

IOE



Investing in rural people

Independent Office of Evaluation

Evaluation
Committee

128th session
19 March 2025



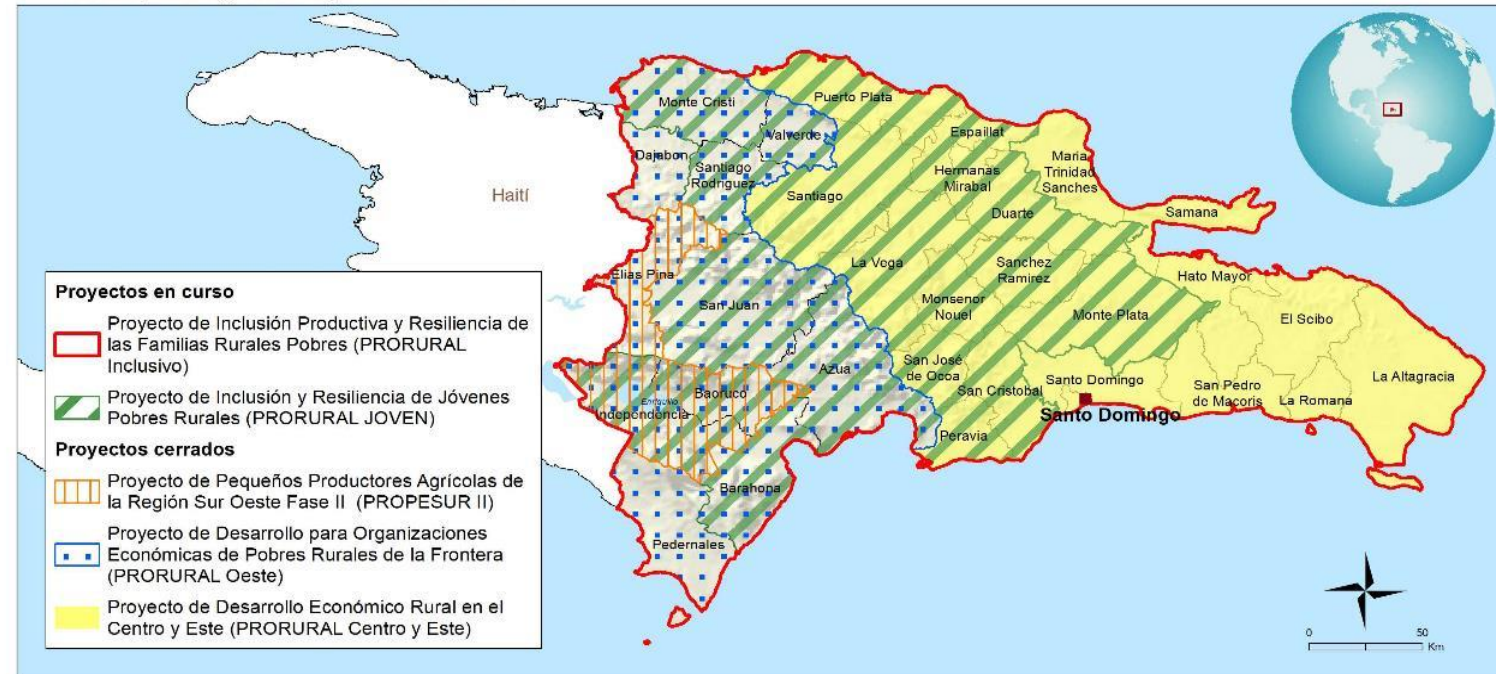
Evaluation of the Country Strategy and Program in the Dominican Republic: Key findings and recommendations

- Evaluation period 2011-2024.
- Strategies (COSOP) 2010, 2017
- Operating cost: US\$ 153.6 million
- 5 Loans (3 closed; 2 ongoing)
- 8 Donations

República Dominicana

Evaluación de la Estrategia y el Programa en el País

Country Strategy and Programme Evaluation



Las denominaciones empleadas y la forma en que aparecen presentados los datos en este mapa no suponen juicio alguno del Fondo Internacional de Desarrollo Agrícola (FIDA) respecto de la demarcación de las fronteras o límites que figuran en él ni acerca de las autoridades competentes.

Mapa elaborado por el FIDA | 20-12-2023

- ❑ The strategies reflect the demands of the different governments
- ❑ But they do not incorporate key elements of the Dominican 'new rurality': i) urban/rural articulations; ii) multifunctional family farming, with opportunities for generational renewal; (iii) emigration and immigration
- ❑ Population targeting was a permanent concern. Challenges: (i) how to identify the poorest groups; ii) contradiction with emphasis on large, well-established organizations; iii) little recognition of local initiatives and capacities
- ❑ Last two projects: more rigorous socio-economic targeting, in collaboration with social protection programs.
- ❑ COSOPs and projects addressed insufficiently of the new reality of rurality.

- ❑ The development of partnerships was not a prominent theme: there was no evolution towards shared work with a diverse range of institutions. Only recently have some advances been shown with the last project.
- ❑ Knowledge management lacked strategic orientations. Little use of IFAD knowledge and experience from other countries (e.g. in Bolivia, Colombia, Peru):
- ❑ Opportunities for greater policy dialogue are not fully exploited: (i) confusion between contributions to dialogue and operational contributions to a project; (ii) tendency to report activities and not substantive results.
- ❑ Limited synergy between projects and grants, and between the grants themselves. Especially on key issues such as family farming, climate change adaptation, value chains and food security.

- ❑ The project portfolio covered almost all the national provinces, with emphasis on municipalities considered poor
- ❑ Outreach reported by projects was significant, but numbers are much lower than the official figures.
- ❑ Anecdotal information on improving productivity and quality of coffee and bananas.
- ❑ Support to rural organizations: improving accounting management and holding regular steering committee meetings
- ❑ Little progress made in supporting the rural trend in the Dominican Republic towards growing diversification of rural employment and income, especially among youth.



- ❑ Delays in the start-up, implementation of projects and disbursement of funds. Recurring problems (based on monitoring and evaluation: (i) time of Congress approval; (ii) Changes of government; (iii) Changes in national implementing agencies; (iv) Issues with PMU quality
- ❑ Project management costs were high in relation to the amount executed (20-30%)
- ❑ With two completed projects, a limited number of fully executed business plans, with few functioning plants and generating profit.



- ❑ **Income and jobs.** Unsystematic evidence for income increase
- ❑ **Human and social capital.** Contribution to enhancing human and social capital, as for instance positive changes in organizational capacity.
- ❑ Few initiatives dedicated to **food security and nutrition.**
- ❑ **Institutions.** Recent initiatives to engage with Ministries (e.g., Agriculture, Environment, Youth), social protection programs, University Centers for micro and small enterprises. More time is needed for advocacy on public policies
- ❑ In the closed projects, little attention to **gender-specific initiatives** and women represented 10%-30% of the members of associations. More attention to gender equality in the recent projects

- ❑ **Institutional:** Inter-institutional/sectoral coordination agreements is established. Challenge: operationalization in the territory and its respective articulation with subnational instances
- ❑ **Social:** high sense of ownership of investment plans by producer organizations. However, the technical and business management capabilities of businesses are limited
- ❑ **Economic:** only about 13 percent of the organization are sure about their sustainability.
- ❑ **Environmental and climate:** environmentally friendly practices mentioned in investment plans. Few concrete initiatives in the closed projects. Greater attention in recent projects to adaptation to climate change.

- ❑ The Government-IFAD collaboration strategy covered some of the aspects of the new rurality of the Dominican Republic
- ❑ The strong commitment at the level of producer organizations was not accompanied by a successful model of project conception and management
- ❑ Repetitive problems in relation to the intervention paradigm:
 - ❑ Support for large organizations and oversized plants
 - ❑ Limited effectiveness of knowledge management did not allow to provide inputs for public policies aimed at rural development
 - ❑ Natural resource management and climate change adaptation were not systematically addressed by closed projects.

1. Strategic paradigm shift. From support to large organizations to dynamization of capacities, knowledge, locals, with associative groups and differentiated enterprises
2. From 'atomized' interventions to territorial development processes, linked to local institutions
3. Concrete interventions in the sustainable use of natural resources (water, soil, forests, biodiversity) and measures to adapt to climate change
4. Strengthen knowledge sharing within and outside the country (e.g., IFAD experiences in Bolivia, Colombia, Peru) and inter-institutional partnerships (e.g., Ministries of Agriculture, Environment, Tourism, Youth)
5. Strengthen the project management structure: Specialized professionals, PMU with personnel and decision-making decentralized in the provinces. Also, introduce multiple and competitive system of service providers, including local specialists and successful organizations.
6. Carry out an analysis of the status of the previous portfolio to identify different sustainability situations and correct critical cases

Thank you for your attention

See Virtual National Workshop
Event [here](#).