



## REPORT ON PROGRESS

Project “Promoting Climate-smart Livestock Management in the  
Dominican Republic (GANACLIMA-RD)”  
GCP/DOM/019/GFF  
GEF ID 10054

FAO Republic Dominican  
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## Acknowledgments

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### **Evaluation Team**

- *Doris Cordero Camacho*
- *Diana Chica Sepúlveda*

### **FAO Dominican Republic Manager**

- *Lizzy Solano*

### **FAO – GEF Coordination Unit Focal Point**

- *Ina Salas*

## Executive summary

1. The project Promoting Climate-Smart Livestock Management in the Dominican Republic, GANACLIMA RD, started in December 2018. This project was formulated by FAO with the support and coordination of different partners, during the 2017- 2018, in response to a request from the Ministry of Environment and Natural Resources to FAO. The Global Environment Facility - GEF (GEF) approved the project in June 2018 with a grant of USD 1,540,585, and confirmed co-financing of USD 8,141,408 from public and private institutions related to the livestock sector. The project implementation period was extended by one year and it is expected to close in November 2022.
2. The objective of the project is "to mitigate climate change and to restore degraded lands through the promotion of climate-smart practices in the livestock sector", whilst focusing on family farming.
3. GANACLIMA RD is a medium sized project for which a Mid-term Review is not required as per the GEF guidelines. However, the Budget Holder (BH), the Funding Liaison Officer (FLO) and the Lead Technical Officer (LTO) considered relevant to carry out a Progress Analysis (PA) at this stage of the project, in order to evaluate progress and achievements and, if necessary, introduce corrective actions. The PA was conducted in June and July 2021.
4. The PA of GANACLIMA RD aimed to analyze the progress made by the project (in the period between EOD until April 2021) in order to evaluate the progress and effectiveness of the implementation, in terms of effectiveness, achievement of its objectives, results and products, as well as the technical aspects of the project.

## Main Findings

### 5. Relevance

- **Finding 1.** GANACLIMA RD is fully aligned with the Climate Change Mitigation (CCM) focal area of the GEF-6 replenishment cycle, specifically CCM objective 2 - Demonstrate the systemic impacts of mitigation options. Likewise, the project is in line with the three strategic priorities defined in the FAO Country Program Framework 2018-2021 in the Dominican Republic, especially with the third priority related to the promotion of a sustainable and resilient agricultural sector in a context of high environmental and social vulnerability.
- **Finding 2.** The project strategy and actions are relevant and adequate. They respond to the increasing necessity to improve the economic, social, and environmental performance

of the livestock activity, as the foundation of the rural economy, both at the national level and in the Yuna river basin. Especially in the recovery scenario of the Dominican Republic economy that began at the end of May of this year with a gradual opening measure post-COVID 19.

## 6. Effectiveness

- **Finding 3.** Most of the activities and products of the project are relevant to achieve its central objective, have a significant delay due to mobility and face-to-face restrictions associated with the COVID-19 pandemic, the change of government and the entry of new authorities into the partner institutions, the complexity of administrative processes, the limited technical capacities in the country for specific issues, and the limited availability of information. However, the project has developed several good results as: (i) a technical platform for the livestock sector, (ii) three baseline studies for the construction of the climate-smart livestock management strategy, (iii) the methodology for the development of the Climate-Smart Livestock (CSL) strategy, (iv) the design of the Monitoring, Reporting and Verification (MVR) system for the livestock sector, (v) the monitoring and evaluation system of the project and vi) the communication strategy. The good working relationships with the partner entities and with the beneficiary producers which facilitates the quality and continuity of the processes. Also stands out.
- **Finding 4.** Component 1. The project has introduced the approach of sustainable and low-emission livestock production on the national environmental agenda, with the participation and commitment of the Ministry of Environment and Natural Resources and the Ministry of Agriculture as national authorities, of the main governmental entities related to the agricultural sector, including financial and academic entities, and private actors. The project is considered as one contribution to achieve national commitments of the Nationally Determined Contributions - NDC (2020) stands out as a key activity for the mitigation of GHG and the reduction of emissions from livestock (Result 1.1).
- **Finding 5.** Component 1. GANACLIMA RD developed an online platform where more than 124 publications have been shared, including articles, news, technical notes and 38 documents produced by the project, as well as maps and videos of the intervention area and pilot farms. As of May 31, 2021, it was reported that the platform receives an average of 292 visitors per month for an average of 826 monthly visits. Of 106 people registered on the platform, 45% are women. In the next months, it is planned to systematize the experiences and lessons learned in the implementation of the Best Practices for Climate-Smart Livestock (BPCSL) in the pilot farms, as an input to contribute into the design of the National Strategy and as a tool to increase the interest of the private sector and farmers and large producers (result 1.2 & product 1.2.1).
- **Finding 6.** Component 2. The project selected 30 pilot farms (30% owned by women) in the Yuna river basin, where it currently works with 20 pilot farms (seven owned by women) in the implementation of BPCSL in an area of 42.14 hectares distributed as follows: 37 hectares of improved pastures; 2.14 hectares of shrub-type protein banks; and 3 hectares of cut

pastures. Additionally, it works with 79 producers (13 women) in the Arborization Program, where 20,950 plants have been planted, achieving a direct impact on 33.5 hectares and an indirect impact on 1,516 hectares. The carbon sequestered as a product of arborization has been estimated at 824.70 tCO<sub>2</sub>e / year. The directly impacted area adds up to a total of 75.64 hectares, corresponding to 5.04% of the proposed intermediate goal (result 2.1).

- **Finding 7.** Component 2. A training program with gender approach consisting of six modules is being implemented. It is specially designed for extension workers. To date, 22 extension workers are being trained (the goal of the project is to reach 30 workers), including four women (18%). The first module was delivered in person and modules two and three were conducted in virtual form (result 2.2 & product 2.2.1).
- **Finding 8.** Component 3. A methodology has been designed to measure Greenhouse Gas (GHG) emissions, at the farm level, which will be used to calculate the reduction of emissions in the pilot farms. As a starting point for its implementation, a data survey and initial tests have been carried out with the Global Livestock Environmental Assessment Model (GLEAM) tool to calculate the baseline of these farms. A Monitoring, Reporting and Verification (MRV) system has also been designed for the livestock sector, which will be populated by the data generated at the farm level. This will also feed the national MRV system (result 3.1 & products 3.1.1 and 3.1.2).
- **Finding 9.** Component 4 - The project is implemented using results-based management, good practices are being documented and disseminated through the online platform. The monitoring and evaluation system is efficient, orderly and contributes to the implementation of the planned activities in the results framework, and in the Annual Operational Plans (AOP), in addition to supporting timely decision-making. The communication strategy is effectively implemented, including the management of the online platform and social media networks such as Twitter (result 4.1).

## 7. Efficiency

- **Finding 10.** The complexity of the administrative issues, especially procurement processes; the limited technical capabilities of professionals in the country has difficulty the integration of the Project team; the limited availability of updated information on livestock and climate change in the Dominican Republic; together with the mobility restrictions resulting from the pandemic, have hampered the achievement of project results.
- **Finding 11.** The governance structure agreed with the national partner institutions, reflected in the Project Steering Committee and Technical Committee, as spaces for decision-making, despite the change of government, has facilitated the achievement of the projects results and objectives. The project has focused on the transfer of capacities, both to its technical team and to professionals from the partner entities, which has been identified as its main contribution to the country. Agreements, synergies and complementarities with other projects and actors must be strengthened to avoid duplication and enhance the sustainability of the Climate-Smart Livestock (CSL) approach.

## 8. Sustainability

- **Finding 12.** The sustainability of the project is related to the consolidation of a model of sustainable and low-emission livestock development, which allows: i) to transfer and strengthen capacities of producers and their associations, including organizational and financial issues; ii) contribute to the soils recovery iii) afforestation, and promote the generation of multiple ecosystem services; iv) improve the forage supply for animal feed; v) offer options to improve production, even in times of severe drought or rain and floods; and iv) increase income. To date, this model is still incipient and has not laid the foundations for its continuity, despite the fact that it is understood that it is a long process and that it goes beyond the three-year life of the project.

## 9. Factors affecting performance

- **Finding 13.** The project in the Dominican Republic was designed taking as reference the CSL projects implemented in Ecuador and Uruguay, countries with larger institutional capacities, information systems and professionals specialized in livestock, sustainability and climate change issues. This may not have been the best approach of the design phase since it did not consider the context or the existing capacities in the country, inflating the proposed products and results, in a period of three years, which is considered too short given the reference scenario.
- **Finding 14.** The support, guidance and technical supervision provided by the LTO in the Panama Subregional Office and by the GEF team in the Subregional Office and at headquarters have been key to the execution of the project. The FAO offices in Ecuador and Uruguay have also played an important role in providing technical support through a South-South cooperation scheme. At the national level, the role of the FAO country office in building capacities related to the ICM approach has been fundamental to make the authorities aware of the need for a change in the way livestock farming is developed in the country.
- **Finding 15.** The difficulty to constitute the project team, due to the limited technical capacities found mainly in monitoring, reporting and verification issues related to climate change and sustainable livestock, have been the main challenge for the management. The complexity and slowness of the administrative processes, especially the purchasing processes, has also been a limitation, since activities such as arborization, sowing pastures and in general the implementation of the BPCSL, must be carried out in certain months of the year due to weather conditions, so they cannot be delayed due to administrative issues.
- **Finding 16.** The total amount of co-financing materialized exceeds the amount proposed in the PRODOC, due to the fact that Banco Agrícola and CONALECHE made greater contributions (twice as much as the planned amount). All other partners and institutions have made partial contributions and will materialize the planned contributions before finalizing the project. The Ministry of the Environment is the entity with the largest pending contribution, for almost one million USD.

- **Finding 17.** The governmental partner institutions, producer associations and federations have made an enormous engagement with the project. However, they also have high expectations that have been truncated by implementation delays. In this scenario, the project faces the challenge of accelerating the capacity transfer processes and the implementation of BPCSL in the pilot farms and binding farms, in order to maintain the attention and commitment of the partners.

#### 10. Cross-cutting concerns

- **Finding 18. Gender:** The low participation of women in livestock organizations and their overload, having a triple workday considering that they work at home, on the farm and also do other paid jobs, as indicated in the Analysis of Gender, are factors that limit the visibility of women as key livestock actors in the Yuna river basin, minimizing their contributions to the sector, as well as to the family economy.
- **Finding 19.** Environmental safeguards. During the implementation of the project, Safeguard 3 has been considered. Phytogenetic resources for food and agriculture, specifically 3.2.1 Import or transfer of seeds and / or planting material for cultivation, related to the import of seeds for cultivation of improved pasture. The pasture varieties used by the project were defined in coordination with the team that provides the agricultural extension service of MEGALECHE, these are varieties adapted to the agroclimatic conditions of the basin. The seeds were purchased from a local supplier, who guarantees that the material is free of pests and diseases, in addition to having the phytosanitary permit, issued by the Ministry of Agriculture.
- **Finding 20.** Most of the actions proposed in the Risk Mitigation, Environmental and Social Management Plan proposed in the PRODOC, have been integrated as part of the actions implemented by the project. However, the design of a monitoring system to be used as the basis for a flood forecasting and landslide risk assessment system throughout the basin is a mitigation measure to respond to the high climatic and landslide risk of land in the basin, which has not yet been implemented.

#### *Conclusions*

11. **Conclusion 1 - Relevance.** The project is relevant and responds to the environmental, climatic and socioeconomic problems, by offering an alternative to improve the economic, social and environmental performance of livestock activity, which is one of the main livelihoods of rural families in the Dominican Republic. Likewise, the results of the project provide the opportunity to contribute from bovine livestock to the reduction of GHG emissions in the country, at the same time that they provide capacities and instruments to improve the socioeconomic indicators of the sector.

12. **Conclusion 2 - Effectiveness.** GANACLIMA RD has introduced the approach of sustainable and low-emission livestock production to the national agenda, articulating the Ministry of Environment with the Ministry of Agriculture and its attached institutions such as CONALECHE, DIGEGA and the MEGALECHE program, to achieve a common goal.
13. **Conclusion 3 - Effectiveness.** The project has managed to be seen as governmental institutions as an innovative initiative, with a role in strengthening capacities on sustainable livestock issues, adaptation and mitigation of climate change, oriented to governmental officials and professionals in the sector. It has been a constructive process of installing capacities, which was not foreseen in the activities, products and indicators of the project, but which has filled a knowledge gap in the country, related to the training of professionals in climate change and CSL issues, and also in the use of the CSL as a mechanism for the reduction of GHG emissions. All this process has generated relevant results that must be incorporated as an achievement in the execution of the project.
14. **Conclusion 4 - Effectiveness.** The project's activities and products mainly those related to the establishment and monitoring of pilot farms, as well as the rural extension processes for the training oriented to the rural producers suffered a significant delay mainly due to the COVID-19 pandemic, the limited technical capacities found in the country, the information gaps, the change of government, and the complexity of the administrative processes. However, the project has made an enormous effort to adapt some of its activities and develop them virtually.
15. **Conclusion 5 - Efficiency.** The governance structure agreed with the partner institutions, reflected in the operation of the Steering Committee and the Technical Committee of the project, has facilitated the coordination between actors, contributing to the achievement of results and objectives. Working closely with partnerships and with the private sector are required to promote the CSL approach.
16. **Conclusion 6 - Efficiency.** The change of government had implications for the project because there were changes in the structure of the partner institutions, in the members of the Steering Committee, and in local governments, in addition to the change of the FAO Representative in the country in the same period. This issue entails a learning curve, with new management and negotiations that take time. This topic, despite their relevance, was not foreseen as a risk that delays the processes and actions of the project.
17. **Conclusion 7 - Sustainability.** To the extent that the project shows the economic and environmental impact of the CSL in the pilot farms through productive indicators (availability of forage, rise in livestock number and in the quantity and quality of livestock product) and environmental (reduction of emissions, avoided deforestation and protection of water resources), increase the probability that the approach will be adopted by producers in the pilot basin, financial and technical assistance institutions, and private actors.
18. **Conclusion 8 - Factors affecting performance.** The project design did not take into account the context or the existing capacities in the country, overestimating the expected results, an issue



that is beyond the scope of the executing team, which has done everything possible to fill the gaps that affect implementation.

19. **Conclusion 9 - Factors affecting performance.** The Project promotes good relationship and complementarity among the partners guided by the constant pursuit for solutions and joint opportunities for the country. However, the expectations of these institutions, including producer associations and federations, are beginning to be truncated due to delays in implementation, so it is key to accelerate the execution of project's activities, especially technical assistance for the implementation of BPCSL in the 30 pilot farms and the transfer of capacities to producers through the Farmer Field Schools (FFS).
20. **Conclusion 10 - Factors Affecting Performance.** GANACLIMA RD has received around 90% more than the initially planned co-financing, given the higher in-kind contributions from Banco Agrícola and CONALECHE. However, the other partner institutions must disburse the amount offered before the end of the project, as part of their commitments.
21. **Conclusion 11 - Cross-cutting concerns.** The low participation of women in livestock organizations and the overload of work does not allow them to become visible as key actors of the livestock in the Yuna river basin, minimizing its contributions to the sector, as well as to the family economy; this is an issue that must be addressed by the project since its progress has been very limited to date.
22. **Conclusion 12 - Cross-cutting concerns.** The project has managed to integrate most of the actions proposed in the Risk Mitigation, Environmental and Social Management Plan of the PRODOC, as part of its work plan and the actions it implements on a day-to-day basis. However, there is a growing social risk related to the delay in the execution of activities, which entails the loss of interest of producers in being part of the project's capacity transfer actions, a risk that must be monitored and mitigated by the project in a timely manner.

### *Main recommendations*

23. **For FAO as project executing agency and GEF implementing agency:**
  - **Recommendation 1.** Prioritize the capacity building and transfer of capacities on issues like sustainable livestock, CSL, climate change, sustainability and food security, targeted to the multiple stakeholders that are part of the project, from national authorities to producers in the pilot basin, as part of the role of the FAO country office in the Dominican Republic.
  - **Recommendation 2.** Promote the CSL approach among national authorities, as an alternative to improve livestock production, and the quality of life of producer families, in an environment impacted by degradation and climate change.

The key pillars to be promoted for the transformation of the livestock model are:

- ✓ Agricultural extension and technical assistance as a basis for the social and cultural transformation of livestock practices
- ✓ Efficient access to a comprehensive package of services: machinery, credit, technical assistance, provision of plant material, seeds and other inputs
- ✓ Use of in-kind incentives to make land use more sustainable
- ✓ Management of transformation in the field under the principles of gradualism
- ✓ Land use transformations with property planning and within a landscape-scale impact approach
- ✓ Coordinated management with the actors of the value chain for project management with a market approach
- ✓ Strengthening of local, regional, national capacities
- ✓ Strengthening ecosystem services to increase the profitability of livestock

#### 24. For the Coordination Unit of the Project:

- **Recommendation 3.** Strengthen the weekly and monthly planning and reporting processes, reducing delays and non-compliance with what has been agreed in the operational plans and work plans, through a more detailed monitoring of the fulfillment of activities, especially those that are performed in the field. This recommendation is addressed to the entire project team; it is suggested that it be led by the coordinator of component 4 with the support of the project coordinator and the coordinators of each component.
- **Recommendation 4.** Review the impact, as well as the goals and indicators of the results and products of the project, in order to analyze the probability of meeting them. In the event that the project team considers that some goals and indicators are not feasible, it is suggested to make an adjustment to the results framework, which must be approved by the donor.

#### 25. Recommendations related to improving efficiency for the development of project activities and products, and the achievement of objectives and results:

- **Recommendation 5.** Systematize and disseminate the experiences and lessons learned in the pilot farms, using shorts videos and quick-read documents, where the environmental, social and economic impacts and benefits of the GCI are detailed and quantified, as a tool to contribute to awakening the interest of the private sector and large and small producers in the approach (component 1).
- **Recommendation 6.** Reach a consensus in a participatory manner with the owners of the pilot farms on the BPCSL to be developed in each farm, taking into account elements such as: i) alternatives to mitigate water scarcity, working on training activities and preparation for the rainwater harvesting, which is directly related to the viability of the establishment, management and sustainability of pastures and forages, and to the safety of milk production processes; ii) food preservation through silos and multi-nutritional blocks. If there are producers from the pilot farms who are not committed and who do not show interest in the establishment of the good practices promoted by the project, consider replacing them to guarantee the progress of this activity (component 2).

- **Recommendation 7.** The building of permanent capacities in the project's extension team, including MEGALECHE extension agents, is essential for the relationship with the producers in the field, for which theoretical and practical sessions can be carried out framed in the training program designed for this target group (component 2).
- **Recommendation 8.** To facilitate the delivery of technical assistance to the producers of the pilot farms, each extension agent should have clear objectives and goals considering the number of producers to visit and the establishment of BPCSL on their farms, in a given time. It is suggested that the technicians keep records of their visits to the farms, as proof of the progress and the tasks assigned, which will allow monitoring the farms, and the fulfillment of the tasks in the field. A format of these visits must remain in the hands of the producer as a sign of their commitment to the assigned tasks, another copy must be filed as part of the documentation handled by the project's Monitoring and Evaluation System. It is recommended to implement this recommendation with the technicians hired by the project, as well as with the MEGALECHE technicians (component 2).
- **Recommendation 9.** To expedite the capacity building process through the FFS, which plans to serve 700 producers, it is proposed (component 2):
  - To the extent that the economic and social recovery of the Dominican Republic allows, promote the participation of the project in important agricultural fairs and exhibitions, even generate forums or conferences on sustainable livestock or CSL, which will allow the information of the project to be taken to greater number of producers, adding to the proposed goal.
  - Adopt the "training of trainers" strategy from the community level, training a group of leading producers with capacities and interest in educating their neighbors, relatives and closest friends, these trainers will be able to carry out (with the support of the project) their own workshops of training through the exchange of knowledge and learning by doing. Young people could play an important role in this strategy, encouraging them to be the trainers of their community, since they have ease in handling the internet and virtual activities which favors their learning, they could also help with the generation of content to disseminate in their territories, favoring the integration of young people with the project activities.
  - Use the Android technology access that producers have to disseminate information beyond the website and the knowledge management platform; specific, strategic WhatsApp messages could foster interest, accompany producers and strengthen their capacities. For producers with less access to technology, text messages could be an alternative.
- **Recommendation 10.** Promote the capacity strengthening of producers' associations and federations in organizational, administrative, financial and business matters, addressing specific aspects such as financial education, access to markets, governance, joint purchases, and updating of association statutes, as that will allow them to develop a business vision with a modern technical and managerial approach. It is suggested to start a pilot with one or two of the associations that will be participating in the development of business plans, prioritizing at least one association that has women on its board (component 2).

- **Recommendation 11.** The business plans to be developed by the project offer an opportunity to improve the weaknesses in relation to the quality of the product generated (milk in this specific case), the same associations have prioritized the activities necessary to carry out health and more competitive production. It is suggested that the project financially support the implementation of the business plans, with counterparts from the partners or beneficiaries. Some associations have important advances, with which pilots could be established.

Once the gaps and basic sanitary conditions in the primary sector are resolved, dialogues with the private sector may be established on the possibility of generating differentiated value for products due to their higher quality, together with the sustainable management of production systems (component 2).

- **Recommendation 12.** Focusing efforts on the technical assistance and implementation of BPCSL in the 30 pilot farms, will allow to demonstrate the impacts and benefits of the CSL approach, and in turn apply the emission calculation methodology, which feeds the MRV system. Prioritizing these activities will require greater synergy and coordination between components 2 and 3 (components 2 and 3).
- **Recommendation 13.** Promote the production of informative and educational material for consultation, online and in print, oriented to the producers, and motivate them to conserve and refer this material whenever they require it. For example, educational modules on how to plant a tree, silvicultural arrangements, use of multipurpose species, etc., (component 4).
- **Recommendation 14.** Empower women and address their specific needs, as a strategy for eliminating obstacles that limit their development, for which it is suggested to identify the roles of men and women in the daily tasks of livestock activity, considering not only women producers who are heads of families, but also the wives and daughters of livestock producers. This will allow generating a proposed set of actions, which could be integrated as part of the ECAS, that reinforce skills, knowledge and practices for the adaptation and mitigation of climate change of men and women, helping to improve the living conditions of their families.

For the identification of roles, it is suggested to design a short survey form that could be part of the activity records at the farm level, the activity could start in the pilot farms.

- **Recommendation 15.** Promote larger spaces for the transfer of capacities and exchanges between the project's partner institutions, producer associations, and women's groups in the Yuna river basin, in order to support knowledge management and share learning and experiences as a mechanism to encourage and empower producers and especially women in the pilot basin.
- **Recommendation 16.** Explore the possibility of developing partnerships and alliances with the private sector and large producers, to disseminate and raise awareness about the CSL approach. The importance of adding this group of actors is based on the following elements: a) they have a greater capacity for interaction with business actors, having a greater influence on the definition of market prices; b) they have a greater capacity for dialogue with the government to propose changes in terms of public policy; and c) by

managing huge areas of land, they could contribute to the replication and scaling of the BPCSL.

- **Recommendation 17.** In order to monitor the actions carried out in the 500 binding farms, the project would need to have a larger team of extension agents who can complement the activities of MEGALECHE professionals. Carrying out quarterly visits to the farms could give certainty of the goals that are reported, such as the tree planting program (survival) and carbon sequestration. In order to carry out these quarterly visits, a team of four additional people is proposed, with an assignment of 112 producers each, considering at least two daily visits, taking into account what is stated in recommendation 7 regarding work with extension agents. Another possibility is the integration of technical assistants from the Ministry of Agriculture to this process (component 2).
- **Recommendation 18.** The limited availability of university and technical professionals with the profiles required by the project highlights the need to involve educational institutions so that they promote the incorporation of the SCL approach in their curricular plans, in order to train suitable personnel for the challenges presented by the sector. The role of the academia should not be limited to facilitating and advising for the development of business plans, the project could raise awareness and make the approach known to teachers and professors, using the training-trainers strategy.
- **Recommendation 19.** Develop an exit plan or strategy, with the participation of all project partners, identifying activities to be developed, those responsible, budgets, dates and agreements for each of the proposed actions, based on feasible and quantifiable commitments.

## 26. For the project partners:

- **Recommendation 20.** Ensure the integration of the CSL approach in the work plans of the Ministry of the Environment, and the Ministry of Agriculture, CONALECHE and DIGEGA, including the MEGALECHE program and other agricultural extension programs.
- **Recommendation 21.** Integrate the CSL approach as part of the credit lines for livestock promoted by Banco Agrícola and other entities of the national banking, which will allow replicating and scaling the BPCSL. The implementation of BPCSL offers the possibility of improving productivity, improving environmental conditions, including soils and water courses, and generating a return on investment in periods that will allow meeting the assumed credit responsibilities.
- **Recommendation 22.** Share content, information and news from GANACLIMA RD on the partner entities' internet pages, as well as on the FAO pages at the regional (RLC) and global (HQ) levels, to give the project greater visibility among other actors at the national, regional and international levels. The FAO-GEF Coordination Unit could promote lessons from the three CSL projects implemented in Latin America, so that they can be consulted by actors from Latin American countries and from other regions where work on livestock reconversion is required.

**Table 1. Project Rating – GEF Criteria**

GEF criteria/sub-criteria	Rating	Comments
<b>A. STRATEGIC RELEVANCE</b>		
A1. Overall strategic relevance	S	The project is relevant and responds to the environmental, climatic, and socioeconomic country problems, by offering an alternative to improve the performance of the livestock activity.
A1.1. Alignment with GEF and FAO strategic priorities	S	The project is aligned with the CCM area of the GEF-6 replenishment cycle and with the three strategic priorities of FAO in the Dominican Republic.
A1.2. Relevance to national, regional and global priorities and beneficiary needs	S	The project's strategy and actions are relevant and appropriate both at the national level and in the Yuna river basin.
A1.3. Complementarity with existing interventions	MS	There are at an advanced stage, but they must be materialized with concrete agreements.
<b>B. EFFECTIVENESS</b>		
B1. Overall assessment of project results	MS	The project has significant delays in meeting its objective
B1.1 Delivery of project outputs	MS	The project has delays in the delivery of the results
B1.2 Progress towards outcomes and project objectives	MS	
Outcome 1.1 The national institutional capacity strengthened to support the implementation of a climate-smart livestock management strategy	S	The project has made important progress in information management to achieve results and has strengthened the national institutional capacity on GCI and Climate Change issues.
Outcome 1.2: Knowledge shared and dissemination of lessons learned to support the CSLM strategy dissemination.	S	The technical platform for the livestock sector is in operation where the relevant activities around GCI are disseminated
Outcome 2.1 Farm-level technologies have been implemented, promoting sustainable and low-emission livestock production	MI	The project has delays in the execution of activities in the field with the producers
Outcome 2.2: Field technical capacities have been improved to disseminate CSLM and low- emission production models in targeted areas.	MS	The project presents delays in strengthening the capacity development of extension agents in the basin.

Outcome 3.1: GHG emissions from the livestock sector integrated into the Monitoring, Reporting and Verification National System	MS	The project presents operational difficulties to collect the GHG baseline and monitoring, as it is a new issue in the country.
Outcome 4.1: Project implementation based on RBM and lessons learned/good practices documented and disseminated	S	The monitoring and evaluation system is efficient. Likewise, the communication strategy is effectively implemented.
Overall rating of progress towards achieving objectives/ outcomes	MS	The project has had delays in its execution, so its progress is limited.
<b>C. EFFICIENCY</b>		
C1. Efficiency	MS	The project execution has a considerable delay that compromises the fulfillment and sustainability of the proposed results. However, valuable activities and products have been developed and actions are well directed towards the project objectives.
<b>D. SUSTAINABILITY OF PROJECT OUTCOMES</b>		
D1. Overall likelihood of risks to sustainability	MI	There are financial, socio-political, institutional and environmental risks that could affect the sustainability of the project results.
D1.1. Financial risks	MI	The economic conditions of small and medium producers make the sustainability and replication of good practices difficult.
D1.2. Sociopolitical risks	MI	The risks are associated with the difficulty of accessing public credits, the low value of the products and low operating capacity in public entities.
D1.3. Institutional and governance risks	MI	Changes in governmental institutions affect the sustainability and adoption of BPCSL at risk.
D1.4. Environmental risks	MI	Extreme droughts and rains could limit the development of BPCSL.
<b>E. FACTORS AFFECTING PERFORMANCE</b>		
E1. Project design and readiness	MI	The project design did not take into account either the context or the existing capacities in the country, overestimating the proposed products and results.
E2. Quality of project implementation	MS	The project has difficulties in applying the strategies and methodologies proposed in its design, due to the limited technical capacities found in the country.

E3. Quality of project execution	MS	The execution of the project has been limited due to the change of government, the complexity of the administrative processes, the limited technical capacities, the limited availability of information, and the mobility restrictions associated with the COVID-19 pandemic.
E4. Financial management and co-financing	MS	Co-financing rate is very good but implementation delays have limited the financial execution of the project.
E5. Project partnerships and stakeholder engagement	S	GANACLIMA RD has articulated various stakeholders that are involved in the livestock sector, giving them the basis to focus and work in a common goal at the country level.
E6. Communication, knowledge management and knowledge products	S	The online platform has allowed continuous communication with the different stakeholders, good practices are being documented to be disseminated.
E7. Overall quality of M&E	S	The monitoring and evaluation system is efficient, orderly and contributes to the implementation of planned activities, and supports timely decision-making.
E8. Overall assessment of factors affecting performance	MS	There were design problems and delays in project implementation, but there are elements such as communication and the M&E system that work very well.
<b>F. CROSS-CUTTING CONCERNS</b>		
F1. Gender and other equity dimensions	MI	The project needs to explore the opportunities offered during its implementation for the construction of strategies that empower women and allow them to identify and address their specific needs.
F2. Environmental and social safeguards	S	Most of the actions proposed in the Risk Mitigation, Environmental and Social Management Plan proposed in the PRODOC, have been integrated as part of the actions implemented by the project.
<b>Overall project rating</b>	<b>MS</b>	