para la evaluación de las propuestas se utiliza un procedimiento que consta de dos etapas, mediante el cual la evaluación 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 técnica, en la cual se considera tanto el perfil profesional y experiencia del ofertante, como su propuesta técnica.

12.2 La propuesta financiera tendrá una ponderación de 30 puntos, otorgándose la máxima puntuación a la más económica y otorgando un puntaje a las demás con base en la siguiente fórmula: (Oferta más económica/Oferta a evaluar) x 30.

12.3 Se recomendará la adjudicación del contrato a la propuesta con el mayor puntaje combinado: Calidad Técnica (70) + Oferta Financiera (30).

12.4 La propuesta de cada interesad@ deberá contener lo siguiente:

- Carta debidamente presentada de la Confirmación de interés y disponibilidad utilizando el modelo proporcionado por el PNUD; (Formato Adjunto).
- CV Personal, indicando toda la experiencia pasada de proyectos similares, así como los datos de contacto (correo electrónico y número de teléfono) del candidato y por lo menos tres (3) referencias profesionales.
- Breve descripción de por qué el individuo considera que él/ella es el/la más adecuado/a para el trabajo.
- Propuesta técnica que contenga su plan de trabajo tentativo y metodología. La persona oferente deberá aportar muestras de productos similares ejecutados en contratos similares.
- Propuesta Financiera que indique el precio fijo total del contrato, todo incluido, sustentado con un desglose de los gastos, según el formato proporcionado. Si el/la oferente es empleado por una organización / empresa / institución, y él/ella espera que su empleador cobre un costo de administración en el proceso de liberarlo/la al PNUD bajo un Acuerdo de Préstamo Reembolsable (RLA por sus siglas en inglés), el/la oferente deberá indicar en este punto, y asegurarse que todos los gastos se encuentren debidamente incorporados en la propuesta financiera presentada al PNUD.
- Copia de documento de identidad.

Dichos documentos serán considerados parte integral de la propuesta. Los postulantes deberán enviar la documentación requerida para verificar el cumplimiento de los criterios de selección, **PREFERIBLEMENTE** por vía electrónica al correo de la Unidad de Adquisiciones: adquisiciones.do@undp.org , o podrá ser depositada en sobre cerrado, identificando el proyecto que realiza la convocatoria en el plazo anunciado, en cualquiera de las siguientes direcciones:

En copia dura: **Casa de las Naciones Unidas, Av. Anacaona Num.9, Mirador Sur, o**

Fax Núm.: **809-531-4882.**

Nota:

- Este proceso de licitación abierta está dirigido a profesionales, que prestarán sus servicios de manera individual.
- Bajo la modalidad de Contrato Individual del PNUD no se podrá contratar a funcionarios de gobierno, a menos que antes del nombramiento se cumplan las siguientes condiciones: (i) se ha recibido de parte del gobierno una carta de no objeción relativa al Individuo; y (ii) el gobierno en cuestión ha certificado por escrito que el

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<sup>16</sup> La participación de los evaluadores debe realizarse de acuerdo con las pautas para la contratación de consultores en el POPP: <https://popp.undp.org/SitePages/POPPRoot.aspx>

funcionario se encuentra con permiso oficial sin goce de sueldo durante el período de vigencia del Contrato Individual.

- El sector de adquisiciones del PNUD se reserva el derecho de aceptar o rechazar cualquier Propuesta y de anular el proceso licitatorio así como de rechazar todas las Propuestas en cualquier momento con anterioridad a la adjudicación del contrato sin incurrir por ello en ninguna responsabilidad con relación al Oferente que se viera así afectado y sin tener la obligación de informar al Oferente u Oferentes afectados de los motivos de dicha acción.

**El PNUD promueve la protección al medioambiente, por lo que agradeceremos recibir su propuesta en formato electrónico.**

**TdR presentados por:**

**Firma:** \_\_\_\_\_

**Nombre/Designación:** \_\_\_\_\_

**Fecha firma:** \_\_\_\_\_

**TdR revisados por:** \_\_\_\_\_

**OM**

**TdR aprobados por:** \_\_\_\_\_

**DRR**

### **13. Anexos a los TdRs**

- Anexo A de los TdR: Marco lógico del Proyecto
- Anexo B de los Términos de Referencia: Paquete de información del proyecto que será revisado por el equipo de TE
- TdR Anexo C: Contenido del informe TE
- Anexo D de los términos de referencia: plantilla de la matriz de criterios de evaluación
- Anexo E de los Términos de Referencia: Código de conducta para evaluadores del UNEG
- TdR Anexo F: Escalas de calificación TE
- Anexo G de los TdR: Formulario de autorización del informe TE
- TdR Anexo H: TE Audit Trail

## ANNEX 6.2 LIST OF PEOPLE INTERVIEWED

Institution/Names	Position		Date	Hour RD/MX
<b>UNDP Dominican Republic (Implementing agency)</b>				
Inka Mattila	Resident Representative	1	8-Dec-20	14:00/12:00
María Eugenia Morales	NDP Programme Officer for Environment and Energy.	2	17-Dec-20	18:30/16:30
Jacqueline Sánchez	Administrative Assistant	3	17-Dec-20	
<b>Project Coordination Unit</b>				
Jonathan Delance	Project Coordinator	4		
Elia Martínez	Tourism Specialist	5		
Zoraida Zapata	Environmental Specialist	6	07-Dec-20	10:30 / 08:30
Jimmi Nuñez	Local Coordinator, Samaná	7		
Yulissa Nardi	Local Coordinator, Montecristi	8		
Anatheydi Castillo	Administrative Assistant of Local Coordination in Montecristi	9		
<b>Ministry of the Environment (Executive Agency)</b>				
Eduardo Esteban Polanco	Municipality of Mpio. Las Terrenas	10	09-Dec-20	10:30 / 08:30
Julio Lamano	Representative of the Las Galeras Sustainability Council	11	09-Dec-20	14:30/12:30
Israel Santana	Administrator of Marine Mammals Sanctuary	12	09-Dec-20	20:00/ 18:00
Nina Lysenko	Director of Marine Resources	13	10-Dec-20	11:00/08:00
Francisco Ortiz	Director Costal of Resources	14		
Lilian Altagracia	Provincial Manager	15	10-Dec-20	18:00/16:00PM.
Federico Franco	Vice-Minister of Protected Areas and Biodiversity	16	11-Dec-20	10:00/08:00
José Ml. Mateo	Director of Protected Areas	17	11-Dec-20	11:00/09:00
Nelson Omarlin Tatis Minaya	Ex-Director of Montecristi Province	18	11-Dec-20	15:00 / 13:00
Zacarías Navarro	Director of Standards	19	14-Dec-20	12:00/10:00
Silmer González	Director of Environmental Quality	20		
Milagros de Camps	Vice-Minister of International Cooperation	21	15-Dec-20	10:00/08:00
Rafael Socias	Director of Montecristi Province	22	16-Dec-20	14:00 / 12:00
<b>Ministry of Tourism (Responsible Partner)</b>				
Ana Reyes	Regional Director of Tourism -Samaná	23	10-Dec-20	19:00 /17:00

Institution/Names	Position	Date	Hour RD/MX
Elaine De Lima	Directora Legal	24 14-Dec-20	13:00/11:00
Massiel Lemcke	Ex Vicealcaldesa- Montecristi	25 14-Dec-20	15:00 / 13:00
Ivan Díaz	Técnico Planificación y Proyectos	26 15-Dec-20	11:00/9:00
Pedro Pablo Díaz	Director Provincial- Montecristi	27 17-Dec-20	15:00 / 13:00
Lenin Domínguez	Técnico Planificación y Proyectos	28 18-Dec-20	09:00/07:00
Shaney Peña	Directora Planificación y Proyectos	29 18-Dec-20	16:00/14:00
<b>NGO and Consultants</b>			
Liliana Betancourt (Consultant)	Work with turtle diagnosis and guidance, whale data	30 09-Dec-20	15:30/ 13:30
Rita Sellares	FUNDEMAR, Underwater Museum Project in Las Terrenas	31 09-Dec-20	19:00 / 17:00
Patricia Lamelas	Director of CEBSE	32 10-Dec-20	20:00/ 18:00.
Manuel Hernández	Director of Aldeas de Paz Foundation	33 14-Dec-20	10:00/08:00
Lisette Gil (Consultant)	Sustainable Community Tourism Project	34 15-Dec-20	12:00/10:00
Lourdes Russa (Consultant)	Head of Russa Garcia and Associates	35 16-Dec-20	09:30/7:30
Eduardo Martínez (Consultant)	Head of "Hydria"	36 16-Dec-20	09:00/7:00
Fabián Román (Consultant)	Head of "Plan 21"	37 16-Dec-20	10:00/8:00
<b>Associations and Private Sector</b>			
"Paul"	Owner of a Dive Center	38 11-Dec-20	12:00/10:00
Neris Rosario	President of the Montecristi Tourism Cluster Commission	39 11-Dec-20	16:00/14:00
Jesús Durán	President of the Samaná Tourism Cluster	40 14-Dec-20	17:30/ 15:30
Fanny Jones	Executive Director of the Samaná Tourism Cluster	41	
Jorge Marichal	Representative of the Club Náutico- Montecristi	42 14-Dec-20	10:00/12:00
Helvio Bejarán	Representative of the Tourist Commission of Manzanillo- Montecristi	43 15-Dec-20	17:00/15:00
Hiciar Blanco	President of Ecoaventura, Manzanillo- Montecristi	44 16-Dec-20	15:00/13:00
Robinson Jiménez	Owner and President of Galleon Divers	45 16-Dec-20	16:00 /14:00
Soraya Rodríguez	Hotel and Restaurant Association	46 17-Dec-20	17:30 / 15:30
<b>Internacional Cooperation</b>			
JICA .- Takashi Aoki	Sustainable Community Tourism Project	47 15-Dec-20	11:00/09:00

## ANNEX 6.3 LIST OF REVISED DOCUMENTS

Nr.	Title and/or type of document (electronic versions preferred if available)
1	Project Implementation Report PIF
2	Project Document (PRODOC) and Document with Annexs and Strategic Results Framework
3	CEO approval request
4	UNDP Social and Environmental Assessment Procedure (SESP)
5	Inception workshop report
6	Mid-Term Review Report and Management Response to the Mid-Term Review Recommendations
7	Project implementation reports (PIR) (2017-2020)
8	Annual work plans (2015-2020)
9	Progress report (from 2016 to 2020 quarterly and annual)
10	Minutes of the Steering Committee meetings
11	Tools for monitoring the effectiveness of BD2 management and Capacity Building.
12	Budget revisions approved by the Government and UNDP reflecting the adjustments made to the budget CDR Reports
13	Co-financing tables with expected and actual contributions broken down by type of co-financing, source and whether the contribution is considered as a mobilized investment or recurrent expenditure
14	Audit reports (2017 and 2019)
15	Products generated by the project (Manuals, Guides, Reports, Indicators, Mechanisms, Plans, Inventories, Regulatory Framework, among others)
16	Project communication materials
17	Information about formal meetings, talks, workshops, etc. held (sites and number of participants).
18	Social networks with materials, photos and videos of the project
19	Compendium of photographs of the activities carried out in the pilot sites
20	Lists/maps of the pilot sites of the project
21	List and contact information for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted.
22	UNDP Guide to Conducting Final Evaluations of UNDP-Supported and GEF-Funded Projects
23	UNDP Country Programme Document (CPD) (2012-2016)
24	United Nations Development Assistance Framework (UNDAF) 2012-2016
25	GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming
26	Evaluation Quality Assessment UNDP
27	Social and Environmental Standards. UNDP
28	Outcome document and recommendations on gender equity and women's empowerment UNDP DR
29	Document "Recovery from COVID-19- UNDP Tourism DR
30	Future-Proofing Tourism in the Dominican Republic. A system transformation approach
31	Role of Tourism for sustainable socio-economic recovery. UNDP DR
32	Country profile Dominican Republic. July 2020

## ANNEX 6.4 TERMINAL EVALUATION QUESTION MATRIX

Criterios de evaluación – preguntas	Indicadores	Fuentes	Metodología
Relevancia: ¿Cómo se relaciona el proyecto con los objetivos principales del área de interés del FMAM y con las prioridades ambientales y de desarrollo a nivel local, regional y nacional?			
¿Cómo apoya el proyecto el área focal de biodiversidad y las prioridades estratégicas del FMAM?	Existencia de una clara relación entre los objetivos del proyecto y el área focal de biodiversidad del FMAM.	Documentos del proyecto.  Estrategias y documentos del área focal biodiversidad del FMAM.	Análisis de documentos  Entrevistas con persona del PNUD, del proyecto y del M. Ambiente.
¿De qué manera el proyecto o su seguimiento ha cambiado la realidad en la región de intervención?	Evidencias de cambios de visión y actividades incorporadas en la rutina de las instituciones involucradas	Entrevistas; informes, PIRs; METT,	Entrevistas cerradas y revisión de documentos del proyecto
Cómo el proyecto apoya las prioridades ambientales y de desarrollo a nivel nacional?	Grado en el que el proyecto apoya el objetivo de manejo sostenible del medio ambiente de la Estrategia Nacional de Desarrollo (END).	END	Análisis de documentos.  Entrevistas con personal del PNUD, del proyecto, del Ministerio de Ambiente, el Ministerio de Turismo y otros actores locales.
El proyecto toma en consideración las realidades nacionales (marco de políticas e institucional) tanto en su diseño como en su implementación?	Coherencia entre las necesidades expresadas por los interesados nacionales y el criterio PNUD-GEF.	Documentos del proyecto	
Cuál ha sido el nivel de apropiación de los interesados en la implementación del proyecto y de los actores locales en los sitios piloto?	Nivel de involucramiento de funcionarios gubernamentales y otros socios en el proceso de diseño e implementación del proyecto, así como en los proyectos piloto.	Socios e interesados clave del proyecto	
Existen vínculos lógicos entre resultados esperados de del proyecto y el diseño del proyecto (en términos componentes del proyecto, elección de socios, estructura, mecanismos de implementación, alcance, presupuesto, uso de recursos, etc.)?	Nivel de coherencia entre los resultados esperados y el diseño de la lógica interna del proyecto.	Documentos del proyecto	
Es la duración del proyecto suficiente para alcanzar los resultados propuestos?	Nivel de coherencia entre el diseño del proyecto y su enfoque de implementación		

Criterios de evaluación – preguntas	Indicadores	Fuentes	Metodología
<b>Efectividad: ¿En qué medida se han logrado los resultados y objetivos previstos del proyecto?</b>			
¿Ha sido efectivo el proyecto para alcanzar los resultados y objetivos previstos?	Indicadores en el marco de resultados y Marco Estratégico de Resultados del documento del proyecto. Resultados alcanzados	Documentos del proyecto Equipo del proyecto e interesados relevantes Datos comunicados en los informes anuales y trimestrales del proyecto EMT	Revisión y análisis de documentos Entrevistas con el equipo del proyecto e interesados relevantes
¿El proyecto consultó y aprovechó las habilidades, la experiencia y el conocimiento de las entidades gubernamentales competentes, las organizaciones no gubernamentales, grupos comunitarios, entidades del sector privado, gobiernos locales e instituciones académicas en el diseño, implementación y evaluación de las actividades del proyecto?	Información en el diseño del proyecto y otros documentos de seguimiento	PRODOC, PIR, informe de la EMT y Matriz de Marco Estratégico de Resultados, participantes del proyecto	Revisión de documentos. Entrevistas cerradas
¿En qué medida se ha gestionado adecuadamente los riesgos y supuestos del proyecto? ¿Fueron suficientes?	Integridad de la identificación y suposiciones del riesgo durante la planificación y el diseño Calidad de los sistemas de información existentes para identificar riesgos emergentes	Documentos del proyecto Reportes de avances trimestral/anual Entrevistas,	Análisis de documentos Entrevistas
Cómo ha sido la calidad de las estrategias de mitigación de riesgos desarrolladas?	Calidad de las estrategias de mitigación del riesgo que se desarrollaron y continuaron		
Qué cambios pudieron haberse hecho (de haberlos) al diseño del proyecto para mejorar el logro de los resultados esperados?	Manejo adaptativo acorde al objetivo general del proyecto.	Datos colectados durante la evaluación. EMT	Análisis de documentos Entrevistas
<b>Eficiencia: ¿El proyecto se implementó de manera eficiente en conformidad con las normas y los estándares internacionales y nacionales?</b>			
¿Con qué nivel de efectividad gestionó la Coordinación y el PNUD el proyecto?	Ejemplos de acciones de coordinación e integración con actores clave Evidencias de resolución de conflictos y problemas a lo largo del proyecto. Seguimiento a procesos administrativos	Entrevistas con actores clave; PIRs; QPRs Documentación (contratos, minutas de junta de proyecto, informes)	Comparación de progreso en los productos del MRE; valoración por la escala de calificaciones GEF



<b>Criterios de evaluación – preguntas</b>	<b>Indicadores</b>	<b>Fuentes</b>	<b>Metodología</b>
			Entrevistas con actores clave
¿Cuál fue el nivel de eficiencia y perspectiva de continuidad de los acuerdos de cooperación y colaboración?	Evidencia de que se mantendrán las asociaciones y los vínculos particulares Tipos y calidad de los métodos de cooperación de asociaciones utilizados	Documentos y evaluaciones del proyecto Socios del proyecto e interesados relevantes	Análisis de documentos Entrevistas con actores clave
¿Qué cambios se podrían haber realizado (si hubiera alguno) en el proyecto para mejorar su eficiencia?	Indicadores en el Marco de Resultados Estratégicos del documento del proyecto y actividades planificadas	Datos recolectados en toda la evaluación	Entrevistas con actores clave
Se utilizó o necesitó el manejo adaptativo para asegurar un uso eficiente de los recursos?	Disponibilidad y calidad de los reportes financieros y de progreso  Ocurrencia de cambios en el diseño del proyecto o en el enfoque de implementación cuando ha sido necesario para mejorar la eficiencia del proyecto.	Documentos del Proyecto   (Auditorías, e informes CDR) Equipo del Proyecto   PNUD	Comparación de progreso en los productos del MRE
Han sido los sistemas financieros y contables adecuados para la gestión del proyecto y para producir información financiera precisa y a tiempo?	Tipos y calidad de los métodos de cooperación de asociaciones utilizados		Valoración por la escala de calificaciones GEF Análisis de documentos
Han sido los reportes de progreso precisos y puntuales? Responden a los requerimientos de reporte? Incluyen los cambios por manejo adaptativo?	Puntualidad y adecuación de los reportes entregados.		
Ha sido la ejecución del proyecto tan efectiva como fue propuesta originalmente (planeado vs. actual)?	Nivel de discrepancia entre el gasto planeado y el ejecutado.		Entrevistas con actores clave

Criterios de evaluación – preguntas	Indicadores	Fuentes	Metodología
El cofinanciamiento ha sido según lo planeado?	Cofinanciamiento planeado vs. actual.		
Los recursos financieros han sido usados eficientemente? Han podido haberse usado más eficientemente?	Costo en función de los resultados alcanzados en comparación con los costos de proyectos similares de otras organizaciones.  Cuán adecuadas han sido las opciones seleccionadas por el proyecto en función del contexto, la infraestructura y el costo.		
Cómo ha sido usado el enfoque de <i>gestión basada en resultados</i> durante la implementación del proyecto?	Calidad del reporte de gestión basada en resultados (reportes de progresos, monitoreo y evaluación).		
<b>Sostenibilidad: ¿En qué medida hay riesgos financieros, institucionales, socioeconómicos o ambientales para sostener los resultados del proyecto a largo plazo?</b>			
Han sido integrados los asuntos de sostenibilidad en el diseño e implementación del proyecto?	Evidencia/ calidad de la estrategia de sostenibilidad. Evidencia/ calidad de las acciones llevadas a cabo para asegurar la sostenibilidad.	Documentos del proyecto. Equipo del proyecto. PNUD. Socios.	Análisis de documentos. Entrevistas.
¿Qué evidencias existen de que los socios del proyecto continuarán sus actividades más allá del cierre del proyecto? ¿Qué grado de implicación local existe así como compromiso político para las iniciativas y los resultados?	El grado en el que los homólogos locales o las instituciones u organizaciones locales han asumido las actividades y los resultados del proyecto Nivel de respaldo financiero que los participantes y el gobierno en el país deben proporcionar a actividades y sectores relevantes luego de la finalización del proyecto	Documentos y Evaluaciones del proyecto, personal y socios del proyecto PNUD Beneficiarios Socios	Análisis de documentos Entrevistas
¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto?	Evidencias de inestabilidad política o financiera	Documentos del proyecto PIR, QPR, EMT PNUD Beneficiarios y socios	Entrevistas y grupos focales análisis de documentos

Criterios de evaluación – preguntas	Indicadores	Fuentes	Metodología
¿Existen aspectos financieros que puedan poner en riesgo la sostenibilidad de los resultados del proyecto? ¿Se ha instalado un mecanismo para asegurar la sostenibilidad financiera y económica una vez que termine la asistencia del GEF?	Evidencias de inestabilidad política o financiera o insuficiente apropiación del proyecto de parte del gobierno	Documentos del proyecto PIR, QPR, EMT PNUD Beneficiarios Socios	Entrevistas con socios clave,
¿Los marcos jurídicos, las políticas y las estructuras y procesos de gobernabilidad en el que opera el proyecto plantean riesgos que puedan poner en riesgo la sostenibilidad de los beneficios del proyecto?			
¿Existen riesgos para los beneficios ambientales que fueron ocasionados o que se esperaba que ocurriesen?	Pruebas de las posibles amenazas Evaluación de las amenazas emergentes o no abordadas	Documentos y evaluaciones del proyecto Documentos del gobierno u otra información externa publicada, personal y socios del proyecto Beneficiarios	Análisis de la documentación
Qué potenciales medidas podrían contribuir a la sostenibilidad de los esfuerzos logrados por el proyecto?	Evidencias de gestión adaptativa para mejorar la sostenibilidad del proyecto	Documentos y evaluaciones del proyecto Documentos del gobierno u otra información externa publicada, personal y socios del proyecto Beneficiarios	
Resultados e impactos: ¿Hay indicios de que el proyecto haya contribuido a reducir la tensión ambiental o a mejorar el estado ecológico, o que haya permitido avanzar hacia esos resultados?			
¿Cuáles son los principales logros del proyecto?	Evidencias de cambios positivos de visión, actitud y resultados de marco lógico y MRE	Entrevistas, Documentos (MRE; EMT, informes)	Comparación de indicaciones de entrevistas con resultados esperados y lecciones recolectadas
¿Cuáles han sido las principales limitaciones del proyecto?	Dificultades encontradas y cómo afectan los resultados y la sostenibilidad del proyecto		
¿Se prevé que el proyecto alcance su objetivo de asegurar la conservación de la biodiversidad en las zonas costeras ecológicamente importantes y	*Cambio en la capacidad: - Para aunar o movilizar recursos - Para desarrollar una política relacionada y	Documentos del proyecto (METT, informes, PIRs, EMT),	Análisis de documentos Entrevistas con socios y beneficiarios del proyecto

<b>Criterios de evaluación – preguntas</b>	<b>Indicadores</b>	<b>Fuentes</b>	<b>Metodología</b>
vulnerables, que representan una oportunidad al desarrollo sostenible del turismo y la infraestructura física asociada? ¿El proyecto alcanzó o contribuyó a alcanzar algún resultado imprevisto?	planificación estratégica - Para aplicar estrategias y normas afines a través de marcos institucionales adecuados y su mantenimiento - Para recuperación de ecosistemas degradados - Para tener un turismo sustentable	Interesados clave Equipo del proyecto. PNUD. Socios	y otros interesados
¿Existen evidencias comprobadas de que el turismo en la RD se está transformando a un Turismo sustentable ¿	Evidencias de las mejoras o permanencia del estado ecológico de los ecosistemas, comparado con el inicio del proyecto, actividades sustentables permanentes con socios en sitios piloto. Indicadores del MRE	Revisión documental (informes, EMT, PIRs, METT, productos) Entrevistas,	Análisis de documentos Entrevistas a grupos focales, e interesados clave.
<b>Monitoreo y Evaluación</b>			
¿Se presupuestó y financió adecuadamente el Plan de M&E durante la ejecución del proyecto?	Evidencias de que el plan de M&E fue bien seguido y tuvo respuestas adecuadas, cambios de manejo adaptativo	Entrevistas; alcance de cofinanciamiento; documentos (informes)	Evaluación de respuestas y cambios a hallazgos de M&E
¿Se tomaron acciones de seguimiento y / o gestión adaptativa en respuesta a los informes de seguimiento (PIRs) y EMT?	Indicaciones de necesidad de adaptación y recomendaciones	Entrevistas; respuestas y cambios a partir de la EMT	Evaluación de documentos que evidencian los cambios (PIR, management response de la EMT)
¿Los grados de autoevaluación en los PIRs fueron consistentes con los hallazgos de la Evaluación de Medio Término? Si no, ¿por qué?	Coherencia de las evaluaciones	PIR, EMT	Comparación de los PIR con los hallazgos de la EMT
¿Qué tan efectivo fue el Comité Directivo en seguir los avances del proyecto y mantener el proyecto en marcha?	Evidencias de participación y actividad del CD	Entrevistas; documentos del proyecto	Recolección de evidencias de acción del CD
¿Se produjeron informes de progreso de manera adecuada y oportuna?	Calidad de los informes de la gestión basada en los resultados (informes de progreso, seguimiento y evaluación)	Documentos y Evaluaciones del proyecto, Entrevistas al equipo del proyecto	Análisis de documento Entrevistas clave

<b>Criterios de evaluación – preguntas</b>	<b>Indicadores</b>	<b>Fuentes</b>	<b>Metodología</b>
<b>Apropiación del país</b>			
¿El gobierno ha promulgado leyes y / o desarrollado políticas y regulaciones en línea con los objetivos del proyecto?	Lista de leyes, políticas y regulaciones creadas o modificadas	Revisión documental	Entrevistas y revisión de documentos
¿Qué cambios ha producido el proyecto en la estructura política y legal del país, en los sitios de intervención y/o con las poblaciones locales que pueda asegurar la conservación de la biodiversidad en áreas costeras ecológicamente importantes amenazadas por la floreciente industria del turismo y el desarrollo físico asociado en el futuro?	Lista de leyes, políticas y regulaciones creadas o modificadas; capacitación técnica, acuerdos interinstitucionales	Productos del proyecto; matriz de marco de resultados estratégicos y Marco Estratégico de Resultados, entrevistas	Comparación de objetivos y resultados esperados con productos y sus aplicaciones, verificadas por entrevistas
<b>Replicación</b>			
Las acciones o resultados del proyecto han sido replicados por otras instituciones / proyectos o en otros sitios?	Cantidad de las iniciativas repetidas	Documentos, beneficiarios, personal y socios del proyecto, observación directa	Análisis de documentos, Entrevistas
<b>Transversalización</b>			
¿Fueron tomados en cuenta los temas de género en el diseño e implementación del proyecto? De haber sido así, ¿cómo y en qué medida?	Porcentaje de hombres y mujeres involucrados y beneficiados por el proyecto	Listas de participantes en talleres, ejerciendo funciones en el proyecto e involucrados en actividades	Verificación de porcentaje en informes de talleres y actividades; visitas a sitios de intervención
¿Existe evidencia de que los resultados del proyecto han contribuido a una mejor preparación para enfrentar los desastres naturales y a aumentar la resiliencia de los sistemas naturales en las áreas de intervención?	Evidencias de instalación del sistema de monitoreo, y de medidas de restauración de ecosistemas de	Entrevistas, documentación de monitoreo y otros informes y productos	Revisión documental Entrevistas
Fueron considerados los riesgos del Cambio Climático en el diseño del proyecto para seleccionar los sitios de intervención y en la ejecución para la adaptación y mitigación de impactos?	Indicadores en el Marco de Resultados Estratégicos del documento del proyecto y actividades planificadas, se considera y valora el riesgo y se proponen medidas de adaptación y mitigación	Documentos del proyecto, ubicación de sitios de intervención, entrevistas	Revisión documental Entrevistas

Criterios de evaluación – preguntas	Indicadores	Fuentes	Metodología
Lecciones aprendidas y recomendaciones			
¿Cuáles son las lecciones aprendidas como resultado de este proyecto?	Entrevistados conocen el proyecto lo suficiente para indicar puntos relevantes	Entrevistas; informes sobre lecciones aprendidas, EMT	Recolección de lecciones y destaque de las más importantes / replicadas
¿Cuáles fueron las mejores prácticas empleadas?	Entrevistados conocen el proyecto lo suficiente para indicar puntos relevantes	Entrevistas; informes sobre mejores prácticas, EMT	Recolección de prácticas y destaque de las más importantes / replicadas
¿Qué recomendaciones de mejoría deben de ser consideradas para cerrar este proyecto y para nuevos proyectos?		Entrevistas	Registro de opiniones indicadoras de necesidades o demandas futuras y posibles debilidades
Covid-19: ¿Cuáles estrategias adaptativas y/o nuevas formas de trabajar bajo COVID-19 han tenido que ser implementadas por parte del proyecto?			
¿Cuáles han sido los impactos adversos del COVID-19 para los/as beneficiarios/as del proyecto, el personal del proyecto y los beneficios ambientales y de desarrollo previstos del proyecto?	Desafíos	Documentos elaborados por el proyecto	Análisis de documentos
¿Cuáles actividades han sido incorporadas por el equipo del proyecto?			
¿Cuáles han sido la/s estrategia/s de verificación de resultados digitales o consultas de evaluación virtual adoptada/s?	Planes adaptativos	Informes	Entrevistas
¿Cuáles han sido la/s estrategia/s para el trabajo y desarrollo continuo de trabajo para el progreso hacia los resultados y como ha afectado el ritmo de implementación en actividades y recursos por esta contingencia?			

## ANNEX 6.5 QUESTIONNAIRE USED AND SUMMARY OF RESULTS

The questions included here formed the baseline that help to understand the context of the project and keep the focus on the most important issues that need to be evaluated and verified. It is supplemented by annex 6.4.

1)	Is the project relevant enough to link with local, regional and national environmental and development priorities?
2)	Were the project's objectives and components clear, achievable, and feasible within its time frame? Was the project designed to address the country's priorities?
3)	To what extent do the project's components, as well as its other characteristics (choice of partners, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) enable the achievement of the objectives
4)	Have the stated effects or products been achieved? How effective are they?
5)	What factors have contributed to achieving or not achieving the desired effects?
6)	Have the logical framework, work plans or any changes made to them been used as management tools during project implementation?
7)	Were relevant lessons learned from other projects adequately incorporated into the project design?
8)	Were the selected partners the most relevant ones to carry out the project and to influence the results? Which institution was missing or its contribution was not the expected one? What was the degree of participation of the stakeholders?
9)	Do you think the project partners will continue the activities beyond the end of the project?
10)	Do you think that the collaborating institutions are institutionalizing the products promoted by the project?
11)	Were links established with other complementary interventions? Was coordination planned with other relevant GEF-funded projects and/or other initiatives?
12)	To what extent has the overall objective of the Project been achieved, which is to ensure the conservation of diversity in ecologically important coastal areas threatened by the burgeoning tourism industry and associated physical development?
13)	Were gender issues integrated into the project design, if not, in the implementation phase?
14)	How did the project align with national policies and strategies on gender equality?
15)	To what extent is the project focused on the most relevant and/or vulnerable groups to obtain the result?
16)	What processes have required the implementation of a participatory approach? Was the strategy implemented adequate? What results were achieved?
17)	How did public involvement and awareness contribute to progress toward project objectives? Were there limitations on stakeholder awareness of project results or stakeholder participation in project activities? Were stakeholders interested in the success and long-term sustainability of the project?
18)	How will the rotation of personnel in government institutions be affected in capacity building by the new change of government?
19)	Was the M&E plan well-conceived, practical, and sufficient at the time of CEO approval, and was it sufficiently articulated to monitor results and track progress toward achieving objectives?
20)	To what extent did the monitoring and evaluation systems ensure effective and efficient project management?
21)	What do you consider was the degree of compliance with financial and progress reporting requirements, including the quality and timeliness of reports?
22)	To what extent was the information provided by the M&E system used to improve and adapt project performance?
23)	Were the environmental and social risks identified by UNDP's SESP adequately monitored?
24)	Was the project implementation changed as a result of MTR recommendations?
25)	Were any new risks or changes to the existing risk lists reported in the annual PIRs and/or MTRs (if applicable)?



26) How did these risks affect project implementation?
27) Were any risks overlooked and what were the consequences?
28) To what extent the project contributed to the country program outcomes and outputs, PRSPs, the UNDP strategic plan, GEF strategic priorities, and national development priorities?
29) To which extent the project's actual outcomes and outputs were in line with expectations?
30) In what areas did the project have the greatest and least achievements, and what were the crucial factors?
31) What do you consider were the limiting factors, such as socio-economic, political and environmental risks; and how were they overcome?
32) What would have been a more effective alternative strategy to achieve the project objectives?
33) Were strong financial controls established to enable the project management to make informed decisions regarding the budget at any time, and to allow for the timely flow of funds and for the payment of satisfactory project outcomes?
34) Is there evidence of additional and leveraged resources that have been committed as a result of the project? (These may be financial or in-kind and may come from other donors, NGOs, foundations, governments, communities or the private sector)
35) To what extent were financial and human resources used efficiently to achieve results?
36) To what extent could an extension of the project have been avoided?
37) To which extent project funds and activities were delivered in a timely manner?
38) What is the likelihood that financial resources will be available after GEF assistance ends to support continued benefits (income generating activities and trends that may indicate that adequate financial resources are likely to be available to sustain project results)?
39) What opportunities for financial sustainability exist
40) Have financial and economic instruments and mechanisms been established to ensure the continuous flow of benefits after GEF assistance ends (i.e., from public and private sectors, income generating activities, and market transformation to promote project objectives)?
41) Are there social or political risks that may affect the sustainability of project results?
42) Is there sufficient public or stakeholder awareness in support of the project's long-term objectives?
43) Are successful aspects of the project being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale up in the future?
44) Do legal frameworks, policies, structures and governance processes threaten the continuation of project benefits?
45) How has the project developed adequate institutional capacity (systems, structures, staff, technical expertise, etc.) that is self-sufficient after the project closing date?
46) To what extent has the project achieved stakeholder (including government stakeholders) consensus on courses of action for project activities after the project closing date?
47) Does the project management have the capacity to respond to future institutional and governance changes (i.e. foreseeable changes in local or national political direction)?
48) Can project strategies be effectively incorporated into future planning?
49) Are there environmental factors that could affect continuity of environmental benefits from the project?
50) Will certain activities in the project area threaten the sustainability of project results?
51) Were relevant country representatives (e.g., government officials, civil society, etc.) actively involved in project identification, planning, and/or implementation?
52) Has the recipient government maintained its financial commitment to the project?
53) What have been the positive or negative effects of the project on local populations (e.g., income generation/job creation, improved natural resource management arrangements with local groups, improved regulatory frameworks for resource allocation and distribution, regeneration of natural resources for long-term sustainability)?

54) Do you consider that the project results have contributed to improved disaster preparedness or risk mitigation, and/or have climate change mitigation and adaptation been addressed?
55) Poverty-Environment Nexus: How do the project's environmental conservation activities contribute to poverty reduction and livelihood maintenance?
56) Do the self-evaluations provide evidence of the results achieved in creating a more favorable environment, as anticipated at the approval stage?
57) Can the results be attributed to the GEF contribution as originally intended?
58) Is there evidence that project outcomes, environmental and otherwise, are likely to be sustained beyond the end of the project?
59) What are the lessons learned, failures and missed opportunities of the project to date? What could have been done better or differently?
60) Does the project have an effective exit strategy?
61) Is there any reduction in environmental stress (e.g., reduction in waste discharge, etc.)?
62) Did a change in the state of the environment occur (e.g., change in population of threatened species, increase in landscape coverage, etc.)
63) What are the current barriers and risks that may prevent further progress towards long-term impact?
64) What do you consider to be the main findings of the project?
65) Are there differences in the progress at the level of the intervention sites with respect to those where no actions are carried out by direct intervention of the project?
66) Are there strategies and experiences developed by the project that have potential for replication?
67) What do you consider to be the main lessons learned from the project?
68) What recommendations for improvement should be considered for closing this project and for new projects?

## Summary of results

The interview stage was a highly participatory process; the interviews were conducted remotely between December 7 and 18, 2020 using technologies such as ZOOM and through calls and video calls by WhatsApp with support from the PCU regarding the arrangements and confirmation of the same.

The questions used in the interviews during the evaluation were developed based on the ToR, the review of project documents and specifically designed for each of the participating institutions and partners. The selection and application of the interview questions was adjusted according to the competencies and level of involvement of each actor or group of actors.

At the end of this stage, a total of 47 people were interviewed, which represented more than 95% of compliance with the agenda.

During this stage, the actual involvement of each person in the project, her/his contribution, interest, knowledge and expectations could be shown. Likewise, the number of people interviewed allowed some of the most important findings, limitations, frustrations, and achievements to be evidenced through repetition; in other cases, comments were contradictory, so their relevance was evaluated when compared with the documentary part and in some cases with photographic material showing the actions in the field. This helped to rule out some contradictory comments or to corroborate some important findings.

It was important to include various types of audiences among them, government personnel at various levels, NGOs, the private sector, associations, community representative groups,

international cooperation agencies, as well as the PCU and UNDP, since they provide information on the same topic from different perspectives. This allows for being more objective and realistic when assigning a particular rating. It was also highly relevant to interview people who are no longer in their positions, and those who have recently joined the new administration, in order to understand the risk of sustainability for the project or why certain activities were not executed or postponed. This also provided information on the possible lack of ownership and/or limited knowledge, allowing lessons learned and likewise to guide recommendations.

During this stage the main needs, frustrations and recommendations especially of the beneficiaries "come out"; thus it is possible to establish a balance thanks to the "reiteration" of responses as these highlight the achievements and changes that helped to improve living conditions and that the beneficiaries themselves recognize, as well as other scenarios that must be taken into account when implementing projects of this type in which the residents play a very important role and that must be considered.

All these opinions are very important and give a perspective that perhaps from the organization, coordination, monitoring or from the point of view of other project partners is not perceived. This stage and these questions provide a space that allows to express opinions with sufficient openness which demonstrate that although the greatest effort is made, not everything can be kept under control.

## ANNEX 6.6 EVALUATION CONSULTANT AGREEMENT FORM

### 6.6.1 From the international evaluation consultant

The contractor:

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. Is responsible for her performance and her product(s). Is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

#### Evaluation Consultant Agreement Form

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

**Contractor's name:** MARGARITA GARCÍA MARTÍNEZ

**Name of Consultative Organization (where applicable):** UNDP DOMINICAN REPUBLIC

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

Signed in Mexico City, January 7, 2021.

Signature:



## ANNEX 6.7 MAIN PARTNERS AND THEIR ROLE WITHIN THE PROJECT

Organization	Description and activities within the framework of the project
<b>Government</b>	
<p>Ministry of Environment and Natural Resources</p> <p>Vice Ministry (VM) of Coastal Marine Resources; VM Environmental Management; VM Protected Areas</p> <p>Directorate of Planning of the Ministry of Environment and Natural Resources</p>	<p>Executing partner of the project. M.Environment is the GEF focal point and the public agency responsible for the formulation of national policy related to the environment and natural resources and to ensure the sustainable use and management of renewable natural resources and the environment. M.Environment is responsible for the implementation of national plans and policies related to the conservation of the BD.</p> <p>In the project they participated in specific goals such as the Strengthening of the National System of Environmental Management, updating and improvement of the information system for ecosystem monitoring data; the elaboration and publication of the First Red List of Marine Species of the coastal ecosystems of DR; the provision of information on water quality, granulometry monitoring for technical aspects for baseline generation, participation in field surveys and beach profiles to generate products such as environmental study reports on "Land Use and Land Coverage" in the Provinces of Samaná and Montecristi and their respective coverage maps; review, adjustment and management actions for the two approved regulations (turtles and whales), among others.</p>
<p>MITUR- Ministry of Tourism</p> <p>Planning and Project Management</p> <p>Deputy Minister of International Cooperation of the Ministry of Tourism</p>	<p>Co-executor of the project together with M.Environment.</p> <p>Regulates and promotes the tourism sector. Responsible for the planning, programming, organization, direction, promotion, coordination and evaluation of the activities of the tourism industry in the country, according to the objectives, goals and policies established by the Executive. At the technical level, it participated in the site diagnostics for the elaboration of the Montecristi POTT, support for the formation of the Interinstitutional Consultative Group, participation and support for community tourism projects with JICA, and the review and approval of various inputs related to the baselines for updating the legal framework and the elaboration of the PNT; progress on a proposed administrative resolution to promote an environmental approach that was approved in November 2019 by MITUR as a temporary measure prior to the PNT, although it was not finalized.</p>
<p>Ministry of Industry, Trade and MiPYMES (MICM)</p>	<p>It promotes the sustainable development of the productivity and competitiveness of industry, commerce and PYMES, through the formulation and implementation of public policies.</p> <p>Participation in training for businesses in coastal communities in Samaná through the Mypimes centers of the Ministry of Industry and Commerce.</p> <p>In alliance with the project, a voluntary agreement has been signed with more than 70 companies in the province of Samaná and Montecristi, in order to apply better environmental practices such as the replacement of single-use plastics, the promotion of responsible fishing and the adoption of the ban period defined for marine life.</p>
<p>ANAMAR – National Authority on Marine Affairs</p>	<p>Newly created government research and conservation agency with budget. The M.Environment is a member of ANAMAR's Administrative Council.</p> <p>Synergy in common objectives and activities, integration of fishermen's associations and youth groups for sustainable tourism and environmental protection.</p>

Organization	Description and activities within the framework of the project
	The support of this activity, started in 2018 with ANAMAR, was maintained by monitoring and evaluating the manatee population and its habitat with the use of drones. Use of photogrammetry for the analysis of changes in the morphology of beaches and uses of the coastal area. Use of the zip level to elaborate beach profiles following the topographic changes on the beaches.
MARENA Fund	Inter-institutional collaboration. Support of the project as co-financier with in-kind resources. As part of the project, an instrument was designed to strengthen the supervision and monitoring capacities of the Environmental Adaptation Management Plans (PMAA), to ensure environmental performance in tourism projects and to expand the capacities of MARENA's technical teams. These actions strengthened their skills in applying protocols, guidelines and methodological instruments in monitoring and decision making.
<b>Municipalities</b>	
Municipalities : MONTECRISTI San Fernando de Montecristi, Pepillo Salcedo, Villa Vázquez, Castañuela, Palo Verde, Hatillo Palma, Cana Chapetón, San Lorenzo de Guayubín, Las Matas de Santa Cruz SAMANÁ Las Terrenas, Las Galeras	Participation in workshops and training sessions. In Manzanillo, the integrated coastal management committee was formed. Participation in solid waste collection and reforestation activities.  Training of guides, development of ecotourism infrastructure, and participation in destination certification.
Gobernación Provincial de Montecristi Dirección Provincial de Medio Ambiente y Recursos Naturales Dirección provincial de Turismo  Junta Distrital Las Galeras	Counterpart, active, passive and proactive participation in all project activities. Space provision for workshops and meetings. Support and collaboration in activities for the development of the project from the beginning to its closure. Reforestation, beach cleaning days, protection of migratory species (Bubies). Active participation in all the meetings that were convened. Participation in the monitoring of the project. Signposting of natural areas in the coastal zone of the Montecristi province. In February 2020 Las Galeras obtained the certification as a Sustainable Tourism Destination; this certification was issued by TourCert, which is supported by the World Council for Sustainable Tourism (GSTC). Currently, more than 30 coastal companies of Las Galeras are participating in the initiative.
<b>NGOs, Private Institutions, Associations, Academia and others</b>	
ASONAHORES – National Association of Hotels and Restaurants	A key player in the tourism sector, representing the main national operators of hotels, restaurants and the private tourism sector. Encourages and strengthens the sustainable development of the hospitality industry in the DR.

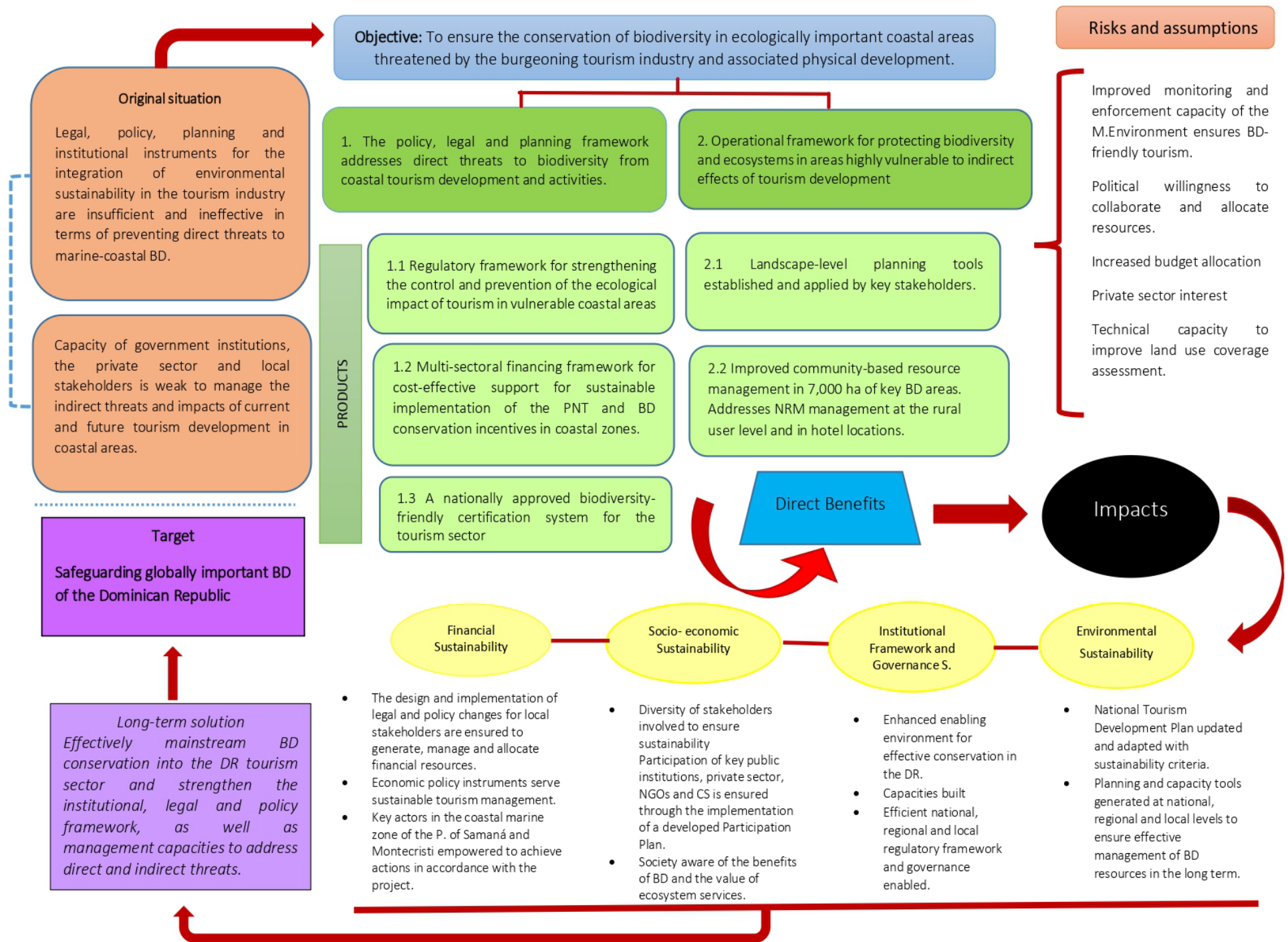
Organization	Description and activities within the framework of the project
	Members of this organization participated in the training and awareness program on biodiversity conservation and sustainable tourism of the project as well as in the implementation of good practices friendly to the environment.
CEBSE – Center for the Conservation and Ecodevelopment of Samaná Bay and its Surroundings	<p>Its objective is the conservation and sustainable development of the natural and cultural resources of the Bay of Samaná and the natural areas surrounding it, with the active participation of the communities.</p> <p>Through their participation they contributed to the study and research needed for the project, specifically in whale monitoring actions, training of tourist guides, review of regulations and the elaboration of a whale identification guide, as well as in coral monitoring actions.</p>
Dominican Foundation for Marine Studies INC.-FUNDEMAR	<p>Organization dedicated to promoting, advising, planning sustainable use of ecosystems and marine resources through research, education and conservation policies. It contributed to the study and research needed for the project.</p> <p>Participation in capacity building among many stakeholders at the local level. Monitoring of coral reefs, develop of a new sea trail at “Las Ballenas” diving site, expansion of coral reef nursery for Las Terrenas, establishment of a new Unit for coral monitoring and maintenance funded by the private sector. Training of authorities, NGOs, youth groups, dive stores, among others.</p>
Corales Las Terrenas Foundation	Organization which capacities, financial and material resources were strengthened through USAID (prior to the project) and which received support from the Peace Villages Foundation that in turn created a community network and that BC&T supports (although it is not part of the project). Participation in coral reef monitoring and restoration actions.
Aldeas de Paz Foundation	<p>Participation in reef and mangrove monitoring activities and in the elaboration of beach profiles with the support of volunteers; The foundation helped to establish communication channels with schools, hotel managers, restaurants, among others and supported the project there with talks and training. They took part in the implementation of the campaign "Better without Calimete" in Samaná, to reduce the use of single-use plastics and in the creation of the volunteer network for coral monitoring together with other organizations.</p>
<p>Local Communities</p> <p>Samaná Tourism Group</p> <p>Dominican Tourism Competitiveness Consortium - Samaná Tourism Cluster</p> <p>Montecristi Tourist Cluster</p>	<p>These and the rural users of natural resources are the direct beneficiaries of the project in terms of enhancement of the capacity of government systems, planning issues and participatory tools.</p> <p>Business training, process management with the tourism sector.</p> <p>Participation in the analysis and selection of financial mechanism, however, its socialization and final acceptance is still missing. Involvement in outreach events, training, good practices, beach cleaning providing financial, material and human resources, disposal of single-use plastics, large-scale events such as World Ocean Day, in publicity and promotion of public relations linked to the project; collaboration with reef monitoring; the project helped to promote some of the initiatives already implemented by these groups and to improve the relation with provincial governments.</p>
<b>Multilateral and Bilateral Collaboration</b>	
United Nations Development Programme (UNDP Dominican Republic)	Official implementing agency of the project. Provides guidance, technical support, management tools, and theoretical and practical knowledge to the project partners and is in charge of the administration of the financial resources established in the work plan.

Organization	Description and activities within the framework of the project
International Cooperation Agency of Japan - JICA	JICA has completed a program for sustainable tourism and BC&T is supporting this initiative as it meets the expected results. JICA is working with their program in the same region as the project and with MITUR, the project is helping with environmental aspects and the design of tourism products based on BD and environmental practices. In Montecristi some initiatives consist in establishing of new trails, training of local guides, establishment of birding sites and training, promotion and creation of new tourism activities for fishermen, among others.
International Cooperation Agency of Germany - GIZ	Synergy in common objectives and activities, creation of the Montecristi and Manzanillo Eco adventure group.  Technical assistance for the initiative of certification of Las Galeras as a Sustainable Tourist Destination. This initiative was started in 2017 by the district in coordination with GIZ and an international agency (TourCert) and endorsed by the World Council for Sustainable Tourism (GSTC) to introduce indicators and proposals for the application of certification in pilot sites. The project has provided technical advice and strengthened capacities for tourism activities on the coast through training, equipment and infrastructure in partnership with GIZ. All these activities were included in the certification.
International Counterpart	Synergy in common objectives and activities, creation of the Ecological group of Montecristi and Manzanillo Eco Adventure.
The Nature Conservancy (TNC)	Inter-institutional collaboration. TNC supported the project as a co-financier with in-kind resources.
Agora Mall	Inter-institutional collaboration. Agora Mall supported the project as a co-financier with in-kind resources. On the other hand, and in response to the arrival of Covid-19, a campaign was carried out by Agora Mall, specifically designed to include the coastal BD and its opportunity in tourism in Covid-19 scenarios. Highlighting the biodiversity of Samaná and Montecristi and learning how to make tourism different.

## ANNEX 6.8 THEORY OF CHANGE

Developed by the evaluator; reviewed and adjusted with support from PCU and UNDP DR





## ANNEX 6.9 SUMMARY TABLE OF MEN'S AND WOMEN'S PARTICIPATION BY ACTIVITY AND PROJECT SITE

Source: PCU, December 2020

	Monte Cristi																												
	Talks			Workshops			Commemorations			Activities			Total																
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	General														
2016	0	0	0	19	11	30	0	0	0	18	12	30	37	23	60														
2017	238	280	518	46	42	88	0	0	0	0	0	0	284	322	606														
2018	592	779	1371	342	119	461	105	47	152	194	105	299	1233	1050	2283														
2019	194	317	511	59	9	68	97	74	171	230	113	343	580	513	1093														
2020	164	158	322	57	61	118	47	15	62	35	11	46	303	245	548														
											Total impacted		2437	2153	4590														
1188			1534			2722			523			242			765			249			136			385			477		

	Samaná																									
	Talks			Workshops			Commemorations			Activities			Total													
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	General											
2016	0	0	0	23	7	30	0	0	0	13	18	31	36	25	61											
2017	0	0	0	185	99	284	0	0	0	0	0	0	185	99	284											
2018	0	0	0	72	39	111	32	18	50	0	0	0	104	57	161											
2019	430	435	865	136	85	221	90	38	128	90	37	127	746	595	1341											
2020	259	358	617	224	88	312	0	0	0	0	0	0	483	446	929											
											Total impacted		1554	1222	2776											
689			793			1482			640			318			958			122			56			178		

Santo Domingo				
Talks	Workshops	Commemorations	Activities	Total

	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	General
2016	0	0	0	40	43	83	0	0	0	0	0	0	40	43	83
2017	0	0	0	65	100	165	0	0	0	0	0	0	65	100	165
2018	0	0	0	60	59	119	0	0	0	0	0	0	60	59	119
2019	0	0	0	50	78	128	0	0	0	0	0	0	50	78	128
2020	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total impacted													215	280	495

Project Total															
	Talks			Workshops			Commemorations			Activities			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Mens	Women	General
2016	0	0	0	82	61	143	0	0	0	31	30	61	113	91	204
2017	238	280	518	296	241	537	0	0	0	0	0	0	534	521	1055
2018	592	779	1371	474	217	691	137	65	202	194	105	299	1397	1166	2563
2019	624	752	1376	245	172	417	187	112	299	320	150	470	1376	1186	2562
2020	423	516	939	281	149	430	47	15	62	35	11	46	786	691	1477
Total impacted													4206	3655	7861

## ANNEX 6.10 TOOLS FOR EVALUATING MANAGEMENT EFFECTIVENESS. CAPACITY BUILDING

Indicators to be improved CR2 Indicator 4, CR4 Indicator 13, CR5 Indicator 15					
Indicator	2014		2020		Evaluation
	Samaná	Montecristi	Samaná	Montecristi	
<b>CR1. Capabilities for engagement</b>					
1. Degree of legitimacy/mandate of main environmental institutions	(2) The authority and legitimacy of all the main organizations responsible for environmental management are partially recognized by other stakeholders.	(2)	(3) The authority and legitimacy of all the main organizations responsible for environmental management are partially recognized by other stakeholders	(3)	I would leave 2 for Samaná and 3 for Montecristi as authority or support has not always be present within its competencies. <b>T=2.5 decrease (0.5)</b>
2. Existence of operational co-management mechanisms.	(1) There are some co-management mechanism operating.	(0) There are no co-management mechanism.	(2) There are some co-management mechanism formally established through agreements.	(1) There are some co-management mechanism operating.	Progress was made in both provinces; in Samaná, where more interaction between stakeholders took place, more progress was achieved regarding formalization of co-management actions. In Montecristi, it could be said that more achievements were made to promote the site as Sustainable Tourism destination. Now progress in co-management has been made between the PAs and the M.Environment and with the support of local NGOs, so it should be also 2. <b>T=2 (increased 0.5)</b>
3. Existence of cooperation with key stakeholder groups.	(1) Stakeholder are identified, but their participation in decision making is limited	(1)	(2) Stakeholder are identified and mechanisms for regular consultations are in place.	(2)	At the site level, identification and involvement as well as consultation and participations mechanisms have increased. <b>T=2 (remains the same)</b>
Total CR1					<b>T= 6.5 without modification of total points by TE</b>
<b>CR2: Capacities to generate, access and use information and knowledge</b>					

Indicators to be improved CR2 Indicator 4, CR4 Indicator 13, CR5 Indicator 15					
Indicator	2014		2020		Evaluation
	Samaná	Montecristi	Samaná	Montecristi	
4. <b>Level of environmental knowledge awareness of stakeholders</b>	(1) Stakeholders are aware of global environmental issues, but not of possible solutions.	(2) Stakeholders are aware of global environmental issues and of possible solutions, but do not know how to participate.	(2.5) Having an intermediate rating between 2 and 3 infers that stakeholders are aware of global environmental issues, but only “some” actively participate in the implementation of their solutions.	(2.5)	Progress is recognized for this indicator, which was expected to be improved. The goal was directed towards the development of an awareness and training program regarding the efficient implementation of solutions to address local environmental problems. As a result, stakeholders are aware of global environmental issues, but only “some” actively participate in the implementation of their solutions. The indicator was expected to increase by 2 point (from 1 to 3 MRE) but rose from 1.5 to 2.5, gaining only 1 point <b>T=2.5</b>
5. Access and distribution of environmental information by key stakeholders.	(2) Environmental information is partially available and shared with stakeholders, but does not cover all aspects and/or infrastructure to manage information is limited.	(1) Information needs are identified but the information management infrastructure is inadequate.	(2)	(1)	Not enough progress was made to change the score for this indicator in any of the pilot sites. <b>T=1.5</b>
6. Existence of environmental education programs.	(1) Environmental education programs are partially developed and applied.	(1)	(1)	(2) Environmental education programs are completely developed and partially applied.	Progress regarding this indicator for both pilot sites deserves to be recognized, and although there may not be permanent programs, the number of activities carried out and their scope is significant, reason for increasing the score from 1 to 2 in Samaná <b>T=2 (increased 0.5)</b>
7. Extent of partnership / linkage between environmental science / research and policy development.	(1) Research needs for environmental policy development are identified, but have not led to relevant research strategies and programs.	(1)	(1)	(1)	This indicator has progressed in both provinces as relevant research has been carried out and is available for environmental policy making, however this has not led to develop environmental policy. Score rises from 1 to 2.5 <b>T=2.5</b>
8. Extent of use / inclusion of traditional knowledge in	(1) Traditional knowledge has been identified and recognized as important,	(1)	(2) Traditional knowledge is collected, but not used in relevant participatory	(1)	Little progress for this indicator for Samaná and no progress for Montecristi <b>T=1.5</b>

Indicators to be improved CR2 Indicator 4, CR4 Indicator 13, CR5 Indicator 15					
Indicator	2014		2020		Evaluation
	Samaná	Montecristi	Samaná	Montecristi	
environmental decision making.	but it is not collected and used in relevant participatory decision-making processes.		decision-making processes in a systematic manner.		
Total CR2					<b>T=10 Two points are added by this evaluation</b>
<b>CR3. Capacities for the development of strategies, policies and legislations.</b>					
9. Scope of the environmental planning and strategy development process.	(1) The environmental planning and strategy development process produce plans and appropriate environmental strategies, but those are not implemented or used.	(1)	(1)	(1)	By 2014, the environmental planning and strategy development process could be considered uncoordinated and not producing appropriate environmental plans and strategies, resulting in 0 (cero) for both sites. By 2020 as result of the project, the indicator rises 1 point for both provinces. <b>T=1</b>
10. Existence of an appropriate environmental policy and regulatory framework.	(1) Some relevant environmental policies and laws exist, but few are implemented and enforced.	(2)	(2) Appropriate environmental policy and legislative framework exist, but there are problem in implementing and enforcing them.	(2)	Environmental policy including laws are at the central level applicable to both provinces. However, the environmental policy and legislation framework are not yet considered to be appropriate and some environmental laws and policies have still deficiencies in its implementation or are not complied with. The score for both provinces is 1. <b>T=1(decrease 1)</b>
11. Adequacy of environmental information for decision-making.	(1) Environmental information is available, but is insufficient to back up the process of environmental decision-making.	(1)	(2) Relevant environmental information is available to relevant decision-makers, but there is no update process.	(2)	Progress regarding this indicator is made for both provinces and at the central level, but the process of updating information is not working properly due to lack of political will. <b>T=2</b>
Total CR3					<b>T=4, 1 point is subtracted by the evaluation</b>
<b>CR4. Capacities for Management and Implementation</b>					

Indicators to be improved CR2 Indicator 4, CR4 Indicator 13, CR5 Indicator 15					
Indicator	2014		2020		Evaluation
	Samaná	Montecristi	Samaná	Montecristi	
12. Existence and mobilization of resources.	(1) Resource requirements are known but are not being met.	(1)	(2) Funding opportunities for these resources are partially identified and resource requirements are being partially met.	(1)	Samaná was chosen as a pilot plan for the development and execution of Financial mechanism, and therefore, by 2020, progress will be seen in this indicator. <b>T=1.5</b>
13. Availability for necessary technical skills and technological transfer	(1) The needs in terms of know-how and technologies are identified, as well as their sources.	(1)	(1.5) Increases 0.5 compared to 2014 (and not 2) in both provinces because the required skills and technology needs are being obtained, but their access does not necessarily depend on foreign sources.	(1.5)	The target expected the development of a mechanism for the updating and renewal of technological knowledge based on the environment and was expected to progress 2 point by 2020, which in reality was not shown contributing only 0.5 points. <b>T=1.5</b>
Total CR4					<b>T=3 without modification by the TE</b>
<b>CR5. Monitoring and Evaluation Capacities</b>					
14. Adequacy of project/program monitoring processes.	(1) A monitoring framework is in place with appropriate resources, but, monitoring is unevenly developed.	(1)	(1)	(1)	The most appropriate score for the baseline is considered 0.5 for both provinces because monitoring frameworks were only in place for specific cases. Standardized protocols were developed by the project, although they need to be applied on a regular basis in both provinces. <b>T=1</b>
15. Adequacy of project/program evaluation process.	(0) Evaluations are not being developed or are not being effective; lack of adequate evaluation plan or resources.	(0)	(0)	(0)	The goal was directed towards the development of a strategic evaluation process including sustainability criteria and appropriate actions plans for tourism destinations. According to the project team, the project has little or no impact to change this indicator and it was suggested to be left aside, since changing the internal evaluation schemes of local stakeholders exceeds the scope of this

Indicators to be improved CR2 Indicator 4, CR4 Indicator 13, CR5 Indicator 15					
Indicator	2014		2020		Evaluation
	Samaná	Montecristi	Samaná	Montecristi	
					<p>project and depends exclusively on the stakeholder's interest.</p> <p>No alternative for the evaluation of the indicator was proposed by the project, which was expected to rise from 0 (cero) to 2 (<i>Evaluations are being carried out according to the evaluation plan, but their results are partially used by the project/program implementation team</i>). A standardized mechanism for a strategic environmental assessment process could have been proposed including both ministries considering their attributions and application framework. <b>T=0</b></p>
Total CR5.					<b>T=1 without modification by TE</b>
Total de CR1 a CR5					<b>T= 24.5</b>



## ANNEX 6.11 SUMMARY OF THE DOMINICAN SYSTEM OF SUSTAINABLE TOURISM INDICATORS – SIDTUR

Category 1. Economic development		
Concentrates macroeconomic indicators of the activity, as well as indicators of tourism supply and demand.		
DE01	Tourist flow by type of overnight stay	Measures the total number of monthly tourists registered by migratory flow, broken down by region and type of lodging.
DE02	Daily expenditure per tourist broken down by sector	Average daily expenditure by tourists at the destination.
DE03	Regional Tourism GDP	Relative contribution of tourism to the destination's economy (% GDP) broken down by economic region.
DE04	Tourism Seasonality	Atypical deviation in the number of monthly tourists in the destination by migratory flow disaggregated by region.
DE05	Occupancy rate	Percentage of occupied rooms of total supply per month, disaggregated by economic region.
DE06	Hotel rates	Percentage variation in hotel rates by facility and economic region.
DE07	Tourism Industry Leakage	Average purchases from local suppliers out of the total purchases generated by entrepreneurs in the last year.
DE08	Increase in the cost of living	Measures the degree of perception of the local community and businessmen regarding inflationary phenomena resulting from the arrival of tourists to the destination.
Category 2. Destination Management		
Identifies indicators for planning and monitoring of the activity, in addition to facilities for investment, innovation and entrepreneurship.		
G01	Tourism Planning	Percentage of the destination with strategic tourism development plans that integrate strategies aligned with the 2030 Agenda.
G02	Offering sustainable experiences	Inventory of tourism service providers and areas of tourist interest in the destination based on a vision of sustainability.
G03	Sustainable Tourism Certification	Increase in the number of registered companies with environmental and/or sustainability certifications under national and/or international parameters.
G04	Community-based tourism enterprises	Annual increase in the number of community-based enterprises registered in entrepreneurship development programs.
G05	Tourism and poverty alleviation	Relationship between the number of rooms and the population living in extreme poverty as a reference for sector development versus poverty rates in the destination.
G06	Tourism Research	Budget of public entities allocated to research projects to strengthen tourism at the national level.
G07	Destination Management Organizations	Number of stakeholders linked to destination organizations focused on tourism sector issues by region and province.
G08	Tourism Incentives	Incentives for investment and improvement of tourism infrastructure. Number of projects classified and benefited by Law 158-01 and its amendments.
Category 3. Cultural Heritage		
Identifies the values of tangible and intangible heritage, as well as the supply and consumption of cultural tourism products.		
PC01	Conservation of tangible heritage	Inventory and infrastructure qualification of assets of cultural interest for tourist use.
PC02	Conservation of intangible heritage	Inventory of intangible cultural heritage values disaggregated by region.

PC03	Cultural tourism products	Inventory of products, events, circuits, routes or entertainment areas with high cultural heritage value, broken down by region.
PC04	Consumption of cultural products	Percentage participation in the consumption of tourism products in the destination.
<b>Category 4. Environmental Management</b>		
Measures the impacts of tourism activity on ecosystems and also the current condition of the destination's natural resources.		
GA02	Marine territory as a protected area	The country's marine surface area that is declared in any of the protected area categories.
GA03	Visits to protected areas	Number of people (national and foreign) visiting protected areas.
GA04	Number of threatened species	Annual variation in the number of species included in lists of endangered species.
GA05	National forest cover	Annual change in the national surface area covered by forest or forested area.
GA06	General condition of beaches	Annual variation in the national surface area covered by beaches and sands.
GA07	Blue flag certified beaches	Percentage of beaches certified under the Blue Flag Program.
GA08	Mangrove protection	Annual variation in the marine-coastal area covered by mangrove vegetation.
GA09	Protection of live coral cover	Annual variation in the proportion of live coral cover.
GA10	Reforested area	Proportion of national land area that has been reforested.
GA11	Reforested coastal area	Proportion of national coastal area that has been reforested.
GA12	Area affected by forest fires	Rate of national area affected by forest fires.
GA13	Occurrence of forest fires	Frequency of forest fires in the national area.
GA14	Wastewater treatment	Variación en la capacidad de tratamiento de aguas residuales.
GA15	Seawater pollution	Presence of fecal coliforms and other harmful bacteria in marine waters near beaches.
GA16	Access to water resources	Percentage of households with treated water supply from aqueducts in the water network.
GA17	Drinking water production	Variation in the quantity in m <sup>3</sup> /s of drinking water produced at the national level.
GA18	Climate change mitigation - CO2 emissions	Per capita accounting of CO2 emissions in metric tons.
GA19	Climate change mitigation - gas emissions	Per capita accounting of ozone-depleting substance (SAO) emissions in metric tons.
GA20	Solid waste management - Disposal by water sources	Percentage of households that dispose of garbage in rivers or streams.
GA21	Solid waste management - open pit disposal.	Percentage of households that dispose of garbage in the yard or lot.

GA22	Clean tourist transport fleet	Conversion of the urban and suburban bus fleet to low-consumption, electric or hybrid tourist vehicles.
GA23	Energy production	Fuel type index for energy generation.
GA24	Renewable energy consumption in tourist destinations	Percentage of renewable energy consumed in the destination with respect to total energy consumed in the destination.
GA25	Environmental management in hotel establishments	Percentage of hotel establishments that have an environmental management program* with respect to the total number of hotel establishments in the destination.
GA26	Clean production certifications	Environmentally responsible business practices - percentage of organizations with clean production seals.
GA27	Best practice certifications - CGAM program	Percentage of businesses members of the Marine Environmental Gastronomy Certification Program.
GA28	Environmental noise level	Range between the number of decibels (dB) of the destination with respect to the number of decibels (dB) assumed nationally as acceptable.
<b>Category 5. Social Development</b>		
Concentrates indicators of employment quality and the social impact factors of tourism, in addition to the industry's co-responsibility with local development.		
DS01	Resident satisfaction with tourism	Average rating of perception of the impact of tourism on the community.
DS02	Gender equity	Ratio between the number of jobs held by men and women in the last year in the tourism sector.
DS03	Prevention of sex tourism	Counting tourism providers committed against sexual exploitation of children and adolescents.
DS04	Type of employment relationship	Direct employment in tourism-related activities through contractual linkage.
DS05	Coverage of personnel in social security systems	Social Security contributions by tourism service providers.
DS06	Tourism Industry Salaries	Average salary per tourism subsector in operative and managerial positions.
DS07	Working hours by subsector	Average hours worked per day by tourism subsector.
DS08	Labor stability	Average time spent in the company in the tourism sector.
DS09	Strengthening of human resources	Offering of seminars and training for entrepreneurs, professionals of the sector and officials with emphasis on competitiveness and sustainability of tourism.
DS10	Corporate social responsibility	Percentage of tourism service providers in the destination that have developed and implemented CSR programs in the last year.
<b>Category 6. Business management</b>		
Identifies the characteristics of the destination's tourism service providers in terms of innovation, associativity, formalization and commitment to responsible management.		
GE01	Quality of the offer	Average rating of the perception of the characteristics of the tourism offer such as infrastructure and service.
GE02	Tourism accessibility	Proportion of the inventory of tourism service providers and products that are enabled for people with disabilities in relation to the total number of providers.

GE03	Business innovation	Inventory of specialized tourism products by segment or recognized by tourism cluster.
GE04	Degree of associativity	Degree of acceptance by tourism service providers and their affiliation with trade associations or entities representing the sector.
GE05	Business formalization	Counts the number of tourism service providers with operating licenses, broken down by economic region and tourism cluster.
GE06	Risk Prevention	Number of companies insured for fire, earthquake, civil liability, among others.
GE07	Social Return	Initiatives to contribute to the community through tax benefits granted by the government.

See complete document at:

[https://drive.google.com/file/d/19qwiUuCT7bAAyFFVbb5-kDX4Y9\\_WO7q6/view](https://drive.google.com/file/d/19qwiUuCT7bAAyFFVbb5-kDX4Y9_WO7q6/view)

## **ANNEX 6.12 TERMINAL EVALUATION REPORT CLEARANCE FORM**

*(To be completed by the OP and the GEF Regional Technical Advisor/UNDP and included in the final document).*

Evaluation report reviewed and authorized by

UNDP Country Office

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

RTA del GEF/UNDP

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_