

Final Report

Mid-Term Evaluation of the project «Improving the Resilience of Ecosystems and Communities Vulnerable to Climate Change and Anthropogenic Threats through a « Ridge-to-Reef» Approach to Biodiversity Conservation and Watershed Management»

PID 90545 / PIMS 4648

Sectors: Biodiversity and Climate Change - Country: Haiti / Caribbean

Project areas: national and departments of Grande-Anse, South, West and South-East



Evaluation Period :
09/17/2018 – 11/02/2018

Prepared by :

Mr Vincent Lefebvre
M. Juslain Mathieu
Date : 01/30/2019

Acknowledgements :

The evaluators would like to thank the Port-au-Prince project team but also each team member of the three complexes for facilitating all the logistical aspects of the mission. We also thank both the CBOs of the complexes and the heads of government institutions for their availability, often on very short notice

Table of contents

TABLE OF CONTENTS

EXECUTIVE SUMMARY	III
PROJECT SUMMARY CHART	III
PROJECT DESCRIPTION	IV
OBJECTIVE AND APPROACH OF THE MID-TERM EVALUATION	IV
PROJECT PROGRESS	IV
PROJECT RATING (SCORING) TABLE	V
SUMMARY OF CONCLUSIONS ET RECOMMENDATIONS	VI
LIST OF ACRONYMS	VIII
1. INTRODUCTION	1
1.1 PURPOSE AND OBJECT OF THE EVALUATION	1
1.2 SCOPE AND METHODOLOGY	1
1.2.1 Scope.....	1
1.2.2 Methodological Approach	2
1.2.3 Limiting factors.....	2
1.3 STRUCTURE OF EVALUATION REPORT	3
2. PROJET DESCRIPTION AND DEVELOPMENT CONTEXT.....	4
2.1 ENVIRONMENT AND DEVELOPMENT CONTEXT	4
2.2 ISSUES TO ADDRESS: TARGETED THREATS AND IMPEDIMENTS.....	4
2.3 PROJECT STRATEGIC FRAMEWORK, OBJECTIVES AND RESULTS, PROJECT AREAS	5
2.4 PROJECT IMPLEMENTATION	6
2.5 PROJECTED PROJECT SCHEDULE AND STEPS	7
2.6 MAIN STAKEHOLDERS.....	7
2.7 EXPECTED RESULTS	8
3. FINDINGS	8
3.1 PROJECT STRATEGY	8
3.1.1 <i>Relevance of the project formulation</i>	8
3.1.2 <i>Analysis of the logical framework / results</i>	9
3.2 ANALYSIS OF THE RESULTS.....	12
3.2.1 <i>Project progress against the overall objective: watersheds and coastal zones in Haiti configured in space and managed to increase the resilience of ecosystems and communities vulnerable to climate change and human-induced threats</i> 13	13
3.2.2 <i>Progress in relation to output 1: building resilience to climate threats in major watersheds and coastal areas.</i> 14	14
3.2.3 <i>Progress in relation to output 2 : Establishment and management of PAs in marine and coastal areas receiving water from target watersheds.....</i>	16
3.2.4 <i>Impediments to the achievement of the objective until project closure.....</i>	18
3.3 IMPLEMENTATION OF THE PROJECT AND ADAPTATIVE MANAGEMENT.....	19
3.3.1 <i>Institutional setup and adaptive management of the project</i>	19
3.3.2 <i>Planning of activities</i>	20

3.3.3	Co-financing	21
3.3.4	Projet financing	21
3.3.5	Monitoring-evaluation system of the project	22
3.3.6	Participation of the stakeholders	23
3.3.7	Gender Integration	24
3.3.8	Reporting	24
3.3.9	Communication and knowledge management.....	25
3.4	SUSTAINABILITY OF THE INTERVENTION	25
3.4.1	Social and cultural risks affecting the sustainability	25
3.4.2	Technical risks affecting sustainability.....	26
3.4.3	Institutional and Good Governance Risks Affecting Sustainability	27
4.	CONCLUSIONS, RECOMMENDATIONS	28
4.1	CONCLUSIONS.....	28
4.2	RECOMMENDATIONS.....	29
4.2.1	Corrective octions for the design, implementation and monitoring-evaluation of the project.....	29
4.2.2	Recommendations to strengthen the initial benefits of the project	34
4.2.3	Proposals to better define and target the sector objectives	35
5.	LIST OF TABLES	37
6.	LIST OF ANNEXES.....	37

Executive summary

Project summary chart

Project Title	Improving the Resilience of Ecosystems and Communities Vulnerable to Climate Change and Anthropogenic Threats through a «Ridge-to-Reef» Approach to Biodiversity Conservation and Watershed Management		
ID UNDP (PIMS#)	4648	PIF Approval Date	
ID GEF (PMIS#)	5380	PRODOC Approval by GEF (CEO Endorsement)	March 2015
ATLAS Business Unit		PRODOC Signature date	October 29, 2015
Country	Haïti	Date of recruitment of Coordinator	March 2016
Region	Caraïbes	Date of startup workshop	May 2016
Focal Domain	Biodiversity Climate Change	Date of Mid-term Evaluation	October 22, 2018
GEF Strategic Program du FEM	BD-4	Date of project closing	March 2020
Funding	GEF Trust Fund, FPMA		
Implementing Entity	Ministry of Environment / National Agency for Protected Areas		
Other partners	MARNDR, Interministerial Commission for the Environment, MPCE, CIAT, city councils, ASEC and CASEC	ONG: The Nature Conservancy, Reef Check, FOPROBIM, National Audubon Society, Seguin Foundation	Co-funding : IFAD, World Bank, USAID Other partners : Welt Hunger Hilfe, AVSF, CICDA

Project Funding	At approval (US\$)	Mid-term (US\$)
TRAC (UNDP)	400 000.00	411 639.44
UNDP Funds in kind	1 000 000.00	No information
GEF	3 753 098.00	1 088 178.49
FPMA	5 381 970.00	2 413 769.63
GoH Cofunding	1,000.000.00	No information
GoH Fund in kind	400 000.00	200 000.00 ¹
Cofinancement bailleurs Effectif ²	28 635 068.00	730 387.40

¹ Project Team Estimate

² Source : Project Team – all current cofunding including projected expenses in 2019

Project Description

Biodiversity is particularly threatened in Haiti as a result of the significant degradation of the environment in the country: the generalized poverty of the population causes a very strong anthropic pressure on natural resources that coupled with climate change to deteriorate the environment.

In 2006, the Government developed the National Adaptation Action Plan in order to reduce the country's vulnerability to climate change and natural disasters.

Over the past decade, the GEF has been supporting the Ministry of the Environment to develop policies and strategies, legal and institutional frameworks in the areas of sustainable watershed management and biodiversity protection through assistance for the establishment of a National Agency for Protected Areas.

The objective of the project is to strengthen the resilience of ecosystems and communities vulnerable to climate change and human-induced threats by improving space management inside the watersheds and coastal areas. The project has two outcomes: 1. Building resilience to climate threats in key watersheds and coastal areas (LDCF funding) and 2. Strengthening the contribution of protected areas to biodiversity conservation and sustainable development in the coastal and marine areas (GEF-BD). Three project areas were selected: 1. The *Trois Baies* complex in the North, 2. The *Baradères-Cayemites* complex on the north coast of the South-West Peninsula, 3. The *Massif La Selle-Anse-à-Pitres* complex in the Southeast.

Six products were formulated: 1.1 governance framework - policies plans and decisions for ecosystem-based adaptation, 1.2 effective conservation and management of ecosystems, 1.3 rehabilitation and recovery of ecosystem functionalities, 2.1 proposed protected areas in coastal and marine areas; 2.2 strengthening of instruments and capacities to manage protected areas; 2.3 new livelihoods to reduce pressure on coastal and marine biodiversity

Objective and approach of the mid-term evaluation

The purpose of the evaluation is to analyze the level of implementation of the project, namely the progress made towards achieving the objectives and results, and to identify the changes and reorientations needed to achieve them. The team of evaluators (2) focused on further analyzing the strategy, the degree of project progress, implementation and adaptive management as well as the mid-term sustainability of the project. The assessment was conducted according to UNDP and GEF rules and guidelines for mid-term evaluations. All the information was triangulated.

Operationally, the team carried out (i) the analysis of the documents, (ii) a first round of interviews, (iii) field visits (based on a sample of achievements), (iv) a second round of interviews, and a briefing of the preliminary results, (v) a detailed analysis of the data collected and (vi) the interim and final reports

Project progress

The project is not on track toward achieving the results for most goals and outcomes.

In terms of objectives, the number of target households affected by watershed management practices contributing to climate resilience and reducing upstrea /downstream impacts remains very low to date. Without a radical change in the implementation approach, it is unlikely that this goal will be reached at the end of the project. For objectives related to the maintenance of marine and coastal biodiversity, to date there is no monitoring of the indicators.

With regard to outcome 1 - building resilience in the watersheds - activities related to improving climate resilience and restoring ecosystems (excluding forest resource restoration) are being or are already met. The integration of the EBA approach into planning is greatly delayed by the fact that some essential studies have been replaced by micro-projects following hurricanes at the start of the project.

For outcome 2 - Establishment and management of PAs in coastal and marine areas - only the PA declaration was done; the zoning of the complexes is delayed following the disruption of the activity order; activities to reduce pressure on marine resources are underway but their intensity would be too weak to create global environmental benefits; the analysis of the threat to biodiversity with the METT tool shows a very marginal improvement for one of the three complexes (underway for the others).

Barriers to achieving the goal: While the project concept is complex in its innovative nature and requires a rather radical implementation approach involving significant partnerships and co-financing, there were also a great deal of difficulties, namely: Matthew and Irma hurricanes, which disrupted the order of activities because of the implementation of emergency micro-projects, institutional changes within the MdE with the empowerment of NAPA and restructuring / creation of technical departments, lack of co-financing, insufficient involvement of the MARNDR in the “watershed component”, lack of national expertise in the marine field, as well as a budget deficit to cover the three project areas.

Project rating Table

Measure	Mid-term Evaluation rating ³	Description of the outcomes
Project Strategy		Despite the complexity of the project, logistical difficulties or lack of co-financing, the implementation of the project follows the PRODOC planning; however, a conventional implementation is insufficient and a strategic reorientation should be considered
	Objective: I	The number of target households affected by watershed management practices remains low to date. Without a change in the implementation approach, it is unlikely that this goal will be reached at the end of the project. For objectives related to maintaining marine and coastal biodiversity, there is no follow-up

3

Ratings for progress/adaptive management : 6 Very satisfactory (VS) : no gaps 5 Satisfactory (S) : some minor gaps 4 Moderately satisfactory (MS) : Many minor gaps 3 Moderately unsatisfactory (MU) : Important gaps 2 unsatisfactory (U) : major problems 1 Very unsatisfactory (VU) : serious problems Additional ratings where applicable : Not applicable (N.A.) ; Evaluation impossible (E.I.)	Sustainability ratings : 4 Likely (L) : insignificant risks for sustainability 3 Moderately likely (ML) : moderate risks 2 Moderately Unlikely (MU) : Important risks 1 Unlikely (U) : Serious risks
--	---

Analysis of objective and outcomes	Outcome 1 : MS	Building resilience in the watersheds - activities related to improving climate resilience and restoring ecosystems (excluding forest resource restoration) are being or are already met. The integration of the EBA approach into planning is greatly delayed by the fact that some essential studies have been replaced by micro-projects following hurricanes at the start of the project
	Outcome 2 : U	Establishment and management of PAs in coastal and marine areas - only the PA declaration was done; the zoning of the complexes is delayed following the disruption of the activity order; activities to reduce pressure on marine resources are underway but their intensity would be too weak to create global environmental benefits; the analysis of the threat to biodiversity with the METT tool shows a very marginal improvement for one of the three complexes (underway for the others).
Implementation	MS	Despite the complexity of the project, logistical difficulties or lack of co-financing, the implementation of the project follows the PRODOC planning; however, a conventional implementation is insufficient and a strategic reorientation of the implementation should be considered since the need of the partnership and cofunding impacts is essential.
Sustainability	MU	The sustainability of the project is uncertain because the activities are not intense enough to have impacts in all the complexes; some activities may prove unsustainable due to lack of appropriation. Locally, the activities - especially in the watersheds - would be better assimilated by the ultimate beneficiaries.

Summary of conclusions et recommendations

Conclusions :

The *design of the project* is innovative because it acknowledges the need for a global and impacting approach: on one hand, the selected areas cover large homogeneous complex over relatively wide areas of coastline and on the other hand they are made up of watersheds and coastal / marine areas. Besides, the project aims to encourage the adoption of a wide range of solutions to all major issues related to threats to biodiversity in the targeted areas. To achieve a mass impact, GEF budgets are insufficient, which is why, implicitly, substantial co-financing is called upon.

The project is characterized by *governance issues*, including: isolated implementation with a limited number of stakeholders, insufficient institutional dialogue between the project team and NAPA, lack of implementation strategic vision. The project-team is not located at the NAPA but at the MdE, which reduces the interactions between the project-team and the NAPA.

The *implementation approach* by the project-team aims at an appropriation of the results by the local populations but the choice of the areas results in a scattering of the resources at the expense of a more targeted approach failing to reframe the project according to the means effectively available.

The commitment of the institutional entities remains insufficient, as shown by the logistical problems met, the remote monitoring carried out by the MdE as well as by the NAPA or the insufficient involvement of the technical departments of the MdE.

Summary Table of the recommendations :

Target	Recommendations	Schedule
Team-project	<ul style="list-style-type: none"> - AWP planning by quarter and complex - Organization of exchange visits between complex teams - Better structure and detail the monitoring and evaluation plan - Involve the academic sector with focus on the marine sector - Modification of the intervention approach for prohibited / discouraged activities (cutting and overfishing) - Establishment of a communication strategy aimed at the political world - Improved local appropriation and accountability of results 	<ul style="list-style-type: none"> - February 2019 - March 2019 - February 2019 - April 2019 - June 2019 - June 2019 - June 2019
DG MdE and NAPA	<ul style="list-style-type: none"> - Review of the marine component of the project (budget increase and / or integration into a pre-existing intervention) - Memorandum of Understanding NAPA-DG MdE - Stronger involvement of the technical departments of the MdE - Stronger involvement of MARNDR in the implementation of the project - Establishment of an exit strategy and capitalization - Ensuring GoH's commitment to implementation and monitoring 	<ul style="list-style-type: none"> - February 2019 - March 2019 - March 2019 - May 2019 - 2020 - April 2019
MdE UNDP support	<ul style="list-style-type: none"> - Development of strategic partnerships - Review of the COPIL and strengthening of the Technical Committee - Joint monitoring of UNDP and MdE (NAPA) - Plan on an extension of the project life span - Reduction of the project scope due to lack of major co-financing 	<ul style="list-style-type: none"> - June 2019 - March 2019 - March 2019 - May 2019 - June 2019
UNDP	<ul style="list-style-type: none"> - Solve the issue of lack of logistical support - Reduce the processing time of procurement - Close monitoring by UNDP - Improved project budgeting (future) - Better gender integration in the project - Establish co-financing agreements with other interventions in the future 	<ul style="list-style-type: none"> - May 2019 - May 2019 - February 2019 - (beyond project) - June 2019 - (beyond project)
Minister's staff MdE	<ul style="list-style-type: none"> - Improvement of project governance mechanisms 	<ul style="list-style-type: none"> - March 2019

List of acronyms

ACDIB	<i>Action Citoyenne pour le Développement Intégré de Baradères</i> /Citizen Action for the Integrated Development of Baraderes
AECID	<i>Agencia Española de Cooperación Internacional para el Desarrollo</i> - Spanish Agency for International Cooperation and Development
AWP	Annual Work Plan
ASEC	<i>Assemblée de la Section Communale</i> /Municipal Section Assembly
AVANSÉ	<i>Appui à la Valorisation du potentiel Agricole du Nord, pour la Sécurité Économique et Environnementale</i> / Support to the Development of the Northern Agricultural Potential for Economic and Environmental Security
AVSF	<i>Agronomes et Vétérinaires Sans Frontières</i> /Agronomists and Veterinarians Without Borders
BD	Biodiversity
BME	<i>Bureau des Mines et de l'Énergie</i> /Office of Mines and Energy
CASEC	<i>Conseil d'Administration de la Section Communale</i> /Administrative Board of the Municipal Section
CBF	Caribbean Biodiversity Fund
CBO	Community Based Organization
CC	Climate Change
CCI	Caribbean Challenge Initiative
CIAT	<i>Comité Interministériel de l'Aménagement du Territoire</i> /Interministerial Committee for Land Planning
CICDA	<i>Centre International de Coopération pour le Développement Agricole</i> /International Center of Cooperation for Agricultural Development
CIME	Commission Interministérielle sur l'Environnement/ Interministerial Commission for the Environment
CMBP	Caribbean Marine Biodiversity Program
CNIGS	National Geographic Information Center
COGAP	<i>Comité de Gestion d'Aire Protégée</i> /Protected Area Management Committee
COFIL	<i>Comité de Pilotage</i> /Steering Committee
DG	<i>Direction Générale</i> /General Management
DISE	Direction d'Inspection et Surveillance Environnementale/Department of Inspection and Environmental Monitoring
DIM	<i>Direct implementation Modality</i> – Modalité de Mise en œuvre Directe
EBA	<i>Ecosystem Based Adaptation</i>
EU	European Union
FAD	Fish-Aggregating Device

FAO	<i>Food and Agriculture Organisation</i>
FOPROBIM	<i>Fondation pour la Protection de la Biodiversité Marine/Foundation for the Protection of Marine Biodiversity</i>
GEF	Global Environnement Fund
GoH	Government of Haïti
IFAD	International Fund for Agricultural Development
IDB	Inter-American Development Bank
IGA	Income Generating Activity
IIED	International Institute for Environment and Development
IWCAM	Integrated Watershed and Coastal Area Management
LDC	Least Developed Country
LDCF	Least Developed Country Fund
MARNDR	<i>Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural/Ministry of Agriculture, Natural Ressources and Rural Development</i>
MdE	<i>Ministère de l'Environnement/Ministry of Environment</i>
MEF	<i>Ministère de l'Economie et des Finances/Ministry of Economy and Finances</i>
METT	Management Effectiveness Tracking Tool
M&E	Monitoring & Evaluation
MPCE	<i>Ministère de la Planification et de la Coopération Externe/Ministry of Planning and External Cooperation</i>
MPPB	<i>Mouvement des Paysans Progressistes de Baradères/Progressive Farmers Movement of Baraderes</i>
MICT	<i>Ministère de l'Intérieur et des Collectivités Territoriales/Ministry of Interior and Local Authorities</i>
NAPA	National Agency for Protected Areas
NCTF	National Conservation Trust Funds
NEX	National Execution Modality
NIM	National Implementation Modality
NORAD	Norwegian Agency for International Development
NRM	Natural Resources Management
OFSEFP	<i>Office Fédéral Suisse de l'Environnement des Forêts et du Paysage/Swiss Federal Office for the Environment Forests and Landscape</i>
ONEV	<i>Observatoire National de l'Environnement et de la Vulnérabilité/National Observatory of the Environment and Vulnerability</i>
NGO	Non-Governmental Organization
NAAP	National Adaptation Action Plan
PA	Protected Areas
PES	Payment for Environmental Services
PIR	Project Implementation Review

PMG	Project Management Group
PND	<i>Directeur National de Projet</i> /Project National Director
PPP	Public-Private Partnership
PRODOC	Project Document
PSDH	<i>Plan Stratégique pour le Développement d’Haïti</i> /Strategic Plan for the Development of Haïti
RBM	Results Based Management
RDM	Risk and Disaster Management
RESEPAG	(Project) Renforcement des Services Publics Agricoles/ Strengthening of Agricultural Public Services
RTAG	Regional Technical Advisory Group
SGP	Small Grants Programme
SIA	Small Irrigated Areas
SMART	Specific, Measurable, Attainable, Realistic, Timed
SNAP	<i>Système National d’Aires Protégées</i> /Protected Area National System
TNC	The nature Conservancy
ToR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
3BNP	<i>Trois Baies</i> National Park
TT	Tracking Tool
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
WATSAN	Water and Sanitation
WB	World Bank
WS	Watershed

1. Introduction

1.1 Purpose and object of the evaluation

The objective of this mid-term evaluation is to assess the progress made in achieving the project results and objectives defined in the project document and to evaluate the indicators of project success or failure in order to identify the necessary changes and / or reorientations to improve its implementation so to achieve the expected results.

According to the ToR, the team of consultants has to analyze the four following themes in order to assess project progress:

- (i) Project Strategy: project design and relevance to the issue of biodiversity degradation and adaptation to climate change, externalities, log frame and results framework including analysis of indicators (SMART) and gender issue.
- (ii) Measure of project progress: review of the tracking tools and analysis of the level of achievement of the results and effects, and level of progress towards the objectives (color code to complete the results matrix and scoring scale of project progress)
- (iii) Project implementation and adaptive management: analysis of the management plan and implementation including work plans, financial planning and co-financing, monitoring and evaluation system, stakeholder involvement, reporting system and communication.
- (iv) Mid-term sustainability (analysis of risks that could affect the sustainability of project results and effects throughout the project's expected life span): analysis of financial, socio-economic, governance and institutional risks, environmental risks.

1.2 Scope and methodology

1.2.1 Scope

The mid-term evaluation focused on the implementation of the project activities and analyzed the performance of the project based on the achieved results, objectives and impacts and using the evaluation criteria of relevance, effectiveness, efficiency and sustainability / potential impact.

The project is assessed according to the **Relevance** of its specific objectives, namely: (i) improved adaptation to climate change of resident populations in the selected watersheds; and (ii) the strengthening of mechanisms to better manage protected areas in the project area using a "ridge to reef" approach. Project **Consistency** with the main objectives of GEF intervention areas was assessed. In addition, the extent to which the project specifically addressed the needs of the final beneficiaries (resident communities in the watersheds and in the surroundings of protected areas) and institutional needs (mainly NAPA, Departmental Branches of MdE and Town Councils) has also been reviewed. The evaluation of **Effectiveness** aimed to analyze to what extent the project has achieved its results and objectives from the planned activities; also suggested lessons learned that could be taken into account in similar future projects. The evaluation of **Efficiency** measured how the project used the resources (financial, human and material) available to achieve the expected results and also how the project implementation took place including the perspective of partners / stakeholders / institutions involved directly in the intervention. In terms of **Sustainability and Potential Impact**, the positive and negative

aspects of the project - in particular the potential impacts - were reviewed along with the results of the project in terms of potential sustainability of results once the project is closed.

The evaluation was conducted to provide evidence that is credible, reliable and useful to stakeholders. The evaluators used an evaluation matrix developed for this purpose (see Annex 7).

1.2.2 Methodological Approach

The evaluation was conducted based on the guidelines, rules and procedures established by UNDP and GEF, as recommended by the UNDP guidelines for conducting mid-term evaluations of UNDP-supported projects funded by GEF. Indeed, as defined and explained in the *UNDP Guidelines for Conducting Mid-Term Evaluations*, the relevance, effectiveness, efficiency, sustainability / potential impact criteria have been used in this mission.

The evaluators appreciated the level of progress of the project's achievements against the expected results, using the five evaluation criteria. Strengths and weaknesses in project design were highlighted as well as implementation, monitoring and adaptive management, sustainability of project results and a likely exit strategy. The potential effects of the results on the institutional and (indirect) final beneficiaries were also estimated. Finally, a series of recommendations were issued to improve the implementation of the project and to ensure the achievement of its objectives.

The evaluators based their assessment on the comments coming directly from the stakeholders involved in the design and implementation of the project, the review of the available documents and the field visits in order to better assess the impacts of the project on protected areas and watersheds.

To come to this analysis followed by conclusions and recommendations, the consultants used a variety of techniques such as (i) secondary data collection (a whole set of documents provided by UNDP), (ii) interviews with the implementation agency (NAPA) and its partners within the MdE, discussions by focal group (e.g. residents in protected areas / watersheds), bilateral discussions (e.g. some donors, institutional beneficiaries, local / regional authorities , etc.) and (iii) observations on the implementation sites in the three project complexes. A detailed description of the methodology is presented in Annex 2. The evaluators have adopted as much as possible a participatory and inclusive approach to capture the views of a wide range of stakeholders. Previously, interview guides were developed; they are included in Annex 3.

The information presented in this report has been triangulated, which means that the evaluators did not include unverified information; recommendations and conclusions are not based on a single source of information (information from single sources of information that could not be triangulated was omitted).

1.2.3 Limiting factors

Considering the particularly difficult access of certain project areas (islands, areas with deficient / non-existent road network), the team of evaluators limited themselves to selecting a series of relatively easy access project areas that were nevertheless deemed representative of the diversity of project activities in the three project complexes.

Some stakeholders no less important could not be met / interviewed because of their unavailability during the information gathering phase (e.g. CIAT, academic fisheries specialists).

The evaluation team did not encounter any particular logistical problem.

1.3 Structure of evaluation report

This evaluation report has five sections, including:

An *executive summary*. This summary provides a brief history of the project and its design, a summary of its results directly related to the activities and its management, and important characteristics such as partnership and sustainability, impact and conclusions and recommendations for future actions and programs.

The *introductory section*, or Chapter I, describes the context and background of the evaluation and provides a brief description of the purpose, scope, purpose of the evaluation and the methodology used.

The *Project Overview*, considered as the 2nd chapter, presents information about the project, including the project description, the development context and the strategy.

The *results* section, Chapter 3, is dedicated to establishing a project mid-term review for the project results, presented under four sub-sections: The Strategy (Project design and logical framework) - Progress towards the project achievement of results - Implementation and project reactive management - sustainability.

The analysis is done in light of the five evaluation criteria.

The last section, the fourth chapter, aims to provide the *conclusions and recommendations* for continuing the project.

2. Projet description and development context

2.1 Environment and development context

Haiti's deteriorating environmental conditions and precarious socio-economic conditions (substandard habitats, poor education, quasi absence of service infrastructure, constant cycle of poverty) make populations, especially those living on the hillsides and coastal areas, extremely vulnerable. Between 1900 and 2011, Haiti experienced 90 major disastrous events, mainly related to bad weather (not including earthquakes)⁴. For several decades, the country has also been facing more intense El Niño and La Niña events, resulting in more extreme weather events (hurricanes, floods or droughts). With the intensification of these phenomena intimately linked to the degradation of the environment, the Ministry of Environment (MdE) adopted in 2006 the National Action Plan for Adaptation to Climate Change (NAPA)⁵.

Likewise, biodiversity in Haiti is particularly threatened by deforestation⁶, uncontrolled agriculture, overfishing and the effects of climate change mentioned above. The result is a widespread degradation of ecosystems caused mainly by uncontrolled over-exploitation of resources because of the great fragility of the Haitian population of which 80% live below the poverty line⁷. Most of the marine and terrestrial ecosystems are highly threatened and most of them are partially / in the process of anthropization or in more or less advanced degradation condition.

The United Nations, through the Global Environment Facility (GEF), supports the Government's policy to increase its capacity to adapt to extreme weather events and climate change. Thus, in the framework of the Country Program 2009-2012⁸ and 2013-2016, UNDP supported the MdE in sustainable land management, preparation for the establishment of a National Agency for Protected Areas (NAPA), the assessment of the socio-economic impact of climate change as well as the development of national policies and management plans for the environment and natural resources in view of a sustainable development.

2.2 Issues to address: targeted threats and impediments

Haiti residents of coastal marine areas and river and stream banks are the most vulnerable to the effects of climate change, whether these effects are upstream or directly affecting these areas.

They are particularly subject to the problem of floods and land erosion as a result of the degradation of environmental conditions in the watersheds. Poor watershed management practices increase the vulnerability of the coastal and marine population to climate change and increase the threat to coastal and marine biodiversity.

⁴ Source: "EM-DAT: The OFDA/CRED International Disaster Database

⁵ Programme de changements climatiques, Plan d'Action National d'Adaptation. Ministère de l'Environnement, Octobre 2006.

⁶ Le Bureau des mines et de l'énergie (BME) a estimé en 2008 que la couverture végétale est passée de 60% en 1923 à 1.4% en 2007 avec 97% des bassins versants du pays déboisés (source PNUD, 2009).

⁷ Source : CIA World Factbook

⁸ See document : UNDP Haiti_CPAP_2013

Coastal and marine biodiversity is under severe threat both in terms of species diversity and ecosystems as a whole (coral reefs and mangroves in particular). They are subject to very strong anthropogenic pressure (overfishing, deforestation of mangroves) and the effects of siltation and silting of the coast as a result of the widespread erosion phenomena in the watersheds.

2.3 Project strategic framework, objectives and results, project areas

The project is expected to help reduce the vulnerability of Haiti's poor to the effects of climate change, while maintaining the threatened biodiversity of marine and coastal areas.

With the decree of 2006 on the creation of the National Agency for Protected Areas within the MdE, the GEF has since reinforced the Ministry in the structuring of this agency and the establishment of a national system of protected areas, aimed at saving the biodiversity of the country ("SNAP Project" 2009 - 2015).

The funded project is a follow up of the SNAP project which aimed to strengthen the institutional capacities of NAPA - mainly at the central level - and the effective appropriation of declared protected areas but not much or not at all taken in charge by the State.

The EBA project continues this support but adopts an integrated "ridge-to-reef" approach and also more decentralized - support at regional level - aimed at stabilizing or even strengthening the especially degraded marine and coastal ecosystems in and around protected areas.

GEF support also aims to improve the Government's capacity to join the Caribbean Challenge Initiative. This initiative should allow in the future access to Caribbean Challenge Fund resources by developing a national financial mechanism (national fund / counterpart funds).

The rationale of the « ridge-to-reef » approach is to improve upstream resource management in the watersheds (both within terrestrial protected areas and rural / agricultural areas) to reduce human pressure on wetlands, coastal areas and marine resources which are also covered by project actions in terms of management and planning.

Finally, the achievement of results and objectives is based on a strong co-financing strategy in a ratio of one to six (\$ 1 GEF for about \$ 6 cofinanced). Several projects/programs are considered supplementary to the overall objectives of the EBA project, namely: Productive Infrastructure Program (IDB), "Ecosystem Approach to the South Coast of Haiti" project, "Strengthening Resilience to cope with climate change and disaster risk reduction for agriculture to improve food security" project (LDCF/FAO), the GEF/IDB project to support the Mayaca National Park, UNEP and UNDP projects in the south-west of the country on management of the environment, natural resource conservation and vulnerability reduction (Norway financing), GSP Program (GEF), project "Strengthening the Adaptation Capacity of Haiti's Coastal Communities to the Threats of Climate Change on Sustainable Development Strategies" (LDCF/GEF), Artisanal Fisheries Development Project in the South-East-South and Grand-Anse Axis (MARNDR and IDB) and Small Scale Irrigated Project (PPI-3) in the Nippes region and the Goavien region (MARNDR and IFAD).

The project's development objective is to **strengthen the resilience of ecosystems and communities vulnerable to climate change and human-induced threats by improving land management within the watersheds and coastal areas.**

The project has used a "ridge-to-reef" approach to promote ecosystem-based adaptation. By linking watershed management to their coastal areas, the project aims to fight against natural resources degradation by improving resilience to climate change, sustainable livelihoods of the resident populations and the protection of key elements of biodiversity in the subregion.

For this purpose, the project has been broken down into two interrelated components corresponding to the two sources of GEF funding (FMPA and GEF-BD) with a series of products by component:

1. **Building resilience to climate threats in the major watersheds and coastal areas (LDCF)**
2. **Strengthening the Contribution of Protected Areas to Biodiversity Conservation and Sustainable Development in Coastal and Marine Areas (GEF-BD)**

Project areas: Three areas were originally selected:

- (i) *Trois Baies* Complex⁹ along the north coast between West Limonade Bay and Ox's Lagoon
- (ii) *Cayemites-Baradères* complex on the north coast of the South West Peninsula bounded by the city of Corail, the town of Petit Trou des Nippes and by the watershed with the south coast of the southern department..
- (iii) *Marigot-Massif Selle-Anse Pitres* Complex (South-East Department) at the limits between the Dominican Republic border and the communal section of Corail South in the West.

2.4 Project Implementation

The planned project implementation period is five years from the beginning of 2015 under the NIM modality. UNDP acts as implementing agency for the GEF and the MdE plays the same role for the State of Haiti. For the project technical implementation, the NAPA ensures under the MdE the coordination of the project execution and a project team located within the MdE is in charge of the project for UNDP (Energy-Environment Unit).

The project is under the overall leadership of a National Project Director who is the Director of NAPA within the MdE. He coordinates the project with other ministries (eg MARNDR) in close collaboration with the Project Coordinator.

The project has three governance structures:

- Steering Committee (COPIL) composed of representatives of the Ministry of the Environment (NAPA, Water Resources Department, Watershed Department), Forest and Renewable Energies Department, Ministry of Agriculture (Department of Fisheries, Department of Forest Resources and Soils) of the Ministry of Tourism, Economy and Finance, Planning and External Cooperation, a representative of the Haitian civil society platform on climate change, and the project coordination staff for UNDP. This committee oversees the implementation and monitoring of the project, approving reports and periodic work plans, proposing modifications and/or improvement depending on the results and based on the proposals of the project team.
-

⁹ « Complex » because set of areas with different purposes according to Fisher et al. methodology (2009)

- Project Management Group (GGP) (National Director, two component managers, monitoring and evaluation specialist, financial manager and assistant), ensuring the implementation and management of the project on a day-to-day basis consistent with the objectives and the results. GGP provides inter-institutional support and stakeholder coordination, overseeing subcontracted activities and monitoring. One project-team per complex (a technical advisor and two facilitators, a financial officer and assistant) was also set up.
- Regional Technical Advisory Group (GCTR) composed of departmental advisory groups. The GCTR should advise the project team on specific issues and provide technical guidance as needed.

2.5 Projected project schedule and steps

Type of S.E. activity	Projected intervention schedule	Effective intervention schedule
Project start	March 2015	April 2016 (recruitment of team leader)
Workshop and start up report	May 2015	Mai 2016
Periodic progress reports	Every three months	Every three months
PIR	Annual	June 2017 and June 2018
Mid-term Évaluation	September 2017	September 2018
Final Évaluation	December 2019	-
Project closing	March 2020	-

Table 1: Project schedule

2.6 Main stakeholders

The project has comprehensively identified all potential stakeholders in the sector (donors, government institutions, foundations, local / international NGOs, universities) namely:

- Government: Ministry of the Environment (MdE), including the NAPA, the Departments of Forests, Environmental Assessment and newly redesigned departments, namely Land Planning, Biodiversity, Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), Interministerial Commission on the Environment (CIME), Ministry of Planning and External Cooperation (MPCE), Interministerial Committee on Land Planning (CIAT)
- End beneficiaries: (i) fishermen, (ii) farmers, (iii) municipal and local authorities (City councils, CASEC and ASEC)
- Community organizations: groups of producers and/or traders, self-help and community emergency response groups, service providers
- Non-Governmental Organizations: The Nature Conservancy (TNC), Reef Check, Foundation for the Protection of Marine Biodiversity (FOPROBIM), National Audubon Society, Seguin Foundation

The project has also committed itself by **co-funding** entities which directly or indirectly, must contribute to the achievement of the objectives: International Fund for the Development of Agriculture (IFAD), World Bank (WB), USAID.

At mid-term, other stakeholders not originally planned were identified: Welt Hunger Hilfe, Agronomists and Veterinarians Without Borders / CICDA.

2.7 Expected results

The project aims to obtain two results broken down into a series of outputs by outcome as specified in the project document, namely:

Component One: Building Resilience Against Climate Threats in Major Watersheds and Coastal Areas (LDCF)

- Output 1.1: Governance Framework - Policies, Plans and Decisions for Ecosystem-based Adaptation
- Output 1.2: Conservation and Effective Management of Ecosystems to Enhance Resilience and Functionality
- Output 1.3: Assisted rehabilitation - recovery of ecosystem functionalities

Component Two: Strengthening the Contribution of Protected Areas to Biodiversity Conservation and Sustainable Development in Coastal and Marine Areas (GEF-BD)

- Output 2.1: Refined proposals for protected area heritage in coastal and marine areas
- Output 2.2: Strengthening tools and abilities for effective management of Protected Areas
- Output 2.3: New livelihoods to reduce pressure on coastal and marine biodiversity

The project combines, on one hand, products aiming at institutional strengthening of the State (essentially local administrations, Ministry of Environment and in particular NAPA) and the production of knowledge on the EBA approach, and on the other hand concrete actions in the complexes in the form of delineations of new marine protected areas, models of natural resource management practices and micro-interventions to restore degraded ecosystems.

3. Findings

3.1 Project strategy

3.1.1 Relevance of the project formulation

Design: the concept of the project stems from the observation in 2011-2012 that (i) support for the structuring of the NAPA and the national system of protected areas as the SNAP project financed by the GEF did not sufficiently address the degradation of biodiversity in coastal and marine areas and (ii) a key element for the implementation of SNAP was missing in this project, namely the holistic approach in response to biodiversity degradation by integrating landscapes (“ridge to reef”) and people (adaptation to climate change to reduce the degradation of natural resources). To address these weaknesses, it was planned to focus on:

- The conservation of biodiversity under very strong anthropic constraints and hitherto barely taken into consideration by the authorities (coastal and marine areas),
- A more integrated response to the degradation of biodiversity, weighing upstream threats at the watershed level,

- Institutional strengthening of local stakeholders to improve dialogue among local stakeholders so that responses to biodiversity degradation are better integrated and accepted by local stakeholders.

The project covers three areas of the country. It is then an ambitious project in relation to the GEF funding. Therefore, during the formulation phase, we have been attentive to the following elements:

- Importance of co-financing: the project is based on a series of relevant interventions, current and future, financed by other donors as supplemental contributions.
- Need to create a working approach based on inter/intra-institutional collaboration to generate effects on biodiversity and adaptation to climate change based on actions combined with other interventions

Lessons Learned from Other Interventions: The project builds on lessons learned from a number of previous projects (NORAD and Transboundary Re-vegetation and NRM Projects, Sustainable Land Management of the Southwest Watershed, UNEP and South Coast Initiative, EU and CBC initiative ...) and the SNAP project:

- (i) A strong institutional basis is needed and it should be taken into consideration the fact that the State's operational commitment remains essentially limited to the life of the project
- (ii) Support to the national MdE structures (such as the SNAP project) is insufficient and the regional structures of the MdE must be strengthened; hence the decentralization of this project at the regional level and institutional strengthening at this level is expected.
- (iii) There is a need to limit the operational risks by involving others, besides the State, that are better rooted locally (eg NGOs, grassroots community organizations)
- (iv) Reducing threats to biodiversity requires a holistic approach and hence a « ridge to reef » approach.
- (i) Since the holistic approach inevitably dilutes the financing effect on the areas to be protected, co-financing becomes a key element of the project strategy.
- (ii) Finally, despite the limitations of the METT methodology and the UNDP scorecard already highlighted during the SNAP project, they have nevertheless been adopted for this project.

Cofinancing : PRODOC provided substantial co-financing (in a ratio of one to six) in the project areas in addition to the co-financing of GoH and UNDP, namely:

- (i) Inter-American Development Bank: Projects in Protected Areas and Watersheds in *Trois Baies* and Macaya Complexes
- (ii) IFAD and IPP projects for small-scale irrigation
- (iii) World Bank with agricultural revival project and strengthening of agricultural public services
- (iv) USAID with interventions aimed at agricultural development and food and environmental security

Interviews with stakeholders showed that these planned co-financings did not occur (see paragraph 3.3.3).

3.1.2 Analysis of the logical framework / results

Logical framework: the review of the results framework shows that it has remained very simple in its structure based on the two sources of funding LDCF and GEF. This approach greatly facilitates the planning and allocation of tasks and activities between conservation (protected areas) and adaptation (watersheds). Completed by a very detailed description of the types of activities to be implemented for each 'product', this approach gives clear guidelines to the project team for implementation. Finally, great importance has been given to building the capacity of the stakeholders to integrate and promote the EBA concept in institutions and other stakeholders.

A detailed analysis of the indicators is presented in Table 2.

This shows that several indicators are not SMART in the current conditions of the project:

- (i) Goal indicators are either not achievable or unmeasurable.

Achievement of the indicator (O.1) is questionable even on the baseline figures, i.e. 50% of farmers use conservation farming practices¹⁰ on one or more of their plots, and these measures are applied on 40% of cultivated fields. Reaching 75,000 households who practice soil conservation in their plots, in a recurring manner in 5 years, is very ambitious because it's about behavioral changes perceptible in the very long term.

- (ii) Indicators (O.2, O.3) are not easily measurable for all marine-related activities due to lack of national expertise in the area. Although the project may involve international experts or firms with scuba diving capabilities to measure project progress in this area, this would be in contradiction with the logic of capacity building for stakeholders. If the project did not provide training to Haitian divers who could ensure the regular measurement of coral surfaces and fish densities, this activity was added during implementation (training of marine patrol officers and divers). O.2 seems also unrealistic because, given the limited intervention of the project on watersheds affecting coastal zones (micro-basins), aiming for zero loss of coral surfaces is too ambitious for a project that does not have control on all the other interventions implemented around and in the complexes.

Given the lack of performance of past projects as for institutional strengthening (all donors combined), it is unlikely that the EBA concept will be integrated (e.g. indicator 1.3) at the local level into the watershed management plans by the end of the project (due to considerable start-up delays). However, the project has the potential to prepare local authorities to integrate such considerations in the future but with the support of new donors.

- (iii) The METT / scorecard method remains poorly adapted to the Haitian context (indicators 2.4 and 2.5) because the influence of the projects on the threats of BD remains very low: on one hand, an improvement in the METT score for the management of protected areas is closely associated with the commitment of the state which remains deficient with limited influence of the projects in this area; on the other hand, reducing threats to biodiversity is intimately linked to behavioral changes that are not visible during the project cycle; however, adopting a holistic PA and watershed approach is very relevant since coastal areas are dependent on watersheds.

¹⁰ For ex. living barriers, hedgerows, rock barriers, stone walls, contour mulch barriers, earth-made dikes or embryonic terraces, wattle barriers in gullies, contour canals. In the initial situation, these erosion control practices, but do not contribute to climate resilience, for example by conserving moisture.

Description	Description of the indicator	Target at end of project	Specific	Measurable	Achievable	Relevant	Time-bound
Haiti's watersheds & coastal areas are spatially configured & managed to increase the resilience of ecosystems & communities vulnerable to climate change & human threats	O.1 Scope of the application of watershed management practices contributing to climate resilience & to reducing impacts from upstream to downstream.	Watershed management practices contributing to climate resilience & upstream-downstream impacts are implemented by 75% of target households: total: 306,850	Y	Y	N	Y	N
	O.2 Coastal & Marine Ecosystem Zones (coral reefs, mangroves & seagrass beds) in the target complexes of importance for ecosystem-based climate adaptation	No loss of areas of coral reefs, mangroves & seagrass beds.	Y	N	N	Y	Y
	O.3 Increased fish populations on coral reefs, including herbivorous fish of importance for the preservation of coral reef health	Ranges of fish numbers per 100 m2 in the three target complexes	Y	N	Y	Y	Y
Outcome 1: Resilience to Climate Threats in Watersheds & Key Coastal Ecosystems	1.1 Improved climate resilience of men & women in target communities as measured by participatory assessments	All target communities report improved resilience among men & women compared to the Situation without the Project	Y	Y	Y	Y	Y
	1.2 Areas of critical ecosystems for EBA that have been actively restored	Additional areas established through investments in active restoration	Y	Y	Y	Y	Y
	1.3 Degree of incorporation of EBA / CC considerations and the integrated landscape approach to planning instruments covering areas of importance for EBA and / or particularly vulnerable to CC	All municipal and departmental administrations in the target complexes have developed land planning incorporating EBA / CC considerations.	Y	N	N	Y	Y
Outcome 2: Establishment & management of PAs in marine & coastal Areas receiving waters from targeted watersheds	2.1 Increased coverage of priority coastal and marine ecosystems (coral reefs, mangroves & seagrass beds) declared protected areas & announced in the Official Journal for this purpose	Total area, at the end of the project, of coral reefs, mangroves & seagrass beds included & declared as PA, & published in the Official Journal	Y	Y	Y	Y	Y
	2.2 Area covered by alternative management means or protection categories with planned active & integrated management & use	A total of 45,497 ha out of AMG's 99,883 ha has been zoned for active management	Y	Y	Y	Y	Y
	2.3 Maintenance of income levels of fishing families through alternative livelihood opportunities and / or improvements in fish quality and value	No fishing families in the target areas have declined income as a result of project actions	Y	Y	N	Y	Y
	2.4 Reduced overall threat levels for proposed coastal & marine PAs measured using the GEF Management Effectiveness Monitoring Tool (METT)	Complex	Y	N	N	Y	Y
		1 (N-E)					
		2 (S-W)					
		3 (S-E)					
	2.5 Performance management rating for targeted PA (including infrastructure improvements & implementation in effect) measured using the GEF Management Effectiveness Monitoring Tool (METT)	Complex	Y	N	N	Y	Y
		1 (N-E)					
		2 (S-W)					
		3 (S-E)					

Table 2: Analysis of logical framework/indicators SMART

Risk analysis and assumptions: in the preparation phase, a series of risks have been identified and some mitigation options proposed:

- (i) Climate change and sea level rise (→ mangrove conservation)
- (ii) Support to economic initiatives for biodiversity conservation (→ activities indicating compatibility between biodiversity and economic development)
- (iii) Lack of institutional capacity in regard to protected areas (→ ad-hoc capacity building and integration of development actors in watershed management)
- (iv) Lack of commitment of local populations (→ involvement of local populations / local structures in the implementation of activities)

For (i), there is no mention of the absence of natural disaster, at least regular disasters (e.g. cyclones Matthew and Irma).

In (ii), the incompatibility between economic development and biodiversity conservation remains strongly biased towards economic development for the political powers. However, the project does not offer any awareness-raising activities at the political level, whereas economic activities combined with biodiversity conservation are too often dependent on projects and therefore have little impact in the long term.

For (iii), the project proposes to avoid the problem already taken into account at the time by the SNAP project through decentralization and a more holistic approach ("ridge to the reef") aimed at involving more actors beyond the protected areas at the watershed level. This approach has the advantage of launching activities locally through organizations and institutions present in the project areas (Town Council, CASEC, CBO, local NGOs ...) which encourages the sustainability of activities and their potential impact.

Finally, if the commitment of the local population is critical to ensure the success of the project (iv), the conservation of biodiversity is still a minor concern of the local populations so much plagued by poverty and social problems; therefore, the project includes watershed-level activities that systematically combine actions to reduce threats to biodiversity with income-generating activities. The approach aims to replace activities that destroy biodiversity with other activities (e.g. prohibition of charcoal making and substitution by other IGAs).

No hypothesis has been formulated, but one can mention the necessary proactivity of the institutional actors (within the MdE and with other ministries / institutions) to ensure complementarities and collaborations between the project and the co-financing interventions. While this project relies on a massive effect of co-financing to achieve its development goal, ministries and technical departments tend to work alone. The EBA project is ambitious and risky because the search for complementarities between interventions becomes decisive for achieving the results. For this reason, some products in Component 1 include the creation of mechanisms for coordinating and integrating the EBA approach in institutions and other stakeholders.

3.2 Analysis of the results

A brief assessment of the mid-term project's strategic results framework is presented in this chapter. Details of the project results, outputs, activities and indicators are provided in Annex 10. The project performance ratings based on the GEF "traffic light" system are shown in Table 3, Table 4 and Table 5.

The project was significantly impacted in its implementation by Hurricane Matthew (especially the *Cayemites-Baradères* complex) with the implementation of emergency activities at the beginning of the project that could not be planned in accordance with the logical sequence of the project. As a result, the activities planned initially (e.g. base studies) did not actually start until 2018. A negative effect of this situation is that adaptation to climate change budgets are heavily initiated for activities though relevant and thematic but not planned according to the expected results of the base studies. The project now runs the risk of a dilution effect of the resources with dispersed activities in the complexes and not much impacting because neither mutually reinforced, nor drawn from an analysis of the local threats to the biodiversity in the complexes according to what was planned in the project.

Therefore, the project is not on track to achieve its overall goal within the remaining 18 months.

3.2.1 Project progress against the overall objective: watersheds and coastal zones in Haiti configured in space and managed to increase the resilience of ecosystems and communities vulnerable to climate change and human-induced threats

Description of indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended										
O.1 Extent of the application of watershed management practices contributing to climate resilience & reducing impacts from upstream to downstream.Étendue de l’application de pratiques de gestion de bassins versants contribuant à la résilience climatique & à la réduction des impacts de l’amont vers l’aval.	Watershed management practices contributing to climate resilience & reducing upstream-downstream impacts are implemented by 75% of target households: <table><tr><th>Complex</th><th>Household</th></tr><tr><td>1 (N-E)</td><td>284 250</td></tr><tr><td>2 (S-W)</td><td>12 600</td></tr><tr><td>3 (S-E)</td><td>10 000</td></tr><tr><td>Total</td><td>306 850</td></tr></table>	Complex	Household	1 (N-E)	284 250	2 (S-W)	12 600	3 (S-E)	10 000	Total	306 850	OFF TARGET It is unlikely that the number of target households will be reached at the end of the project for 3 reasons: 1. the resources allocated from the start are insufficient for the project to achieve this objective by itself (overly ambitious objective), 2. Co-financing PRODOC did not occur through partnership agreements and current partnerships have little impact in terms of number of beneficiaries. 3. Emergency micro-projects following Hurricane Matthew have changed the sequence of activities and have been formulated more from a humanitarian perspective (e.g. HLI projects); in particular, the conjecture was not conducive to conducting socio-economic and environmental baseline studies; 4. the initial percentage of 50% of households applying good watershed management practices in the Central Plateau is not necessarily applicable to the target areas of the project, so the target may be wrongly the determined; 5. Assuming that 153,425 households in the three complexes are already applying good practices in their plots, reaching 76,700 households that master and apply these practices after five years is very hypothetical, even utopian, since behavioral change requires a much longer period. It is essential to revisit and lower the target.	CURRENT only if the objective is reduced
Complex	Household												
1 (N-E)	284 250												
2 (S-W)	12 600												
3 (S-E)	10 000												
Total	306 850												
O.2 Coastal & Marine Ecosystem Zones (coral reefs, mangroves & seagrass beds) in the target complexes of importance for ecosystem-based climate adaptation	No loss of area of coral reefs, mangroves & seagrass beds.	NOT MONITORED There is no detailed monitoring of the areas in the complexes at this stage of the project. Indicatively, mangrove replanting activities cover several dozen hectares, and activities aimed at prohibiting charcoal making are complemented by alternative income-generating activities (e.g. beekeeping). Finally, there is no activity aimed at coral reefs as there is no (yet) national expertise to carry out activities (e.g. counting, nurseries) or even periodically monitor the health status of the coral reefs. coral reefs (limited number of specialized organizations: scuba diving, scientific monitoring-	NOT MONITORED										
O.3 Increased fish populations on coral reefs, including herbivorous fish	Ranges of fish numbers per 100 m2 in the three target	NOT MONITORED The project has not yet conducted a regular monitoring of fish stocks (e.g. tallying by sampling at sea, tallying in the markets, ...) because of the lack of national expertise. In addition, activities targeting	NOT MONITORED										

Description of indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended
of importance for the maintenance of coral reef health	complexes	fishermen are largely insufficient and have little impact (e.g. larger mesh size net, alternative fish farming); the resources allocated do not realistically make it possible to reduce the impact of overfishing in each of the complexes; a different approach is to be considered, for example by strengthening more sectoral interventions via co-financing (which would require supporting the MARNDR)	

Table 3: Project progress in relation to the overall objective

Estimated progress of overall objective: Unsatisfactory (U)**3.2.2 Progress in relation to output 1: building resilience to climate threats in major watersheds and coastal areas.**

Description of the indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended
1.1 Improved climate resilience of men & women in target communities, as measured by participatory assessments (e.g. IIED CRISTAL or Tear Fund methods, to be confirmed at the beginning of the project)	All Target communities report improved resilience among men & women compared to the situation without the Project	<p>IN PROGRESS</p> <p>The interviews showed that the <i>perception</i> of the beneficiary populations of certain micro-projects (especially those in relation to watersheds) as for the degradation of the environmental conditions is improving thanks to the project (e.g. reduction of the impact of river overflows/floods, recharge of groundwater anticipated by the population through reforestation); moreover, there are many direct benefits from these micro-projects (increased agricultural yields, increased income through diversification [agriculture, beekeeping, aquaculture]); it remains to be seen whether these benefits are truly quantifiable, sustainable over time, and can be freed from a logic of development aid (sustainability aspect).</p> <p>> 428ha of watersheds have been / are being developed in accordance with EBA principles</p> <p>Establishment or rehabilitation of agro-forestry systems on more than 250ha (200ha in Baradères and in the Southeast in coffee / cocoa, 50ha in <i>Trois Baies</i>);IN PROGRESS</p>	Idem

Description of the indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended
1.2 Areas of critical ecosystems for EBA that have been actively restored	Additional areas established through investments in active restoration: Mangrove restoration: 7 ha (along 7 km of coastline), Gully stabilization: 10,0 km, Reforestation: 2,000 ha	ACHIEVED This fraction of result 1.2 is largely achieved in gully (> 20km including several hundred ha of watershed management) and mangroves (> 28 ha).	-
		OFF TARGET (or NOT REACHABLE) This portion of the result is not achievable for the duration of the project. In two years and four months, only about 50ha of forest (not including agroforestry) have been or are being replanted (40ha of energy forest, 5ha of tourist forest, 5ha of forest / fruit trees and several groves); it is highly unlikely that 2,000ha can be replanted by the end of the project without a radical change in approach (e.g. aiming at co-financing existing forestry interventions in the complexes); ecosystems (groves) are also restored / protected via PSE (e.g. Parc La Visite)	IN PROGRESS only if change of approach (cofin) for reforestation OR reduction of target
1.3 Degree of incorporation of EBA/CC considerations and of the integrated landscape approach to planning instruments covering areas of importance for EBA and / or particularly vulnerable to CC	All municipal and departmental administrations in the target complexes have develop plans with EBA / CC considerations.for their area	IN PROGRESS The start-up postponements of the project combined with the post-Matthew response have considerably delayed the completion of the land development plans: with the socio-economic studies already completed, the land development plans (estimated duration: 6-7 months) will be carried out in parallel with the environmental studies (planned for 1 year in 2019) which could test the limits of the team; however, the project will be closed before the formulation of the PA management plans.	Idem

Table 4: Progress in relation to output 1

Estimated progress of output 1: Moderately Satisfactory (MS)

3.2.3 Progress in relation to output 2 : Establishment and management of PAs in marine and coastal areas receiving water from target watersheds

Description of the indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended
2.1 Increased coverage of priority coastal and marine ecosystems (coral reefs, mangroves & seagrass beds) declared protected areas (managed marine areas) & announced in the Official Journal for this purpose	Total area, at the end of the project, of coral reefs, mangroves & seagrass beds Total coastal / marine ecosystems: 37,300 ha	ACHIEVED Declared marine PAs subject to an inventory of declared areas (see future environmental study in 2019): -Contribution to the official declaration of the <i>Baradères-Cayemites</i> protected area, (87.600 ha) and <i>Lagons des Huîtres</i> National Park (9.600 ha) - Delimitation, cartography and demarcation of the Royer Source National Natural Park (4.100ha) - Delimitation of the Controlled Marine Zone (fishing recovery zone) in the Trois Baies National Park - Development of kayaking / ecotourism activities for the development of the multifunctional recreational area (6,000ha) in the <i>Trois Baies</i> National Park	
2.2 Area covered by alternative management means or protection categories with active & integrated management & use	A total of 45,497 ha out of AMG's 99,883 ha has been zoned for active management	OFF TARGET This result is probably no longer achievable (?) given the remaining life of the project (see 1.3 above: this requires the development of management plans by complex, while the zoning and management plans that precede them will probably not be possible without a project extension Some preparatory activities were still carried out: (i) establishment of two local support committees for the management of the Trois Baies National Park and the Managed Natural Resources Protected Area of Baradères-Cayemites, (ii) strengthening of the Management Board of Protected Areas of National Natural Park of Lagon des Huitres, (iii) development of various training guides / formulation of management plan	IN PROGRESS It is very likely that the management plans will be developed during the project extension
2.3 Maintenance of income levels of fishing families (men & women) through	No fishing families in the target areas have their income decline as a result of	OFF TARGET The current supplemental actions (AGR of apiculture type, goat farming) aimed at fishermen are not large enough to significantly reverse the decline in fishing income (see alternative approach mentioned	IN PROGRESS partially if reformulation

Description of the indicator	Target at the end of the project	Progress and justification of rating	Likely to achieve results if project is extended								
alternative livelihood opportunities and / or improvements in the quality & value of fish caught & sold	project actions	in O.3). They only target a fraction of the fishermen of the complexes; However, locally and at the level of micro-projects underway for aquaculture, fishermen's incomes are likely to increase significantly as long as actions aim at structuring them into groups by association / cooperative and the abandonment of a subsistence activity through a commercial approach be adopted to make the aquaculture sector more sustainable. Governance actions are relevant but not integrated into a more comprehensive fisheries policy (eg, the development of beach seine regulations and the replacement of small mesh nets will have no effect as long as alternatives in the sector do not exist. not put in place (eg DAP)	of the intervention approach (cofin.) Because the number of beneficiaries in the complexes is too important								
2.4 Reduced overall threat levels for proposed coastal & marine PAs measured using the GEF Management Effectiveness Monitoring Tool (METT)	<table><tr><th>Complex</th><th>Level of threats</th></tr><tr><td>1 (N-E)</td><td>44</td></tr><tr><td>2 (S-W)</td><td>29</td></tr><tr><td>3 (S-E)</td><td>32</td></tr></table>	Complex	Level of threats	1 (N-E)	44	2 (S-W)	29	3 (S-E)	32	OFF TARGET No quantifiable information but, qualitatively, the lack of coordination and synergy in the logic of co-financing with other interventions suggests that threats to ecosystems continue despite the project; the activities have a very limited impact locally in the areas covered by the micro-projects and are not likely to induce a ripple effect on the complexes as a whole; the project has very few activities that address marine resource threats (eg, overfishing); indirectly, the project would have a positive effect on the reduction of flood intensity which would reduce the problems of siltation / silting; however, the project did not plan to measure the impact of the actions on the rivers (absence of turbidimeters).	ONGOING only if massive co-financing
Complex	Level of threats										
1 (N-E)	44										
2 (S-W)	29										
3 (S-E)	32										
2.5 Target PA performance management rating (including Infrastructure Improvements & Implementation in effect) measured using the GEF Management Effectiveness Monitoring Tool (METT)	<table><tr><th>Complex</th><th>Effective management rating</th></tr><tr><td>1 (N-E)</td><td>49</td></tr><tr><td>2 (S-W)</td><td>48</td></tr><tr><td>3 (S-E)</td><td>48</td></tr></table>	Complex	Effective management rating	1 (N-E)	49	2 (S-W)	48	3 (S-E)	48	IMPOSSIBLE TO EVALUATE (not enough information) No quantitative information; however, the establishment of advisory committees is a key element that should allow better management and coordination between actors of the complexes; the fact remains that the leadership of the State (NAPA via the directors of AP / AP project facilitators and Direction Dpt MdE) remains insufficient and does not allow to positively consider the continuation of structures of consultation / coordination after the end of the project; a special effort with project extension would be needed to stimulate these committees and mobilize the necessary means to make them sustainable in the long term without relying on state aid; if management plans have already been finalized (partially or not with the EBA project) for Trou du Nord and the Trois Baies National Park, the remaining duration of the project is too short to develop the management plans of the other PAs.	NOT KNOWN
Complex	Effective management rating										
1 (N-E)	49										
2 (S-W)	48										
3 (S-E)	48										

Table 5: Progress in relation to output 2

Estimated progress of output 2 : Unsatisfactory (U)

3.2.4 Impediments to the achievement of the objective until project closure

The implementation of the project has been delayed by:

- (i) operational issues: delayed signatures of project documents due to changes of government, staff commitment, difficulty in establishing partnerships with co-financing institutions, rigorous UNDP procurement procedures that lead to sometimes delayed/ relaunched bids.
- (ii) unexpected events: hurricanes Matthew and Irma shattered the logical implementation of the project (result: prior actions such as environmental and socio-economic studies, can hardly be completed at the end of the project)
- (iii) institutional changes within the MdE (e.g. empowerment of NAPA as General Management, creation/restructuring of new technical departments, changes of Ministers) without reflecting on their potential implications for the implementation of the projects.

Anyway, the project team is now facing a series of hurdles to achieve the project objectives in due time (closing in March 2020):

- Institutional changes: the restructuring within the MdE in 2017 resulted in the NAPA, technical department of the MdE, being promoted to the same rank as the General Executive of the MdE; This now poses a problem for interacting with the (new) technical departments of the MDE and makes it more difficult for the project team, through the NAPA, to access the expertise of the MdE to implement the activities.
- The mandates of MdE and MARNDR are unclear in the following areas or at least overlapping but with different intervention approaches: soil conservation, watershed protection/ management, agroforestry
- Lack of involvement of MARNDR: activities related to adaptation to climate change (agroforestry, farm plans, soil conservation) and the management of marine resources (modernization of small-scale fishing, aquaculture) require the expertise of MARNDR.
- Uncertainty or lack of control over co-financing: the EBA project has no follow-up on the results of the projects or programs listed as co-financing and therefore is not able to know if the overall objectives it wishes to achieve in conjunction with these projects are about to be reached or not. There should be a coordination platform between these interventions and the EBA project so that information on their joint progress can be shared
- Lack of expertise in the marine sector: there is lack of expertise within the MdE and in the country in this area to monitor marine environmental threats; Without skills, it is not possible to target the most relevant issues and optimize the use of financial means. The process of training patrollers and divers will take some time beyond the project to effectively be operational.
- Budget shortage to cover the three complexes in terms of climate change adaptation activities: global environmental effects on the complexes through the project's action are not possible without including the actions of the other partners present in the complexes; therefore, there is a need for effective co-financing of interventions in the project areas.
- Budget deficiency to carry through a reduction of the pressure on the marine resources in the three complexes: the scheduled means for the support to the fishermen are too limited to the material assistance which does not allow enough behavioral changes by a modernization of the sector, taking into account the entire fishing sector (production, conservation, packaging, market flow) and the need for a fisheries strategy in the complexes.

3.3 Implementation of the project and adaptative management

This chapter presents the results of the analysis of the efficiency of the implementation by the project team and the support received by the different stakeholders. The following aspects are reviewed: governance structure, degree of implementation, monitoring and evaluation and reporting, partnerships and communication.

3.3.1 Institutional setup and adaptive management of the project

The project is officially implemented according to the NEX modality, but the GoH (MdE) does not have a project bank account, so does not do direct execution; it is a national implementation modality "assisted" by UNDP which ensures the technical and financial management of the project.

While this modified modality facilitates implementation according to international standards, the disadvantage is a heavy administrative burden with UNDP procedures for a project that is executed by national entities not necessarily familiar with United Nations procedures. This mechanism does not empower the national counterpart to engage in the intervention, especially to facilitate certain processes/mechanisms (e.g. involvement of technical staff) that are essential for the smooth running of the project (e.g. development of partnerships). This results in delays in implementation and significant risks of insufficient commitment of the national counterpart and insufficient impact

The technical capacity to implement the project is excellent:

- At the central level (Port-au-Prince): a national coordinator, a technical specialist by component, a M&E specialist (since the beginning of 2018), a financial analyst and administrative manager
- By complex: a regional coordinator, a watershed facilitator, a NAPA facilitator (the latter two being hired by NAPA but on project funds) and an administrative staff (financial assistant, driver)

Nevertheless, in practice, the teams face many challenges, some of which are overcome or bypassed ("adaptive management") and others that remain unsolved to date:

- (i) Following Hurricane Matthew in 2016, project's planning was reviewed, prioritizing emergency activities at the expense of the initial physical/environmental and socio-economic studies of the complexes that should eventually have resulted in the formulation of the project impactful activities; this has resulted in a substantial delay in the implementation of the project and most importantly a dispersion of the limited project resources to respond to the humanitarian emergency.
- (ii) The institutional changes within the MdE have made it more difficult for the project team to interact with the technical services of the MdE. Before the NAPA became autonomous and new technical entities were created, all activities were endorsed by the MdE General Administration and the relevant technical branches provided at that time. Since the NAPA became independent, any project activity that would require the expertise of the technical divisions of the Ministry, faces a hierarchy problem between the NAPA and the General Administration of the MdE; For the sake of efficiency, the project team bypasses this bureaucratic procedure and interacts directly with the technical branches. As a result, the DG does not always give green light to the technical departments when their interventions in the project must be authorized.
- (iii) The promotion of NAPA to the rank of autonomous unit does not seem to go with a real ownership of the project by the agency at the operational level: (i) the project-team remained housed in the MdE and not in NAPA, (ii) the project team works autonomously (subject to approval of activities by NAPA) with relevant stakeholders in watershed/climate change adaptation and through NAPA field facilitators who are contracted by the project; the result is an obvious project-approach

- (iv) The project-team faces logistical problems with the lack of rolling (motorcycles) and floating (boats) stocks due to administrative problems, which substantially reduces the effectiveness of the 3 field teams (3 people share 1 vehicle), thus hindering the follow-up (see 3.3.5). This significantly impacts their implementation capacity.
- (v) The project contracted six complex facilitators - one of whom is also Director of the Natural Park of Trois Baies - who reports to NAPA, as an autonomous entity of the MdE, and the EBA project as well, although the specific activities of the project and the NAPA are not clearly separated or merged (absence of common /separate work plan to date).
- (vi) The co-financing planned in the PRODOC has never materialized, meant for the overall desired effect of the various targeted interventions and there is no mechanism enabling complementarity between the EBA project and other projects.
- (vii) Nevertheless, the project team has established new partnerships but for amounts well below the initial co-financing. This approach is very quickly limited to ad-hoc and opportunistic activities. Large-scale partnership agreements depend on the MdE/NAPA and/or UNDP insufficiently involved in seeking strategic agreements.
- (viii) The centralized implementation in Port-au-Prince results in that the complex project teams are limited, with the execution, to make qualitative proposals in the preparation of the terms of reference. These proposals are sometimes at odds with the budgets currently available, resulting in delays of activity approval (4 to 6 months to turn out a proposal issued by the complex team).
- (ix) Local bidders have great difficulty meeting the requirements of the United Nations procedures (administrative requirements and terms of reference not matching with the technical capacities) As a result, public procurement is often canceled and readvertised.

3.3.2 Planning of activities

The AWP is rather detailed and presents for each expected effect and product, the yearly programmed activities, entities in charge of the implementation, the planned budget, the target schedule, the annual targets for each activity.

Initially, it was planned that the planning of the field activities would reflect the needs expressed by the consultation¹¹ structures in each complex; these structures, however, barely exist. This is why, so far, the discussions are conducted by each complex technical team with the main stakeholders: either by formal sectoral table with the MdE (Baradères-Cayemites and Trois Baies), or by an ad-hoc sectoral table in the South-East complex: regional advisors, after discussions with departmental management, local support committees, and other field partners, usually send to the project office for approval a regional AWP that will be discussed. The project AWP is developed from these drafts.

The activity proposals reflect fairly well the needs of the actors in the sector. These proposals are put together in a AWP which is approved by the Steering Committee.

If the 4 project teams indicate that the AWP are fairly well detailed, they are not translated into quarterly plans and there is no operational plan by complex: therefore, the operationalization of the activities - in particular the effective budgeting by activity – problematic for the complex teams.

The political instability in 2015 and the hurricanes Matthew in 2016 and Irma in 2017, which changed the project's approach (implementation of micro-projects in post-cyclone response) resulted in a significant delay in the initial studies. It is no longer possible to achieve them all within the allotted time (March 2020). It must be concluded that an extension of the project is necessary.

¹¹ Or Table of departmental consultation

3.3.3 Co-financing

The co-financing planned in the PRODOC (see Relevance of the formulation) did not occur and/or barely contribute to the attainment of the project objective: some projects were closed and others not much/not active in the three complexes.

The interviews showed that the project lacked leadership to develop these partnerships at the beginning of the project. These partnerships are essential for the project to have a visible impact in the complexes: the sole project funding remains insufficient.

As a result, the project team started implementation without the partnerships planned in the PRODOC but nevertheless sought to successfully seize other co-financing opportunities. The amounts committed, however, remain insignificant (<US\$1,000,000) in comparison with the estimated co-financing requirements initially planned (see details in Annex 11) and the areas covered by the project. While some partnerships are perfectly justified and have an impact on the complex (e.g. support for the COGAP project, PSE funding via the Seguin Foundation in La Visite Park), it is not clear how some of these partnerships developed by the project team fit into the project strategy (overall reduction of the level threats in the complex) apart from their isolated, local and decentralized contribution to strengthening some project-funded activities (e.g. UNEP partnership on an environmental information system at ONEV).

In short, institutional leadership is lacking to establish a partnership strategy.

This approach needs to be revisited if the EBA project should have an impact, with more meaningful involvement of UNDP and MdE so that key partnerships can be created with other interventions and donors.

3.3.4 Project financing

The total project cost - GEF / LDCF and GoH co-financing estimates and partnerships is shown in Table 6. The actual budgets disbursed as co-financing are unknown (apparently not accounted for by NAPA / UNDP).

Expenses (US\$)	2015	2016	2017	2018 (JAN-SEP)	TOTAL	TOTAL project planned
TRAC (UNDP)	641,21	122 245,52	213 520,14	75 232,57	411 639,44	400 000,00
UNDP Funds in kind					Pas d'information	1 000 000,00
GEF		222 199,72	459 962,89	406 015,88	1 088 178,49	3 753 098,00
FPMA		309 649,74	953 426,54	1 150 693,35	2 413 769,63	5 381 970 00
Cofin GoH					Pas d'information	1.000.000,00
GoH Funds in kind					200 000,00 ¹²	400 000,00
Cofin bailleurs Effecti13				730 387,40	730 387,40	28 635 068,00
TOTAL spent	641,21	654 094,98	1 626 909,57	2 362 329,20	4 843 974,96	40 370 136,00

Table 6: Evolution of project expenditures

The project expenditure rate (TRAC, GEF and LDCF funds) amounts to 41% at 42 months of implementation (over 60 months). Taking into account commitments in 2018 (\$ 496,438.76) and project assets (\$ 152,294.79), this rate rises to 48%.

Based solely on the GEF, LDCF and TRAC funds (see Figure 1), the cumulative expenditure rate (blue) remains very low in relation to the PRODOC budget (gray). To expect an acceleration of expenditure for the remaining 18 months, the logistical problems (rolling stock) should be addressed and

¹² Project team appraisal

¹³ Source : Project team – all current cofinancing inclding planned expenses for 2019

partnerships with other interventions using significant amounts with a minimum of follow-up should be established.

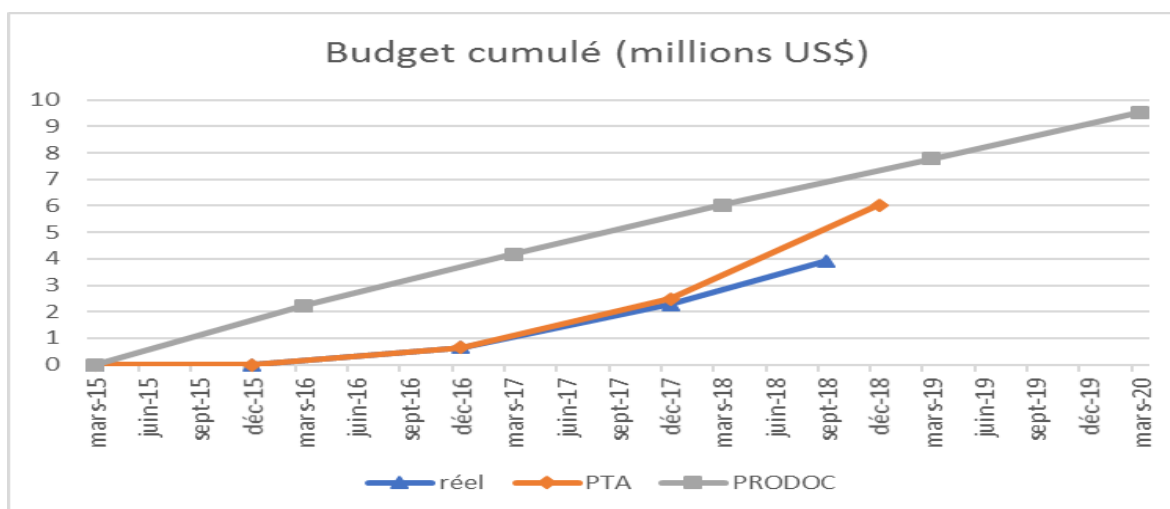


Figure 1: cumulative expenses of the project

3.3.5 Monitoring-evaluation system of the project

PRODOC does not mention the implementation of a project-specific monitoring-evaluation system apart from the use of the GEF Monitoring Tool (PIR); however, it is planned to monitor the implementation of the project via the UNDP ATLAS platform and effective monitoring of the activities by the UNDP Project Officer and the project team. There is no mention of the formulation of a monitoring and evaluation system and the involvement of the GoH in M&E. It was planned at the beginning of the project that the M&E would be carried out by the MdE, together with a consultant specialist hired on a part-time basis. Finally, it was not until 2018 that a M&E specialist was recruited full time for the remaining duration of the project.

This formula remains insufficient because the MdE remains not much involved in the monitoring of the project and it finally appears that the operationalization of the project relies entirely on the project team. This could impact the appropriation of results by the institutional actors.

While the COPIL (Steering Committee) performs its basic functions well, the analysis of the biannual reports suggests that this committee also performs the functions of a technical committee with the discussion and approval of the activities. A technical committee would be operational but the team did not have access to the documents produced by it.

On the other hand, the MARNDR considered as the main state co-financing partner of the project, should co-chair the COPIL and thus be able to better influence decisions, especially since some activities fall within the technical competence of this ministry. This is not the case (see PRODOC). The participation of MARNDR in such a technical committee would be more than necessary.

The creation of Regional Technical Advisory Groups (RTAG) was planned to support each complex project team (Project Management Group - PMG) with an advisory and monitoring-evaluation role. It appears that their role is more in defining and choosing activities (planning stage) than in monitoring and evaluation.

Anyway, it was not until 2018 with the recruitment of the M&E expert that a mechanism begins to be put in place to monitor activities - based on the results framework -. It should be noted that the annual M&E plan does not include a schedule of activities, a calendar for public procurement/calls for bids or the monitoring of project equipment /materials/assets.

3.3.6 Participation of the stakeholders

Execution Partner (MDE/NAPA) :

The Mde is the project's implementing partner to the GEF, and the **NAPA** is the department in charge of operationalization. The other technical departments of the Mde are supposed to contribute to the implementation of the project according to the AWP.

Following the interviews with the **NAPA**, the Mde DG and the technical departments, it appears that the project remains insufficiently supported by the remaining Mde structures (with the exception of the forests and renewable energies technical department), which essentially respond to requests from the project team. This trend has increased as a result of institutional changes in 2017 (NAPA becoming autonomous and new technical departments being created) with greater difficulty for NAPA to federate all the institutional stakeholders of the Mde following its emancipation from the Mde DG.

This seems to result in greater independence of the project team in the implementation of activities not directly related to NAPA (e.g. watershed/climate change adaptation results - LDCF) but also insufficient support from the NAPA to the project team to resolve important issues (e.g. the rolling stock of the three complex teams administratively blocked). Since then, as no coordination mechanism has been established with the Mde DG for the project to work with the technical departments, the project team interacts directly with them without the approval of the DG, which is problematic (planning and monitoring of the activities of the technical departments). The creation and/or merge of departments (e.g. Watersheds, Biodiversity) did not go along with a dialogue with the project team aimed at modifying the current AWP, hence interactions are limited so far.

In conclusion, the intra-institutional dialogue within the Mde remains weak when it was precisely one of the expected results of the project (e.g. output 1.1 - governance framework) with the promotion/adoption of the EBA approach within the institutions. through activities aimed at defining modalities for interinstitutional collaboration, integration into Government plans and strategies. The location of the project team¹⁴ and its mandate severely limit its leverage effect to engage the institutional actors in the EBA project.

Implementation Partner (UNDP):

So far, the role of UNDP has been limited to monitoring the implementation of the project by a "project team" recruited by UNDP and NAPA and in particular public procurement and through COPIL meetings. Few field visits were made by UNDP. UNDP has not been able to resolve with the Government the logistics problems of the complex teams, whose action is particularly hampered in each complex. This is insufficient given the innovative nature of the project's approach: UNDP has failed to make the stakeholders understand the need to pay particular attention to the strategic aspects, including the creation of partnerships and co-financing necessary for the project to have an impact on environmental threats ('global environmental benefits'). Finally, UNDP is in a perfect position to be a

¹⁴ The team project is not based at the NAPA (off Mde) but in the Mde (with the technical departments) and without formal agreement with the GD-Environnement to work with those since its emancipation.

direct intermediary between donors and to ensure that donor interventions in the complexes are better coordinated and even integrated with the EBA project. This is not the case.

Other stakeholders:

- MARNDR : although this ministry is clearly mentioned in the PRODOC as a preferred partner through the many interventions in sustainable agriculture, soil conservation and watershed projects and along with its designated role to co-chair the COPIL, the Initiatives with this ministry remain limited to occasional activities according to AWP and project-team initiatives (e.g. consultation for farm plans, aquaculture). This remains insufficient in relation to the objectives of the project, which aim to significantly reduce the anthropogenic impact on watersheds by farmers and marine areas by fishermen. It lacks a strategy of MARNDR involvement in the project both in the definition and the implementation of activities impacting the reduction of threats to biodiversity (e.g. fisheries monitoring plan, modernization of fisheries, agroforestry ...)
- Local implementing NGOs: the project called upon NGOs and community groups to carry out field activities (e.g. aquaculture, intensification agriculture [pineapple], mangrove planting, coffee and cocoa farming, PSE ...) on the basis of service contracts. The project team was able to identify local partners who are familiar with the field and with relatively good technical expertise. This results in activities that have a real impact locally (e.g. reducing the impact of floods downstream where gully stabilization structures have been established). Nevertheless, it seems unlikely that the sum of all these very limited activities could have a significant overall impact at the complex level.

3.3.7 Gender Integration

Gender differentiation is not given special attention in the project other than women's quota in training/awareness activities (> 40%): there is no differentiated approach in general activities but in terms of choice of project activities: some activities are aimed more at men (e.g. artisanal fishing, charcoal making) and others at women (improvement of water supply, horticultural and agroforestry activities).

The project implementation team remains predominantly male. Only the Finance Manager at the central office is female. However, UNDP has a gender specialist and it would be interesting to target the PTAs or to recruit a 'gender equity' officer to join the team and take care of this issue in the project.

3.3.8 Reporting

The reporting by the complex teams is threefold: a monthly report by the Watershed Facilitators and NAPA, and quarterly / annual reports by the technical coordinator of each complex. These reports feed into the national project team that produces quarterly and annual implementation reports (PIRs).

The analysis of the reports shows that the project is well described - in particular the level of progress of the activities and the operational difficulties - but lack of analysis and hindsight as for strategic challenges (global environmental benefits) of the project and the key issues to achieve the project objectives.

3.3.9 Communication and knowledge management

Although the PRODOC does not explicitly mention the implementation of a communication strategy, the project started with a series of communication activities (e.g. media coverage of the project launch, signs in the project areas, audio and video reports) and a communication consultant is in the process of being hired.

Through the COPIL and bilateral contacts with the project team, the international community and the relevant ministries (technical departments of the MdE, MARNDR) are informed of the project (objective, components), they have little information on the actual progress of the project and especially the opportunities for potential collaboration.

Apart from the COPIL and the regional focus groups, there is no real operational coordination mechanism of the EBA project with other interventions in the sector funded by other donors (indirect co-financing). Information disseminate through sectoral tables, but is not subsequently used by stakeholders in strategic decision-making aimed at developing partnerships and collaborations with other development projects/programs.

The establishment of local advisory committees (in the complexes of Trois Baies and Cayemites-Baradères) as well as the strengthening of the Management Board of Lagon des Huitres (South-East complex) through training and awareness activities is likely on one hand to improve the knowledge of the local stakeholders and on the other hand to strengthen their interest in the project and its expected results. However, these committees remain very financially dependent on the project and are thus rather responsive to the demands of the project which could pose a problem in terms of sustainability hence the need to aim at a certain economic independence for their regular operation through income generating activities.

The project has funded activities of training and awareness to ecosystems and climate change in schools (environmental education). This approach is encouraged by several local entities interviewed and national stakeholders should be able to continue these types of activities in a logic of sustainability of project actions.

Appraisal of the implementation and adaptative management: Moderately Satisfactory (MS)

3.4 Sustainability of the intervention

Potential sustainability refers to the likelihood that the benefits of the intervention will continue after the end of the activity. In this section, the evaluators set forth the risks likely to negatively impact the viability of the project in the medium and long term.

3.4.1 Social and cultural risks affecting the sustainability

Social and cultural risks are important in this project as many activities aim to change deep-rooted fisheries, agriculture and land use practices.

Ex.1: the project aims to reduce the pressure on mangroves by slowing down their cutting and promoting the conversion of charcoal growers to activities of beekeeping and planting of meliferous species in mangroves

Ex.2: the pressure reduction on marine resources is addressed through the conversion of fishermen to aquaculture and/or through the modernization of fishing equipment (e.g. large mesh nets)

The interviews show that these measures are insufficient because they do not take enough into account the social and cultural aspects:

- It is difficult for a fisherman to limit himself to aquaculture if additional income is possible through his traditional activities leading to overfishing;
- The use of large mesh nets does not make sense for a traditional fisherman if in the short term, it leads to a decrease in his income;
- Charcoal making remains an activity so profitable that it is difficult for a charcoal maker to abandon this activity in favor of another one which requires a laborious apprenticeship.

On the other hand, the beneficiaries of the sub-projects or activities represent only a small part of the users of these resources. Charcoal makers or fishermen can turn to alternative activities altogether without producing any significant effect because the remaining majority are carrying out the same traditional practices (eg aquaculture benefiting Filibert fishermen while the other Oxen Lagoon fishermen are not involved).

The alternative activities should come with support aiming to make traditional activities more efficient (modernization of traditional fishing, rational use of mangrove resources, more energy forests) instead of pure and simple too restrictive prohibitions or regulations

In conclusion, an activity-based approach is not effective and a more integrated approach among the beneficiaries and by target area is needed to expect behavioral changes.

In the watersheds, the project promotes adaptations of cultural practices (eg farm plans, soil conservation) and combines them with small infrastructures (stone walls ...) reducing water erosion. This approach is more likely to be adopted by farmer beneficiaries (e.g. non-beneficiaries of the watershed micro-project in Limonade have implemented dry stone walls and contour grass strips in their plots).

An interesting initiative is the approach used by the Seguin Foundation in Parc La Visite to promote the restoration of biodiversity through the maintenance and extension of groves through the PSE mechanism. Beneficiaries recognize that maintaining groves provides long-term benefits (protecting livestock during storms). The coverage of this type of support (number of beneficiaries or km²) is extremely low and the protection effect of the watershed will remain negligible without the extension of such a program and, inter alia, an integrated management plan aimed at rational use of these wooded areas (solely source of fuel for the inhabitants). This type of activity could be subject of reflection on its opportunity to be integrated into the routine activities of the MdE as it requires few resources.

3.4.2 Technical risks affecting sustainability

The technical risks depend on the technical expertise of the protagonists (NGOs, community groups ...) and the quality of the monitoring (mainly the complex teams):

- (i) Despite local knowledge of the intervention areas, their area of technical experience, it was necessary to provide technical support for better quality interventions
- (ii) The quality of the technical monitoring by the project team remains, to date, insufficient as a result of the dispersion of activities in each complex combined with logistics deficiencies. The interviews showed that monitoring visits by the project team are limited and do not detect glitches that should be corrected during implementation (e.g. damage/destruction of gully stone walls).

Some activities present technical risks because they are designed under ideal conditions and do not take into account the real organizational capacities of the beneficiaries (eg aquaculture: insufficient consideration of pump depreciation rates and limited associative capacity of the fishermen).

The visits of the complex teams are too far apart (1-2X /quarter) and allow to detect problems only when it's very late. Besides, there is no evidence that these grassroots organizations have the human and financial capacity to address the problems themselves.

3.4.3 Institutional and Good Governance Risks Affecting Sustainability

The project faces significant institutional risks:

- The institutional changes within the MdE have made the implementation of the project more complex with obvious negative effects. Ex.1: The NAPA's (although still in theory) emancipation from the MdE did not favor a better engagement of the agency on the 'Adaptation to climate change' component. Ex.2: the creation / redesign of new technical departments of the MdE requires a repositioning of the project-team to be able to integrate them effectively in the implementation of the project whereas there is no cooperative agreement between NAPA and the MdE DG to engage the technical branches in the project.
These issues limit the scope of the project team and its implementation capacity without the full collaboration of the institutional stakeholders.
- The interactions with the MARNDR are very limited (eg farm plans) despite undeniable the added value of this ministry, especially for all activities related to the 'adaptation to climate change' component and fisheries. However, the Ministry of the Environment is made up of departments similar to those of the MARNDR ('Watersheds', 'Forests') which raises the issue of duplication.
The expertise and cumulative experience of the MARNDR could contribute to more effective actions in the field of watershed management, whereas for the moment, the MARNDR remains essentially involved through the Steering Committee
- The lack of initially planned co-financing combined with insufficient intra/interinstitutional dialogue to establish large-scale partnerships between projects within the MdE and with other stakeholders (e.g. MARNDR) makes it difficult to achieve the objectives of this project too ambitious and underfunded. Yet, these strategic partnerships are essential to achieve the project objectives and the project team does not have the mandate to establish such connections and engage in this type of dialogue.

Appraisal of the sustainability: Moderately unlikely (MU)

4. Conclusions, recommendations

4.1 Conclusions

In the conclusions are indicated the main achievements and assets (+++), as well as the shortcomings and weaknesses of the project (---):

(i) *Project approach*

+++ The project design is innovative because it aims at a paradigm shift in development aid: it is postulated that a global approach is essential to hope for a positive impact on coastal and marine biodiversity. To do this, the selected areas cover large homogeneous ("complex") sets over relatively wide areas of coastline (horizontality) consisting of watersheds and coastal / marine areas (verticality of the "ridge-to-sea" approach). Indeed, on-site actions have no significant effects beyond their immediate intervention zone because the 'multiplier' effects remain very marginal in Haiti (limited entrepreneurship, insufficient capitalization of the beneficiaries, limited means of the State). The project aims to encourage the adoption of a wide range of solutions to issues related to threats to biodiversity.

- - - To achieve a mass effect, the insufficient GEF budgets call for substantial co-financing and the development of coordination mechanisms (i) between donors, (ii) between project managers and (iii) between institutions (state); the interviews showed this rallying by both the UNDP and the MDE remains insufficient. The project team is not in a position to develop strategic partnerships.

(ii) *Project Governance*

- - - Project implementation is hampered by governance issues that arose during project start-up and during implementation: (i) the project is mostly implemented in isolation with not much interaction with other ministries and institutions (e.g. lack of involvement of MARNDR to make component 1 more effective); (ii) the emancipation of NAPA in 2017 was not followed by adaptations of the project to ensure interactions continuity between the project team under the NAPA and the technical branches of the MDE; (iii) the MDE (DG) and NAPA have an incomplete perspective of the project's strategic approach which requires taking the initiative to develop coordination mechanisms with any other intervention relevant to the achievement of the objectives of the EBA project. In the absence of close supervision and clear strategic recommendations from the MDE, the project team sticks to the implementation of the project according to the PRODOC but with the consequence of a fragmentation of the activities by a multitude of intervention supports and micro-zones. The physical location of the project team in the MDE would indicate that the project remains under the supervision of the MDE DG. This is not the case because the project has not had close relationship with the DG since the emancipation of the NAPA which moved out of the MDE.

(iii) *Implementation approach by the project team*

+++ The EBA project is based on an appropriation of the results by the local stakeholders in the absence of a decisive commitment of the State at the central level: this is why important efforts (information dissemination, trainings, group structuration) are to raise awareness among local stakeholders on the issue of biodiversity degradation.

- - - The choice of activities and areas of intervention in close collaboration with local stakeholders favor an approach of dispersal of resources against a targeted approach. There is a risk that there will be

no overall impact of the project (limited overall environmental benefits): it is the result of a lack of a partnership strategy that would rather have favored a targeted approach. Without a comprehensive approach based on the effects of the project and other interventions, the overall environmental effects will be barely noticeable.

(iv) *Effective Modality of implementation*

- - - Most of the activities are carried out through procurement. However, calls for major studies are almost always canceled and / or relaunched for various reasons: (i) overly specialized terms of reference, (ii) compliance of bids with the UNDP rules, which is difficult for bidders to honor, (iii)) insufficient budgets limiting the number of bidders. This results in significant delays in the implementation schedule, which raises the question of extending the project in order to achieve the results.

(v) *Geographic scope of the project and capacity for monitoring and evaluation of achievements*

- - - The lack of involvement of the MdE and the UNDP to solve the problem of the deficient transport means of the team has negative consequences on the execution of the project: (i) the teams of complex do not have the capacity to project effectively into the complexes and are unable to identify the most relevant activities and areas; (ii) the efficiency of the complex teams is significantly reduced with a reduced monitoring-evaluation capacity, highlighted by the insufficient quality of the results of certain activities (eg, stone walls swept away, dead and non-replanted mangrove seedlings).

4.2 Recommendations

The chapter is structured into: (i) corrective actions for the design, implementation and M&E of the project, (ii) recommendations to reinforce the initial benefits of the project and (iii) proposals for future actions and interventions identifying the parties in charge for each recommendation (see the implementation plan for recommendations in Appendix 12).

4.2.1 Corrective actions for the design, implementation and monitoring-evaluation of the project

4.2.1.1 Recommendations for the project team :

Improvement of the management, coordination and monitoring-evaluation of the project

- A1. There is not enough planning of activities by complex on an annual basis (AWP): as a consequence the operationalization of the activities during the year (budgeting) at the complexes (e.g. training/awareness activities, meetings ...) is very long because the complex teams do not have a clear vision of the budgetary means still available to articulate the activities; resulting in back and forth absorbing considerable time between the complex teams and the central team of the EBA project; this situation can also be explained by remoteness - teams only communicate by phone/and email/Skype - intermittent); *it should be considered reviewing the AWP's on a quarterly basis or scheduling the activities by complex on a quarterly basis*

- A2. The official meetings between complex teams and central team are too far apart (annually); as a result (i) the project teams are not enough in line with the strategic lines of the project defined in Port-au-Prince, (ii) these teams do not interact with the other complex teams and do not benefit from sharing positive experiences and (iii) the core team is unfamiliar with the reality on the field. *The project should organize more frequent exchange/discussion visits between complex teams and central team; these visits (quarterly/semi-annually?) should be held in each complex on a rotating basis.*
- A3. The EBA project hired late a monitoring-evaluation specialist in 2018; henceforward, a resource person monitors the results framework; it is good but insufficient; Given the issue of procurement and field implementation sporadically followed by the project teams, *it would be necessary to better structure the M&E plan with the creation of schedules detailing the operationalization of activities (by the project teams but supported by the monitoring-evaluation specialist), schedule of activities (particularly with regard to procurement), file/tracking of distributed materials ...*

4.2.1.2 Recommendations for the MDE and/or NAPA:

Component 2 and reduction of anthropogenic pressure on marine resources

- B1. Activities targeting fishermen are insufficient and lack ambition, in particular because the initial allocated budgetary resources are limited; *the budget must be reorganized and the quota for marine resources should be reviewed and raised AND/OR the budget added to a pre-existing intervention targeting the fishing sector (implemented by the MARNDR).* Reducing pressure on marine resources is only reasonably possible if fishing is moved to open sea. This approach implies a modernization of the sector through (i) training, (ii) distribution of appropriate equipment to fishing associations for offshore fishing, (iii) establishment of conservation means, credit for buying boats; and (iv) establishment of offshore FADs and the provision of economic alternatives in a more systematic way (aquaculture, apiculture). This type of approach is clearly conceivable only in partnership with other interventions.

Improvement/change of project governance

- B2. NAPA Memorandum of Understanding - MdE General Management: the commitment of the technical departments is essential to ensure the implementation of the project (definition of activities, monitoring of achievements and communication); so far, the field activities are developed and monitored by local providers through procurement. With the reorganization of the MdE in May 2017 leading to the emancipation of NAPA as General Management and the creation/restructuring of some technical departments, the involvement of these in the project became more difficult because the NAPA is no longer under to the General Management of the MdE. To get the technical departments fully involved and accountable in the implementation, *a memorandum of understanding must be signed for the technical departments to commit to the implementation of the project (to make HR available and to integrate the EBA project into the annual plans / programming of activities).*

Improve project management, coordination and monitoring-evaluation

- B3. Improvement of the added value of the restructured and/or newly created technical departments and the MARNDR: the interactions between the project-team / complex teams, the NAPA and certain technical departments of the MdE and / or MARNDR are insufficient and do not value the expertise of these; *there is a need to strengthen the collaboration between the 'watershed' facilitators at the level of the complexes and the MDE's Watershed technical*

department, or even the MARNDR to improve the effectiveness of the implementation; the involvement of the Biodiversity Technical Department in component 2 of the project (e.g. PSE activities of the Seguin Foundation, leadership in capacity building in the marine area (e.g. coral nurseries & biodiversity monitoring)) needs to be reviewed and increased.

4.2.1.3 **Recommendations for MDE and UNDP :**

Review of the intervention strategy: effective development of partnerships between the EBA project and other interventions

- C1. The project's resources are too limited in relation to the extent of the complexes to expect global environmental benefits through the action of the EBA project alone. *The result should come from changes in the activities of each stakeholder to help create global environmental benefits; contacts should be established by the government entities at several levels:*

(1) *the MdE (Minister), UNDP and donors / ministries (e.g. MARNDR for reforestation and fisheries) other projects to reach an agreement on the principles of collaboration*

(2) *MdE DG, NAPA, UNDP Project Officer, EBA Project Team, DGs from other ministries and other project teams to define the modalities for collaboration*

(3) *the EBA project team and the technical teams of the other projects to jointly define the contributions of each partners to the reduction of the pressure on biodiversity*

(4) *the complex teams and other interventions to monitor (if needed)*

To accomplish this, the coordinated framework that is being developed by a consultant should be very useful. Strategic partnerships need to be fostered to commit financial resources to relevant activities in order to accelerate implementation.

Ex1.: Marine component (see para B1) underfunded: *more impactful activities need to be explored in developing an intervention strategy targeting (i) fishermen through close collaboration with the IDB / MARNDR artisanal fisheries project and (ii) strengthening marine & coastal expertise (monitoring of resources with MARNDR / IDB and the development of marine biodiversity expertise targeting the MdE Biodiversity Technical Department)*

Ex2: Reforestation: *To expect to reach 2,000 ha of reforestation, the EBA project must establish a partnership (outsourcing?) with the USAID reforestation project implemented by CHEMONICS with the MARNDR so that the resources of the two interventions be reasonably used in the complexes.*

Improvement /change of the project governance

- C2. Strategic coordination and operational coordination of the EBA project: the COPIL plays both a decision-making and operational role by approving the activities. *It is necessary to clarify the role of the COPIL and make formal a project technical committee (monthly or quarterly), namely:*
 - The COPIL (biannual) is responsible for the supervision of the project: approval of the strategic direction of the implementation of the project: approval of the management/coordination modalities, approval of the AWP and annual budgets and adjustments needed to reach the expected results, review of the project team's annual report, strategic comments and decisions to be communicated to the project team, creation of synergies and search for agreements on similar programs and projects with other donors, approval of the project communication and public information.
 - The Project Technical Committee must be created/strengthened (?) to ensure the operationalization of the project: develop (review?) the terms of reference of the committee,

manage project resources to achieve the results and contribute at best to the objective of the project, review the AWP, budgets, reports (before COPIL) and ensure that budget overruns or financial gaps are addressed, provide technical and substantial leadership with regard to the activities planned in the AWP, agree on reallocations and budget adjustments, address project management and implementation issues, identify emerging lessons to be learned, establish a communication and public information plan and ensure technical departments are well integrated into the project; this group would include representatives of the Forest Technical Departments, Climate Change, Biodiversity, Watershed, Environmental Assessment and NAPA; this group would guide the project team in defining the activities, in line with the operational plans of the directorates and the NAPA.

Improve the project management, coordination and monitoring-evaluation

- C3. The monitoring carried out by the UNDP and MdE (technical departments, NAPA, UNDP project manager) in the EBA project complexes is insufficient to assess the progress of implementation and the difficulties encountered by the complex teams and service providers: *UNDP and MdE (NAPA) thoroughly have to carry out joint monitoring visits on a biannual basis in each complex.*

4.2.1.4 Recommendations for the PNUD :

Improve the project management, coordination and monitoring-evaluation

- D1. Logistics: the absence of motorcycles (in all the complexes) and boats (Baradères-Cayemites complex) is a significant constraint to implement the activities: the complex teams are underutilized (interactions with limited service providers and low intensity monitoring); *transportation means must be made available or project's actions must be refocused on areas of easy access.* Some marine activities and in the archipelagos are associated with the provision boats; *At this stage of implementation, it must be decided whether the process of acquiring boats will be short enough that these boats will be really useful over the remaining duration of the EBA project (i.e, continue or abandon the activities requiring boats)*
- D2. In the EBA project, procurement through UNDP procedures is peculiarly long, although this problem is being resolved with the finalization of the UNDP recent internal reorganization; it is imperative to reduce the processing time (TdR approval, bid preparation, selection process) because these delays have a negative impact on the beneficiaries (eg disinterest in activities expressed several months ago); it should be then considered doing (i) an organizational audit of the procurement process, and (ii) expand the publication channels when calling for bids (e.g. local newspapers, www.jobpaw.com, Reliefweb).

4.2.1.5 Recommendations for the MdE minister's office:

Improvement /change of the project governance

- E1. The current governance mechanism of the project does not allow to reasonably hope for achieving the objectives without a radical change in the project implementation approach: (i) the way COPIL operates is too operational and the dialogue between members is insufficiently clear at the strategic level to guide the project team effectively; (ii) the project team works independently with minimal support from MdE stakeholders; (iii) the institutional partners (NAPA, MdE DG, technical departments) are reluctant to develop intra/interinstitutional dialogue to establish large-scale partnerships between projects within the MdE and with other stakeholders (e.g. MARNDR). Despite all the efforts made by the project team, the implementation of the project remains inefficient; *the project's decision-making mechanisms need to be re-examined to better guide the project team.*

Four scenarios are proposed:

- Scenario 1 : put the project under UNDP supervision - direct implementation modality and no longer national (NIM → DIM); NAPA and DG MdE have an advisory role

Advantages: Direct implementation by UNDP would allow to (i) achieve results more quickly by directly establishing strategic partnerships with donors and (ii) massively engage the remaining funds in a limited number of activities and with a minimum follow-up; (iii) the impact of the change on the field would be limited because the majority of the funds already benefit the local populations

Disadvantages: (i) there is no precedent for an intervention to be downgraded from NIM to DIM; (ii) a significant reduction in activities benefiting the MdE would have significant negative effects on the capacity building of the MdE; (iii) some underlying strategic objectives of the project would be more difficult to achieve without MdE involvement (eg NSPA structuring and national counterpart funds at the Caribbean Challenge Fund).

- Scenario 2 : The project team is housed in the MdE office.

Advantages: (i) accountability of DG MdE and NAPA is strengthened and roles of each party clarified to support the implementation of components 1 and 2 respectively; (ii) this model of governance is a real solution when institutions operate silo and is quite common in other countries

Disadvantages: (i) there is a significant risk of paralysis of the project in case of change of the Minister and renewal of the cabinet

- Scenario 3: DG MdE and NAPA co-chair the project at COPIL

Advantages: (i) this solution falls into the spirit and the meaning of the project, namely to create interactions between institutions to integrate EBA approach; DG MdE is empowered to engage the technical departments in the project

Disadvantages: (i) it is necessary to go beyond the silo approach, otherwise the project may be more difficult to implement (lack of collaboration and competition for financial resources); (ii) the project becomes more complex (double signature to approve all decisions)

- Scenario 4 : statu quo – no change

Advantage: none, apart from the ease of continuing the activities without complicating the project or changing the adopted implementation mechanisms

Disadvantage: it is unlikely that the project will achieve its objectives in a 'business as usual' scenario; the report's recommendations alone will not allow for a radical change in the project's implementation approach; it is necessary to make a change in the governance mechanism of the project

Recommended scenario: # 3; most acceptable solution for all stakeholders

4.2.2 Recommendations to strengthen the initial benefits of the project

4.2.2.1 Recommendations for the project team :

Involvement of the academic sector

- A4. The expertise in the marine field is particularly deficient in Haiti; the project is indeed struggling to implement activities in this area, without very expensive international support. *Universities must be involved to explore the collaboration of the academic sector in the project as part of activities aimed at creating marine expertise (e.g. support to student internships, thesis, dissertation).*

Intervention approaches

- A5. The field interviews showed that the activities destroying biodiversity did not stop when people live in extreme poverty; *the EBA project should review support to pure and simple prohibitions of activities, but rather back up the simultaneous combination of balanced tree cutting activities (mangroves, forests) / fishing (large-mesh nets, resting period) with substitution activities (beekeeping, aquaculture).*

4.2.2.2 Recommendations for the MdE :

MARNDR Involvement

- B4. The involvement of MARNDR is insufficient in component 1; *the MARNDR should play a more important role in decision-making within the COPIL and be more present in the meetings of the (future) Project Technical Committee as well as in the follow-up of certain activities related to watersheds (e.g. farm plans, agroforestry).*

4.2.2.3 Recommendations for UNDP and MdE :

Project extension

- C4. The current level of implementation of the project does no longer allow to achieve the objectives without a project extension at least for the complexes South-East and Cayemites-Baradères - minimum 7 months, ideally 12 months needed to develop the management plans of the complexes -. The additional project management costs could be reduced if some of the activities were outsourced to other stakeholders through partnerships (minimum follow-up).
 - Socio-economic study: → 10/2018
 - Environmental study: 11/2018 → 10/2019 (1 year)
 - Land use planning : start 2019 → 10/2019
 - PA Management Plans : 11/2019 – 10/2020 (1 year)
- In addition, a project extension would build capacity in the marine and coastal area by creating expertise with the development of a multi-year action plan (with the MARNDR).*

Lack of major co-financing

- C5. In the absence of partnership agreements to co-finance certain activities whose results come together, the project's ambitions must be lowered by:
 - (i) *Reduce certain target values (e.g. METT, reforestation) et en*
 - (ii) *Re-analyzing the relevance of each complex in relation to the results already achieved:*
 - Scénario 1 : one or two complexes and regrouping of 2-3 teams; complete coverage of the complex
 - Scénario 2 : three complexes and focus on activities in 1 or 2 sub-watersheds and representative of all the issues related to the reduction of biodiversity

Recommended scenario: # 2; least disruptive option for carrying out activities and most acceptable to all stakeholders.

4.2.2.4 Recommendations for UNDP only

Close monitoring by UNDP

- D3. Monitoring of the project carried out by UNDP and NAPA at the central level is insufficient: the project team is not sufficiently supported and implements the project quite independently; *the UNDP project officer should establish a closer working relationship with the project team to closely monitor the implementation of the project (e.g. calls for bids, partnership synergies/donor co-financing) through weekly or bi-monthly working meetings.*

4.2.3 Proposals to better define and target the sector objectives

4.2.3.1 Recommendations for the project team :

Communication strategy – lobbying

- A6. Despite the lack of a project communication plan, the teams have achieved some communication activities (eg radio, newspapers, awareness and training sessions). However, the specific actions aiming at the politicians (ex. Senators) are insufficient, since those have a lot of influence in their constituencies. It is necessary to develop a communication strategy aiming at the political decision-makers so that the reduction of the biodiversity threat become a national priority to enhance the leverage effect of the institutions.

Appropriation and accountability

- A7. When the local authorities and municipalities in charge of certain activities are involved from the beginning and all through the implementation of the project, the sustainability of the after-project action is easier to ensure. *It is important to continue to involve local authorities in the project (eg agroforestry, nursery, protection forests ...).*
As for the local Committees and groups in charge of certain activities, even the management of the complexes and the PA (ex. consultative committees), whose sustainability should be ensured through the AGR

4.2.3.2 Recommendations for MdE :

Exit strategy/capitalization

- B5. The commitment of the State in the PA remains insufficient and subject to great uncertainties (e.g, appointed rather paid directors, no clear specific NAPA work plans for the facilitators, insufficient surveillance squads, intervention-dependent management structures in the complexes).

There are three long-term options:

- Strengthen the capacity and sustainability of the local complex management structures (AGR, legal status, formalization of the relationship with the NAPA) to make them self-governing*
- Search for PPPs between the State, the private sector and the local structures (e.g. future Haitian Biodiversity Trust Fund or private foundations) to manage the complexes and/or the Pas.*
- Privatize the PAs and submit specific requirements to the operators*

Effective involvement of state partners in implementation and monitoring

- B6 The involvement of state partners in the implementation and monitoring of project activities entails logistical costs that the project does not cover since it is most often the GoH-committed co-financing. In fact, operational budgets do not include these costs, and it is usually at the initiative of the technical directors that resources can be actually made available to ensure the implementation and monitoring of quality activities. *A dialogue process with the stakeholders is needed to identify a modus operandi enabling the project monitoring by these entities (MdE technical departments, MARNDR specialized services)*

4.2.3.3 Recommendations for UNDP :

Project design and budgeting

- D4. The projects adopt a linear budget throughout the implementation of an intervention; the reality shows that this is never the case. The project teams spend significant efforts (lot of personnel resources) to readjust the activities, which reduces the effectiveness of these activities. *Budgets must adopt a sigmoid form throughout the life of a project, namely: an extended start-up phase during which budget consumption is almost zero (setting up of committees, start-up workshop, staff recruitment...), a phase of acceleration of budget consumption (effective implementation of the activities) and a phase of slowdown in budget consumption (finalization of contracts, M & E, activities related to the exit strategy)*

Gender strategy

- D5. The project has not adopted a particular gender strategy apart from participation quotas. The technical teams are entirely male at the central level (except the finances) and in each complex. In the field, no special attention was paid to gender issues with activities developed for male or female audiences; all activities are open to both genres. *It would be appropriate to revisit project activities with a gender perspective when many activities in the rural communities are gender specific (see PRODOC) either with the help of the UNDP gender specialist or by hiring one for the project.*

Co-financing agreements at the project formulation

- D6. Co-financing agreements involving only donors without the implementing partners at different levels do not guarantee a coordinated implementation of actions with a common objective. *The co-financing in a project like EBA must go hand in hand with a coordination mechanism at the highest level of the execution institutions and a workspace allowing the implementation teams to communicate with each other and to create a real synergy between institutions.*

5. List of tables

Table 1: Project Schedule	7
Table 2: Analysis of logical framework/indicators SMART	11
Table 3: Project progress in relation to the overall objective.....	14
Table 4: Progress in relation to Output 1	15
Table 5: Progress in relation to Output 2	17
Table 6: Evolution of project expenditures.....	21

6. List of annexes

Annex 1: Terms of Reference.....	38
Annex 2: Detailed Methodology.....	48
Annex 3: Interview Guides and Questionnaires	53
Annex 4: Mission Schedule and Visited Areas	58
Annex 5: List of People Consulted	62
Annex 6: List of reviewed Documents	64
Annex 7: Matrix of Evaluation Questions	65
Annex 8: Brief Expertise of the Consultants.....	67
Annex 9: Project Interventions Areas.....	69
Annex 10: Results Framework, outputs and activities	71
Annex 11: Liste des cofinancements effectifs	76
Annex 12: Indicative Plan for the Implementation of the Recommendations	80
Annex 13: Agreement and Code of Conduct for Evaluation Consultants	88
Annex 14: Approval Form for the Evaluation Report	90

Annex 1: Terms of Reference



« Improving the resilience of ecosystems and communities vulnerable to climate change and anthropogenic threats through a ridge-to-reef approach to biodiversity conservation and watershed management »

PID 90545 / PIMS 4648

MIDTERM EVALUATION

TERMS OF REFERENCE

BASIC INFORMATION RELATED TO THE CONTRACT

Place: Port-au-Prince, with trips to the project intervention areas

Deadline for application: August 8, 2018

Category: Environment

Type of contract: Individual

Position level: National Consultant

Languages required : French and English

Estimated start date: August 20, 2018

Expected duration of mission: 25 working days

GENERAL INFORMATION**A. Title of the project**

Improving the resilience of ecosystems and communities vulnerable to climate change and anthropogenic threats through a ridge-to-sea, biodiversity conservation and watershed management approach

B. Project description

The «Ecosystem Based Adaptation» project is a project funded by the Global Environment Facility (GEF). It has been designed to enable watersheds (WS) and coastal ecosystems of the targeted complexes to be spatially configured and managed so to enhance the resilience of ecosystems and communities vulnerable to climate change. With a duration of 5 years and a budget of 9,535,068.00 US \$, it is being implemented in the following three ecoregions or complexes:

- The Trois Baies complex located in the North and North-East of the country;
- The Baradères - Cayemites complex in the Nippes and Grand'Anse;
- The Marigot - Massif de la Selle - Anse à Pitre complex located in the south-east of the country.

Project activities are organized around two components:

Component I : Building resilience to climate threats in major watersheds and coastal areas, including watershed management and soil conservation, coastal zone management, natural resource development and conservation

Component II : Strengthening the Contribution of Protected Areas to Biodiversity Conservation and Sustainable Development in Coastal and Marine Areas

Project summary table

Project title	Improving the resilience of ecosystems and communities vulnerable to climate change and anthropogenic threats through a ridge-to-reef biodiversity conservation and watershed management approach			
Project user ID GEF	User id FEMSEC	5380	At approval (Million US \$)	At completion (Million US \$)
User id UNDP Project	PID 90545 / PIMS 4648	GEF Financing	9 135 068	N/A
Country	Haïti	Implementing Entity (PNUD) :	400 000	N/A
Region	Latin America and Caraïbes	Other : MARNDR (FIDA) MARNDR (World Bank) MARNDR (USAID)	3 000 000 9 000 000 11 000 000 16 900 000 1 000 000	N/A

		IDB UNDP		
Focal area	Biodiversity, climatic change	Government : Ministry of Environment	1 200 000	N/A
FA objectives (OP/SP)	-	Total cofinancing	42 100 000	N/A
Implementi ng entity	Ministry of Environment	Total cost of project	51 635 068	N/A
Other involved partners	TNC FOPROBIM MPCE	Signature of project document (Project start up date) : October 2015		
		Closing Date (operational) : October 2020	Proposed date: March 2021	N/A

Considering the existing relationships between the upstream watersheds and the downstream coastal and marine areas, the project aims to conserve threatened biodiversity in these ecosystems and to reduce the vulnerability of the poor populations in target areas to the effects of climate change using an integrated approach to biodiversity conservation from mountain to sea. Indeed, the project targets six groups of results :

- Governance framework - policies, plans and decisions in support of ecosystem-based adaptation;
- Effective conservation and management of ecosystems to enhance their resilience and functionality;
- Assisted rehabilitation - recovery of ecosystem functionality;
- Refined proposals for protected area heritage in coastal and marine areas;
- Strengthening of tools and capacities for effective management of the protected areas;
- New livelihoods to reduce pressure on coastal and marine biodiversity.

The achievement of these results depends on the efficiency obtained in executing the activities programmed and implemented in each target complex. Since its launch, the EBA project has been able to carry out many activities that contribute to building community capacity and restoring degraded ecosystems in target complexes. Soil conservation activities, planting and restoration of mangroves, awareness and environmental education, agroforestry strengthening, training on various topics were carried out. In addition, the main partners of the project have been supported and strengthened, thus facilitating the sustainability of the actions. Being halfway through the project implementation period and having to meet the requirements of the donors, a mid-term review will be carried out this year. Therefore, the expertise of an international consultant is solicited to identify recommendations that can lead to better implementation of the remaining activities.

OBLIGATIONS AND RESPONSIBILITIES**C. Scope of activities and main tasks**

The evaluation team will be composed of two independent consultants: an international consultant who will play the role of team leader and a national consultant who will support him in the execution of his tasks. He will work in close collaboration with the international consultant recruited by the country office and will assist him during his mission in Haiti (15 days). The main responsibilities of the national consultant are:

- Review and complete the documentation;
- Support the planning of the field mission;
- Assist the international consultant during visits to partners and in the field;
- Contribute to the preparation of reports and meetings;
- Contribute to the development of the context of the evaluation report;
- Translate when it's needed.

It is worth noting that the mid-term review team will assess progress in the project-related areas in the four categories mentioned below. Please refer to the document «*Guidelines for Conducting the Mid-Term Review of UNDP-Supported and GEF-Funded Projects*» for a detailed description of these categories.

1. Project strategy*Project design:*

- Analyze the problem the project is addressing and the basic assumptions. Review the consequences of any erroneous assumptions or contextual changes to the achievement of project results as explained in the project document;
- Review the relevance of the project strategy and look into the most effective way to achieve the expected results
- Analyze how the project responds to the country's priorities;
- Look over the decision-making processes.

Results Framework / Logical framework:

- Critically analyze the indicators and targets of the project logical framework, assess the extent to which the mid-term targets are "SMART" (specific, measurable, achievable, appropriate and time-bound), and propose modifications / specific revisions to targets and indicators where necessary.
- Look into whether progress to date has produced, or could produce in the future, development benefits (e.g. income generation, gender equality and women's empowerment, better governance, etc.). that should be integrated into the project results framework and monitored annually.

2. Progress towards achieving the results

- Review the indicators of the logical framework in the light of progress towards end-of-project targets; complete the Matrix with progress towards results, as outlined in the «*Guidelines for Conducting the Mid-Term Review of UNDP-Supported and GEF-funded Projects*»; progress is designated by color according to the principle of "traffic light" according to the level of progress achieved for each accomplishment; make recommendations for sectors falling under the category "are not in progress" (in red)
- Compare and analyze the GEF departure tracking tool with the one accomplished just before the mid-term review.
- Identify obstacles that still hinder the achievement of the project objectives for the remaining time of the project
- In reviewing the benefits of the project to date, identify ways through which these effects could be increased.

3. Project implementation and reactive management

Using the «*Guidelines for Conducting the Mid-Term Review of UNDP-Supported and GEF-Funded Projects*», assess project progress in the following four categories:

- Management mechanisms
- Planning of the activities
- Financing and co-financing
- Project monitoring and evaluation systems
- Stakeholder participation
- Data communication
- Communication on the project

4. Sustainability

Assess overall risks for the sustainability of the project, in the following four categories:

- Financial risks for sustainability;
- Socio-economic risks for sustainability;
- Risks related to the institutional framework and governance for sustainability;
- Environmental risks for sustainability.

D. Expected outputs and documents to be produced

The national consultant must deliver the following products:

- A working methodology and a schedule of activities with the international consultant
- A report of the consultation workshops and focus groups for the gathering of information
- A report of the evaluation report debriefing including the main comments

E. Institutional arrangements

The UNDP Haiti office and the project management are responsible for managing the mid-term evaluation. The UNDP office will issue a contract with the consultant and ensure that he timely gets the daily allowances and travel accommodations in the country. The project team will be responsible for contacting the consultant to provide all the necessary documents, prepare the interviews with the stakeholders, and organize the field visits.

F. Schedule of the activities

ACTIVITY	DATE
Team preparation (delivery of support documentation)	August 20, 2018
Document review and preparation of the mid-term evaluation initial report Validation of the methodology used and of the consultation execution schedule	August 24, 2018
Finalization and validation of the mid-term evaluation introductory report	August 30, 2018
Mission for the mid-term review: Meetings with the stakeholder, interviews, field visits	September 1 st to 15, 2018
Mission overview meeting and presentation of the first findings - the earliest at the end of the mid-term review mission	September 25, 2018
Preparation of the draft final report	October 15, 2018
Incorporate a back and forth system of document/information in the draft report/completion of the mid-term review report	November 20, 2018
Expected date of completion of the entire mid-term review process	November 20, 2018

G. Work location

The national consultant will be based in Port-au-Prince. However, he will have to travel with the international consultant to the project's intervention areas.

H. SKILLS AND EXPERIENCE REQUIRED

Professional experience of at least 5 years in areas such as biodiversity, climate change, natural resources management

Qualifications of selected candidates

The mid-term evaluation will be conducted by an independent international consultant who will be supported in the execution of his/her tasks by a national consultant who meets the following criteria:

- Recent experience in methodologies used in results-based management evaluation;
- Expertise in Monitoring and evaluation;
- Professional experience in one of the project areas;
- Professional experience of at least 5 years in areas such as biodiversity, climate change, natural resource management;;
- Proven understanding of gender issues;
- Excellent communication skills;
- Proven analysis skills ;
- Experience in project appraisal / review in the UN system will be an asset;
- Bachelor's degree (minimum) in environmental management, natural resource management, development science, climate change, rural development, or other closely related areas.

I. PROCESS FOR APPLICATION SUBMISSION

I. Financial proposal and terms of payment

Financial proposal:

Financial proposals must be «all inclusive» and indicate a lump sum for the total duration of the contract. The term «all inclusive» means all expenses (fees, travel expenses, subsistence allowance, etc.);

Payment terms:

Deliverables	Term	Percentage (%)
Work methodology and schedule of activities	1 week after the signature of the contract	20
Report of the consultation workshops and focus groups for information gathering	3 weeks after the signature of the contract	30
Report of the debriefing workshop of the evaluation report	4 weeks after the signature of the contract	50

J. Recommended offer submission

- a) **Letter of interest and availability using the template** provided by UNDP1;
- b) **CV and Personal Information Form** (Form P112), indicating previous experience in similar projects, the contact details (email and phone number) of the candidate and at least three professional references;
- c) **Brief description of the work method/technical proposal** indicating the reasons for which the person considers him/her best positioned to carry out the assigned assignment, and proposed methodology indicating how he/she will approach and carry out the assigned mission; (1 page maximum)
- d) **Financial proposal** showing the all inclusive amount of the contract, spreading the costs using the template provided. In the event that a candidate works for an organization/firm/institution and provides for the invoice by his/her employer of the management fee for the procedure to be made available to UNDP under a repayable loan agreement (RLA), the applicant should report it here and ensure that all associated fees are included in the financial proposal submitted to UNDP.

Incomplete applications will not be taken into account.

Criteria for selecting the best proposal

The contract will be awarded to the individual consultant who will obtain the best combined assessment and who will accept the general conditions of the UNDP. Only proposals that meet the criteria will be evaluated. Proposals will be evaluated using a method that combines several assessments where:

- e) The technical proposal, training, and experience in similar functions will count for up to 70%;
- f) The financial proposal will account for 30% of the total assessment.

K. Annexes to the mid-term review terms of reference (mandate)

The annexes include the «*Guidelines for Conducting Mid-Term Review of UNDP-Supported and GEF-Funded Projects*» and other existing documents that will help applicants better understand the project circumstances and the required activities.

The annexes may also include:

- List of documents reviewed by the mid-term review team;
- Guidelines for the content of the mid-term review report;
- GENU Code of Conduct for mid-term review evaluators/consultants;
- Evaluation Table for Mid-Term Review and Rating Scales;
- Mid-term review report approval form;
- Evaluation matrix template for the mid-term review;
- Matrix of Progress towards Achievement of Results and Summary Table of Evaluations and Achievements for the Mid-Term Review (in Word format).

¹

<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

² http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Annex 2: Detailed Methodology

As noted in section 1 of the report, the final evaluation was conducted in accordance with the UNDP Evaluation Policy and the GEF Methodological Guidelines for a final evaluation. In this context, the evaluator used a participatory and consultative approach that ensures close collaboration with the national stakeholders and in particular the GEF Operational Focal Point, the UNDP Country Office, the Project Team, the government institutions and the UNDP and the main stakeholders.

The consultant used qualitative and quantitative methods that include a review of key documents, literature, talks and interviews with the stakeholders, and field missions.

1. Principles of the evaluation

The consultants used a participatory and consultative approach. This ensured a constant and effective exchange of information with the main project stakeholders.

Several basic principles were used to carry out the evaluation:

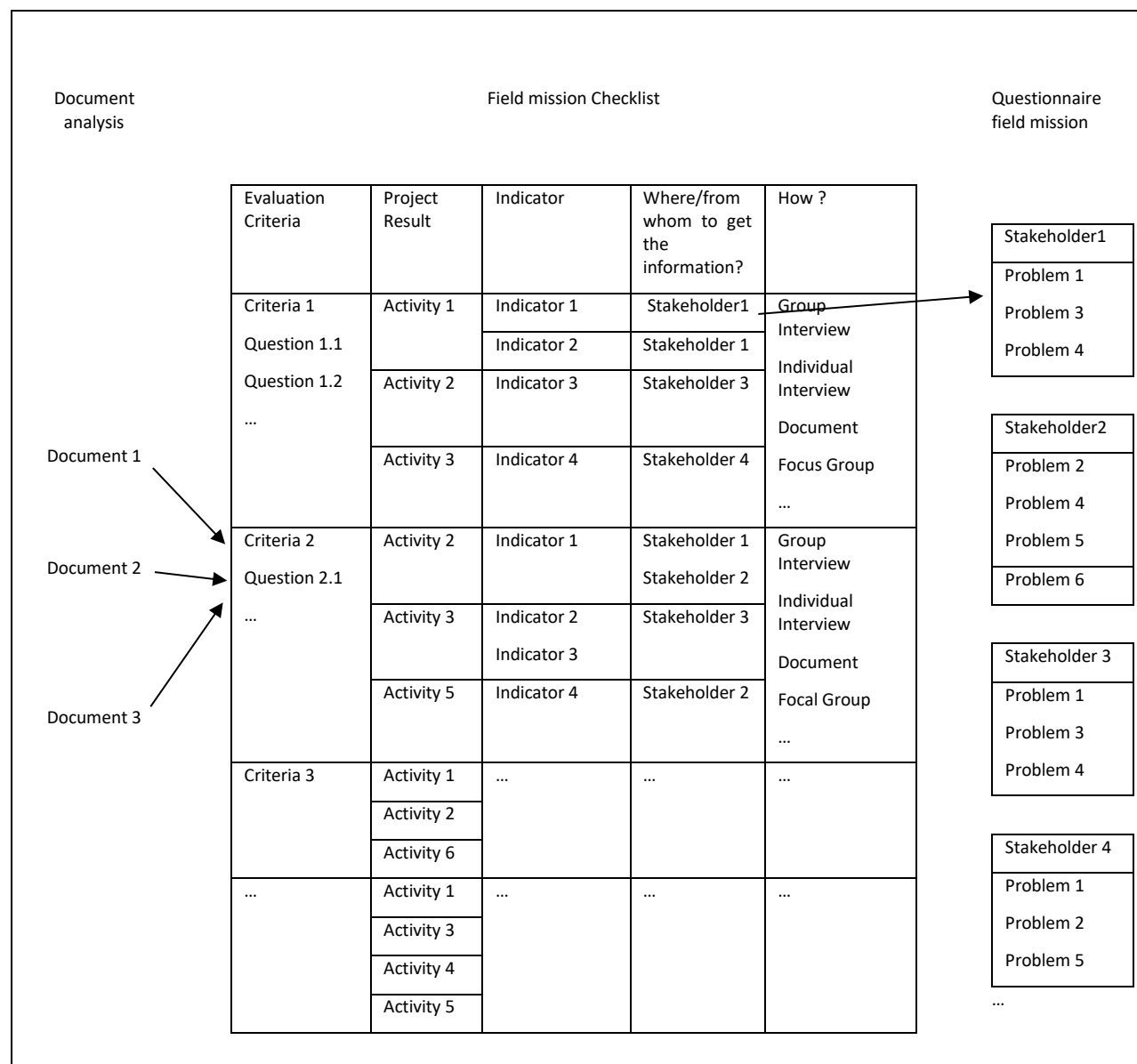
- **Effective participation** of all stakeholders (government, agencies, donors and civil society)
- **Triangulation of information collected**
- Focus on **consensus and agreement** by stakeholders in regard to the recommendations
- **Debriefing transparency**

2. Method

The consultants developed a checklist (see below) of topics/questions according to the evaluation criteria to be assessed during the field mission and prepared the questionnaires/interview guides

The evaluation matrix structures the field mission:
--

- | |
|--|
| <ol style="list-style-type: none">1. What information to collect?2. Where to get it (from whom? What are the different sources of information for triangulation),3. How to get it (what are the appropriate tools - interview, report, focus group, individual interview, statistical data etc.)? |
|--|



Methodology framework for the project evaluation– field mission

3. Questions and evaluation criteria

The consulting team will use the 5 DAC evaluation criteria to analyze the project.

Themes and issues to be analyzed in accordance with the evaluation criteria:

Relevance:

- Suitability of the project design in relation to the identified objectives

- Project design compared to interventions funded by other donors
- Design changes while implementing the project in real conditions
- Suitability of themes and sectors in relation to national issues/priorities
- Relevance for the final beneficiaries
- Level of consultation/participation of other stakeholders

Effectiveness:

- Level of progress towards the achievement of project objectives
- Level of relevance to UNDP/GEF country program priorities
- How risks and assumptions are taken into account during implementation
- Communication and visibility including outside stakeholders/donors
- Lessons learned with regard to the implementation mechanism

Efficiency :

- Effectiveness of activities related to their costs?
- Achievement of objectives depending on time elapsed?
- Effectiveness of the approach used compared to other possible approaches?
- Effective project operational and financial management/RBM
- M&E system and dialogue mechanisms to discuss project progress
- Quality of communication between stakeholders
- Promotion of joint activities to improve efficiency/partnerships

Adaptive management:

- Change of the log frame/results framework and analysis of the indicators
- Analysis of the procurement plan
- Reactivity to changing conditions/ability to adapt to change

Impact :

- Visible change according to the final beneficiaries/GoH
- Contribution to change according to the results
- Partnerships/synergies to enhance impact
- Added value of the project for the beneficiaries
- Intensity and quality of communication on the project results

Sustainability:

- Level of participation of the national stakeholders
- Probability of maintaining results after project closure
- Institutional, environmental, financial and socio-economic sustainability
- Probability of results ownership and empowerment

4. Conduct of the evaluation

Implementation of the evaluation

A 4-step approach is adopted to carry out the evaluation: 1. Preparation phase, 2. Data gathering phase, 3. Analysis and interpretation of relevant data / information and preliminary results, 4. Final report

Step 1: passive data acquisition (5 working days - WD¹⁵)

Review of documents: Review of PRODOC Documents, UNDP Results Matrix, UNDAF and UNDP CP, Project Document/Plan, Relevant Haitian Government Policies and Strategies on Forest Conservation/Management, Monitoring and Reporting/GEF Tracking Tools, minutes of the steering committees, periodic accounts and reports of financial projects, etc.

During this phase, the consultants have (i) identified key stakeholders, (ii) planned field visits to selected project sites and (3) developed the evaluation matrix specifying for each subject index (using the 5 evaluation criteria) and where/how/from whom to obtain relevant information. Beneficiaries' questionnaires were written from this evaluation matrix.

Deliverable : Start-up report

Step 2: Active Data Acquisition and Preliminary Results (15 WD)

Interviews of all stakeholders through individual/group interviews, including institutional beneficiaries, implementing actors, outside stakeholders; interviews (number, target, duration) must be developed from the checklist. The choice of respondents is based on the description of the different entities involved in the documents related to the project: local authorities, grassroots community organizations, representatives of MdE and MARNDR, representatives of UNDP, GEF, other NGOs working on the same theme in the covered areas.

- Briefing/information session in Port-au-Prince - discussion of evaluation issues / themes / start-up report / list of stakeholders and sites to visit (½ WD)
- 1st round of interviews: national government institutions, project team, project partners and donors, other national stakeholders (NGOs, donors ...) (1 ½ WD)

¹⁵ Working days

- Field trips to review project results (implementing partners, institutional/final beneficiaries): discussions with representatives of institutions and local communities on project progress, potential benefits, implementation challenges and vision / next steps for project development (11 WD)
- Analysis of the preliminary results and 2nd round of interviews (1 ½ WD)
- Debriefing (½ WD)

Deliverables: Debriefing/PPT presentation: A debriefing session was held at the end of the field mission in Port-au-Prince.

Step 3: Data Analysis & Interpretation/Preliminary Results & Report Preparation (15 WD)

Conversion of data into relevant information to assess project status and decision-making by stakeholders, government institutions and other stakeholders; inclusion of information into the evaluation report - recommendations; preparation of the interim report.

Deliverable : interim report

Step 4: Preparation of the final report (5 WD) (depends on date of receiving UNDP comments)

Inclusion of stakeholder comments / and audit trail.

Review of UNDP comments and inclusion in the final report.

Deliverable: Final report (date for receiving comments + 5 days)

5. Method of data acquisition

For a mid-term evaluation, the consultants will use a set of tools that will allow them to gather data to establish an overview of the project, its potential impact and progress towards the overall environmental benefits of the project:

- Semi-structured interviews with institutional beneficiaries / GoH
- Focal groups with final beneficiaries depending on gender (villages / communities)
- Bilateral interviews with the staff (central / local) of the project and in the project areas
- In situ evaluation of the achievements (limits, infrastructures, equipment ...)

Annex 2: Interview guides and questionnaires

1. Project Coordination Team Interview Guide

Relevance :

- What are the main issues to be addressed regarding watershed and coastal zone protection?
- In the target areas, what needs have been identified? Which ones were taken into account in the EBA Project and why?
- Are there activities relevant at the start of the project that are no longer relevant today? Are there activities that are irrelevant at the beginning but are relevant today?
- Are the assumptions and the identified risks still relevant/what has been done to mitigate these risks? Was there a risk/mitigation strategy put in place at the beginning of the project?

Efficiency:

- What were the main issues in implementing the project? What are the internal/external factors? What measures have been taken to reduce their impact?
- Deadline compliance of the activities?
- How potential funding gaps in financing programs will affect the overall implementation of the project?
- Availability of financial resources for planned activities before their implementation?
- Roles and responsibilities of stakeholders clearly defined in terms of planning, implementation, reporting (data collection and information transmission), M&E? Improvements to envision?
- Are the indicators SMART (results / impact)?
- Are there mechanisms in place for coordinating project activities with other donor interventions (e.g. co-financing)?
- What project governance system and M&E system have been established? Level of effectiveness?
- Level of contribution from national partners and effectiveness to ensure successful project implementation / what were the main restrictive factors?
- What are the impacts on the implementation and achievement of Project results if there is a co-financing issue?

Effectiveness :

- What are the (non) results achieved? Why? Encountered difficulties ?
- Review in detail of each activity
- What were the main success/failure factors for each outcome?
- What are the main constraints to the implementation of the project?
- Is the implementation strategy flexible enough to accommodate changing conditions? Has it been adapted to maximize efficiency?
- How effective is the EBA project currently (weaknesses and strengths)

Impact :

- Are there any (un) intentional, positive or negative effects of the project on BD/Poverty Reduction?
- Does the project contribute to empowering / strengthening the responsibilities and capacities of the final institutions / beneficiaries through one or more outcomes? For what purpose?
- Does the project have a multiplicative effect (for which activities / results?)?
- Are the activities being implemented improving CC adaptation capacity? Why or how?

Sustainability:

- What are the most / least sustainable results / achievements? How to improve?
- What are the most appropriate outcomes by (institutional) beneficiaries; likelihood that they will be supported after project closure / what needs to be done to improve sustainability?
- Is there any interest and support for implementing similar initiatives in the future / in the same or different / improved way?
- What would be the exit strategy of the project? What mechanism is in place for post-project monitoring?

2. Institutional Actors Interview Guide (MDE & MARNDR)**Relevance :**

- What are your institution's responsibilities for Watershed/Coastal Protection ?
- What are your institution's needs for Watershed/Coastal Protection?
- Are planned activities in line with the needs of the institution/sector?
- Is the project design based on (i) a contextual analysis, (ii) a participatory needs assessment?
- Are the selected areas the most vulnerable or the most strategic? Would you rather have chosen other areas, and why?

Efficiency :

- Do the planned activities effectively target the stakeholders/needs of the sector?
- Are there activities that could be more effective in achieving the same results?
- What was your actual involvement (of your institution) in the project (as implementer/ beneficiary)

Effectiveness :

- Are planned activities sufficiently effective to achieve results?
- What support did you receive from the project?
- What could make the project more effective?
- Do you think that the results justify the amount of money spent so far ?

Impact :

- What changes +/- has the project made to date in the sector / your institution?

Sustainability :

- Can induced changes be maintained over time ?
- Are there mechanisms in place to adapt to change and maintain the benefits of the results?
- How will your institution commit to making the results of the project sustainable?

3. Interview Guide for Partners / Collaborating Institutions and Subcontractors (Co-financing Partners or Implementing CBOs)

Relevance:

- What is your role in the project area?
- What has been your contribution to date in the project area?
- Have you contributed to the design/formulation (including indirectly) of the EBA project / improvement (in) directly of its implementation?

Efficiency :

- Have you received financial/technical/ other resources to carry out your activities?
- What are the limitations/problems that you encounter in carrying out the planned activities?

Effectiveness:

- Do the implemented activities contribute to the overall objective of the project?
- Was there additional support (from you/other institutions) needed to improve the effectiveness of the activities you have implemented?
- What are the main problems of the EBA project?

Impact :

- What changes result from the support you provided for the beneficiaries/biodiversity ?
- Is there more support needed? To do what?

Sustainability :

- What is the likelihood that beneficiaries will benefit from the changes/initial support without additional activities (need for follow-up, other type of support to complete/consolidate)?

4. The project implementation team (area coordinator, facilitator and others)

Relevance:

- What are the needs expressed by the beneficiaries, in relation to the protection of watersheds/coastal zones that are not taken into account by the project?
- What changes have been made in the implementation of the project in response to changing needs in the target areas?

Effectiveness :

- Activity deadline compliance? Schedule adjustment?
- Alignment of accomplished activities with the desired results?
- What are the obstacles/constraints encountered? How did you get around them?
- Is there a project management plan/business plan? What effectiveness/operational level?

Efficiency :

- Organization of team work in the field? (Team distribution, preparation/time management, execution)? Suitability of the team for the workload?
- Logistics organization? Facilities / Difficulties?

- Acquisition of goods/services versus field conditions?
- Coordination mechanism/communication with local players/stakeholders?

Impact :

- What change has the EBA project brought to the final beneficiaries? (Increased income, better working conditions, more free time...)
- Positive and/or negative changes? How did you limit the negative changes?

Sustainability :

- Can the changes induced by the EBA project be sustained in the long term? How to improve?
- Are there additional support needs to sustain these changes for a long time?

5. Focus group guide for final beneficiaries (fishermen, farmers, OCB representatives)

Relevance :

- What are your needs for watershed and coastal protection? What needs are addressed by project activities?
- What are the advantages/disadvantages of the EBA project and support to protected areas?
- What benefits do you expect from the EBA project activities in the watersheds and coastal areas (explain)?

Effectiveness :

- Support received
- Deadline compliance for the execution of the activities
- What problems/needs have not been addressed/met by the EBA project?

Impact :

- What changes does the EBA project bring to final beneficiaries? (Increase in income, better working conditions, more free time ...)?
- Positive and/or negative changes? How to limit negative impacts?

Sustainability :

- Can support / implemented activities be sustained in the long term?
- Is there a need for additional support? Why ?
- How will you contribute to sustainability?

6. Local authorities interview guide (Town council, CASEC)

Relevance:

- What are the needs identified in your municipality for the protection of watersheds/coastal zones? Are priority needs addressed in this project?
- What are the advantages / disadvantages of the EBA project and support to protected areas?
- What benefits do you expect from EBA project activities in watersheds and coastal areas (explain)?

Effectiveness :

- Support received
- Deadline compliance for the execution of the activities
- What problems / needs have not been addressed / met by the EBA project?
- What are the positives/negatives in project implementation?

Efficiency

- Communication mechanism between your sector and the project implementation staff?
- Your involvement in this project?

Impact :

- What changes does the EBA project bring to the final beneficiaries? (Income increase, better working conditions, more free time ...)
- Positive and / or negative changes? How to limit negative impacts?

Sustainability :

- Can support / activities be sustained in the long term?
- Is there a need for additional support? Why?
- How will you contribute to the sustainability of the project results?

Annex 3: Mission Schedule and Visited Areas

Date	Time	Place	Persons met / activities accomplished
MO 10/08	9h00	UNDP	Dorine JEAN-PAUL, Programme Officer (GEF, AF)
	11h00	MdE	Team project - Port-au-Prince <ul style="list-style-type: none"> Gerald NEUVIEME, Project National Director Guerry CORVIL, Responsible for Project Component 1 Ardrouin ALEXIS, Responsible for Project Component 2 Patrick ALTEUS, Monitoring-Evaluation Specialist
	14h00	MARNDR	• Martin JEAN LOUIS, Project PPI3 Director
	15h00		• Laurent MERISIER, Director of Artisanal Fisheries Development Project
	15h00	UNDP	<ul style="list-style-type: none"> Fernando HIRALDO DEL CASTILLO, Assistant Director Dorine JEAN-PAUL, Program Officer (GEF, AF) Adeline CARRIER, Head of Resiliency Unit Monique PIERRE-ANTOINE, Program specialist Lyes FERROUKI, GEF - Panama Technical Regional Advisor
TU 10/09	08h00	MdE	• Jean Pierre MOISE, GEF Focal Point
	10h45		<ul style="list-style-type: none"> Nicole Yolette ALTIDOR, General Director (DG) Fritz NAU, DG Office Head
	11h45		<ul style="list-style-type: none"> Eder AUDATE, Forest and Renewable Energy Director (DFER) Golden DÉSIÉ, staff of National Environmental Evaluation Office (BNEE) Ninon Angrand ABRAHAM, BNEE Director Rony HORAT, Director of Education and Information and Environmental Monitoring (DEISE) Michelet LOUIS, Director of Biodiversity
	14h00	NAPA	• Prenor COUDO, NAPA Technical Director
WE 10/10	09h00	France Embassy	• Yvon GUERRIER, UNDP Sustainable Development ex-specialist
	12h00 – 17h00	Trip to Les Cayes (Baradères-Cayemites complex)	
THU 10/11	09h00	Hotel	Baradères-Cayemites complex team <ul style="list-style-type: none"> Max Robert Rameau, Assistant-Finances Guy CESIL, Technical Regional Advisor Nahoum ALCIDE, PA Facilitator
	11h00	Locality of Marc Lasset	• Ferdinand JEANRI CLAUDE, Office Secretary of CASEC 1st Section of Cavaillon
	11h30		• Field visit of gully treatment works (upstream part of Baradères in the mountains of Cavaillon)

	14h00	4th Section	<ul style="list-style-type: none"> Meeting with the head of ACD/IB Organization
	15h30	Baradères Project Office	<ul style="list-style-type: none"> Meet community leaders and local authorities (members of the Communal Advisory Committee)
FR 10/12	08h30	Hotel	<ul style="list-style-type: none"> Max Robert Rameau, Assistant-Finances Administrateur
	12h00	Public School of Rivière Glace (Pestel)	<ul style="list-style-type: none"> Talk with managers of a nursery established by CEFADDEC Talk with teachers /schoolchildren
	13h30	Thozia (Pestel)	<ul style="list-style-type: none"> Eliza BELIZAIRE, Pestel deputy mayor
	15h30	Carrefour Fièvre	<ul style="list-style-type: none"> Visit another CEFADDEC nursery
	17h00	Pestel Town	<ul style="list-style-type: none"> Patrick ORCEL, member of the Pestel Fishermen Association
SA 10/13	9h30	Hotel	<ul style="list-style-type: none"> Max Robert RAMEAU, Assistant-Finances Guy CEZIL, Technical Regional Advisor
SU 10/14	10h00 - 18h30	Trip Les Cayes – Belle Anse	
MO 10/15	11h00	La Visite	<ul style="list-style-type: none"> Visit Fondation Seguin nursery
	12h00	La Visite – Tête Kajak	<ul style="list-style-type: none"> Talk with PSE Fondation Seguin project beneficiaries
	14h00	Fondation Seguin Office	Meet Fondation Seguin project Staff <ul style="list-style-type: none"> Yvon Emmanuel ELIE Ronald CADEMUS, Fondation Seguin Technical Assistant Christelle Frédéric, EBA intern Lionel RAYMOND, Fondation Seguin Technician Jaime Edward GOETZ, In charge of PSE
	18h00	Belle Anse	<ul style="list-style-type: none"> Bernard LAZARE, CGAP Executive Secretary
	20h00	Thiotte	South East complex team. <ul style="list-style-type: none"> Jude PILLET, Assistant-Finances/ Interim Coordinator Laventure ALEX, PA Facilitator Charles John PETER, Watershed Facilitator
TU 10/16	8h00 – 18h00	Travel from Thiotte to Ouanaminthe – Trois Baies National Park complex	
WE 10/17	09h40	Filibert (locality of Ferrier)	<ul style="list-style-type: none"> Visit aquaculture project in Lagon aux bœufs by Peasant Association of Filibert (APF)
	11h30	Derak	<ul style="list-style-type: none"> Visit mangrove replanting site in Lagon aux bœufs with ASME Association
	13h00	Locality Paulette, Terrier-Rouge	<ul style="list-style-type: none"> Visit pineapple orchard established by MOPADEP
	14h00		<ul style="list-style-type: none"> Visit tree groves established by UCPEA
	14h00	Cap Haïtien	<ul style="list-style-type: none"> Yves-André WAINRIGHT, ex-UNDP Environment and Energy Program Specialist, Reforestation Program Assistant Director
	15h00	Jacquesyl, Caracol	<ul style="list-style-type: none"> Visit beekeeping site established by UJDJ Association
	16h00	Cap-Haitien	<ul style="list-style-type: none"> Obéi DOLEE, Village Planète Director
	18h00		<ul style="list-style-type: none"> Soniel Mercius, FAO aquaculture sector Manager
FR 10/19	08h00	Ouanaminthe	Trois Baies complex team <ul style="list-style-type: none"> Pascal NOEL, Coordinator

			<ul style="list-style-type: none"> • Pierre LIAUTE, PA Facilitator • Pierre NINTH Marcel, Watershed Facilitator
	09h20	Germoplasm Center Dosmond, Ouanaminthe	Germoplasm Center Team <ul style="list-style-type: none"> • Serge LOUIS-JEAN, Nord-East Department Director • Wideline PIERRE, Nord-East Department Assistant Director • Johnny Emmanuel Luckens DUMARSAIS, Dosmond Propagation Center Director
	12h00	Ouanaminthe	<ul style="list-style-type: none"> • Aidé APOLLON, Welt Hunger Hilfe Project Head
	14h00	Fort Liberté	Meeting with CBO Projet beneficiaries <ul style="list-style-type: none"> • BLAISE Abniel, AFELI Coordinator • ANDRÉ Morancy, UFC Coordinator • BAPTISTE Roudy, AFELI Delegate • Emmanuel JOSE, RPF Coordinateur • Régis PRUDHOMME, UCPEA Advisor • JOSEPH Loniel, UCPEA Coordinator • Surfin PHILOME, APAPANE Coordinator • Jonathan PIERRE, ADFE Technical Supervisor • Quesny CHERENFANT, ADFE member • Pierre SILAS, APAPANE Technical Assistant
	14h00		<ul style="list-style-type: none"> • Pierre LIAUTE, PA Facilitator
	16h15	Caracol	<ul style="list-style-type: none"> • FLORVIL Widelin, FOPROBIM Field Agent • Joël CHARLES, FOPROBIM Field Agent
SA 10/20	8h00 – 15h00	Travel to Port-au-Prince	
MO 10/22	10h30	MdE	<ul style="list-style-type: none"> • Joseph JOUTHE, Minister of Environment
	13h30	MRNDR	<ul style="list-style-type: none"> • Roger CHARLES, Responsible for Monitoring-Evaluation of the Artisanal Fisheries Development Program (IDB), member of the steering committee • Clermont CELESTIN, senior officer of Forest and Soil Resources Division, member of the steering committee
	15h30	Faculté D'Agronomie et de Médecine Vétérinaire	<ul style="list-style-type: none"> • Jocelyn LOUISSAINT, Soil and Environment Sciences Specialist / Dean
TU 10/23	09h00	UNDP	Debriefing - UNDP <ul style="list-style-type: none"> • Fernando HIRALDO DEL CASTILLO, Assistant Director • Dorine JEAN-PAUL, Program Manager (GEF, AF) • Adeline CARIER, Resiliency Unit Head • Monique PIERRE-ANTOINE, Program specialist • Stéphanie ZIEBELO, Head of the Governance Unit • Adebisi LIGALI, Resilience Unit Associate/ ex-EBA Project Financial Analyst • Lyes FERROUKI, GEF - Panama Technical Regional Advisor
	11h00	MdE	Debriefing for the Project Team and MDE <ul style="list-style-type: none"> • Gerald NEUVIEME, Project National Director • Guerry CORVIL, Responsible for Component 1

			<ul style="list-style-type: none">• Ardouin ALEXIS, Responsible for Component 2• Patrick ALTEUS, Monitoring-Evaluation Specialist• Eder AUDATE, Director of Forest and Renewable Energy (DFER)• Nicole Yolette ALTIDOR, MdE Director- General
--	--	--	--

Annex 4: List of people consulted

Name	Position
ABRAHAM Ninon Angrand	BNEE Director
ALCIDE Nahoum	PA Facilitator (Baradères-Cayemites complex team)
ALEX Laventure	PA Facilitator (South-East complex team)
ALEXIS Ardouin	Responsible for Component 2 (EBA Project)
ALTEUS Patrick	Monitoring-Evaluation Specialist (EBA Project)
ALTIDOR Nicole Yolette	General Director MDE
ANDRÉ Morancy	UFC Coordinator
APOLLON Aidé	Welt Hunger Hilfe Project Manager
AUDATE Eder	Forest and Renewable Energy (DFER) Director
BAPTISTE Roudy	AFELI Delegate
BELIZAIER Eliza	Deputy Mayor of Pestel
BLAISE Abniel	AFELI Coordinator
CADEMUS Ronald	Fond Seguin Technical Assistant
CARRIER Adeline	Head of Resiliency Unit (UNDP)
CELESTIN Clermont	senior officer of Forest and Soil Resources Division, member of the steering committee
CESIL Guy	Regional Technical Advisor
CHARLES Joël	FOPROBIM Field Agent
CHARLES Roger	Responsible for Monitoring-Evaluation of the Artisanal Fisheries Development Program (IDB), member of the steering committee
CHERENFANT Quesny	ADFE Member
CORVIL Guerry	Responsible for Component 1 (EBA Project)
DÉSIRÉ Golden	Staff of National Environnemental Evaluation Office (BNEE)
DOLEE Obéi	<i>Village Planète Director</i>
DUMARSAIS Johnny Emmanuel Luckens	Dosmond Propagation Center Director
ELIE Yvon Emmanuel	
FERROUKI Lyes	GEF - Panama Regional Technical Advisor
FLORVIL Widelin	FOPROBIM Field Agent
FREDERIC Christelle	Stagiaire EBA, Fondation Seguin
GOETZ Jaime Edward	Responsible for PSE, Fondation Seguin
GUERRIER Yvon	Ex- UNDP Program Manager
HIRALDO DEL CASTILLO Fernando	Assistant Director (UNDP)
HORAT Rony	Director of Education Information and Environmental Monitoring (DEISE)
JEAN LOUIS Martin	PPI3 Project Director

JEAN-PAUL Dorine	Programme Manager (GEF, AF)
JOSE Emmanuel	RPF Coordinator
JOSEPH Loniel	UCPEA Coordinator
JEANRI CLAUDE Ferdinand	Cavaillon 1st Section CASEC Office Secretary
JOUTHE Joseph	Minister of Environment
LIAUTE Pierre	PA Facilitator (Trois Baies complex team)
LIGASI Adebisi	Resilience Unit Associate/ ex-EBA Project Financial Analyst
LOUIS-JEAN Serge	Nord-East Department Director
LOUISSAINT Jocelyn	Soil and Environment Sciences Specialist / Dean
MERCIUS Soniel	FAO aquaculture sector Manager
MERISIER Laurent	Director of Artisanal Fisheries Development Project
MICHELET Louis	Director of Technical Biodiversity Division
MOISE Jean Pierre	GEF/MdE Focal Point
NAU Fritz	DG-MdE Office Head
NEUVIEME Gérald	Project National Director Directeur National (EBA Project)
NINTH Pierre Marcel	Watershed Facilitator (Trois Baies complex team)
NOEL Pascal	Coordinator (Trois Baies complex team)
ORCEL Patrick	Member of the Pestel Fishermen Association
PETER Charles John	Watershed Facilitator (South-East complex)
PHILOME Surfin	APAPANE Coordinator
PIERRE Jonathan	ADFE Technical Supervisor
PIERRE Wideline	Nord-East Department Assistant Director
PIERRE-ANTOINE Monique	UNDP Program Specialist
PILLET Jude	Assistant-Finances/ Coordinateur en intérim
PRUDHOMME Régis	UCPEA Advisor
PRENOR Coudo	NAPA Vice-Director
RAMEAU Max Robert	Assistant-Finances (Baradères-Cayemites complex team)
RAYMOND Lionel	Technicien Fondation Seguin
SILAS Pierre	APAPANE Technical Assistant
WAINRIGHT Yves-André	ex-UNDP Environment and Energy Program Specialist, Reforestation Program Assistant Director
ZIEBEL Stéphanie	Head of the Governance Unit

Annex 5: List of Documents Reviewed

- Cadre stratégique intégré des Nations Unies pour Haïti – 2013/2016
- Plan stratégique du PNUD pour la période 2018 – 2021.
- Descriptif de programme de pays pour Haïti (PNUD, 2017 – 2021)
- Rapport du PNUD sur le Développement humain en 2016.
- Haïti. Cadre de développement durable
- Haïti, Horizon 2030. PNUD, 2014
- Project Implementation Review (PIR 2017)
- Project Implementation Review (PIR 2018)
- Document de Projet
- Groupe de référence Evaluation mi-parcours EBA
- Guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects
- Liste de personnes à contacter pour le PNUD et le Projet EBA
- REVISION à mi-parcours du projet : “Etablissement d’un Système National d’Aires Protégées financièrement soutenable en Haïti” (PID 72801/ PIMS 4150)
- Rapport de Revue à mi-parcours du projet de renforcement des capacités adaptatives des communautés côtières d’Haïti.
- Cadre de résultats stratégiques et incrément du FEM
- Plan de travail annuel EBA 2017
- Plan de travail annuel EBA 2018
- Annex 7. ISF executive summary and second progress report (2010 – 2012)
- ISF Version finale française Avril 2011 (documents zippé)
- Evaluation Finale du projet Restauration et Gestion des ressources Naturelles transfrontières : Phase I Bassins versants des rivières Massacre et Pedernales Projet RTR-FV/ Massacre et Pedernales
- Évaluation à mi-parcours du Projet d’Appui au Renforcement des capacités du Ministère de l’environnement (PARC) - Janvier 2013 – Décembre 2015 - RAPPORT D’EVALUATION
- Liste des membres du CP (Comité de Pilotage)
- Plan de travail EVA 2016 révisé.
- Liste de personnels de l’Unité de Gestion du projet EBA
- Plan de suivi-évaluation du projet EBA (janvier – Décembre 2018)
- METT Haïti scores_AP3B_2016 – 2018
- Documents de rencontres Comité de pilotage
- Lettre de cofinancement de la BID
- Rapport financier annuel EBA – 2016
- Rapport financier annuel EBA – 2017

Annex 6: Matrix of Evaluation Questions

Level of analysis	What ?	How ?
<ul style="list-style-type: none"> • Relevance of the Action 	<ul style="list-style-type: none"> • Suitability of the project design in relation to the objectives identified • Project design versus interventions funded by other donors • Design changes being implemented in real-life conditions • Suitability of themes and sectors in relation to national issues/priorities • Relevance for final beneficiaries • Level of consultation/involvement of other stakeholders • Assessment of the external correlation between project activities and national policies with the strategy of public and association involved in ecosystem-based adaptation 	<ul style="list-style-type: none"> • Compare needs addressed with needs identified and prioritized by the population during initial assessments • Establish to what degree the proposals of grassroots organizations and local actors have been taken into account in determining objectives and activities to be carried out. • Determine the criteria for selecting beneficiaries and compare with the vulnerability criteria • Compare all the needs addressed by the project with the needs expressed by the population • Refer to the national MARNDR and MDE policies on watershed and coastal zone management policies and strategies to compare the strategy promoted by the Action.
<ul style="list-style-type: none"> • Effectiveness 	<ul style="list-style-type: none"> • Level of progress towards achieving project objectives • Level of relevance to UNDP/GEF country program priorities • How are risks and assumptions taken into account during implementation • Communication and visibility including outside stakeholders/donors • Lessons learned regarding the implementation mechanism 	<ul style="list-style-type: none"> • Compare the time of completion of activities to the deadline initially set • Measure indicators of objectives achievement against the indicators set in the Logical Framework • Explore the implementation reports and interview the implementation staff • Interview project local partners on the difficulties encountered and the supports offered for the implementation of the project • Question the leaders of associations, local authorities on their level of satisfaction related to the project activities and the

		benefits offered
• Efficiency	<ul style="list-style-type: none"> Relationship between the resources invested and the results obtained to date Assessment of the suitability of the budget in relation to the actual costs of project activities within the given deadlines Cost/benefit ratio of the activities implemented 	<ul style="list-style-type: none"> Cost effectiveness analysis of the project Comparison of actual costs to the budget Analysis of the absorption capacity of the Project based on the market context for the given period
• Impact	<ul style="list-style-type: none"> Visible change according to final beneficiaries /GoH Contribution to change related to the results Partnerships/synergies to enhance impact Project added value for beneficiaries Intensity and quality of communication on project results 	<ul style="list-style-type: none"> Identification and analysis of changes in the living conditions of the target population
• Viability or permanence	<ul style="list-style-type: none"> Level of participation of national stakeholders Likelihood of sustaining results after project closure Institutional, environmental, financial and socio-economic sustainability Likelihood of appropriation of results and empowerment 	<ul style="list-style-type: none"> Evaluate the level of involvement and participation of local authorities and government actors in the project Evaluate the level of commitment and the capacity of public actors to build on and protect the achievements of the project Evaluate the level of influence of institutional, environmental and socio-economic changes of the population on the sustainability of the project

Annex 7: Brief Expertise of the Consultants

Mr Vincent Lefebvre:

(lefebrevinc@gmail.com)

- Program management and administration/program coordination / formulation, implementation of development projects (logical framework methodologies and ZOPP)/equipment specifications
- Evaluation of projects and programs: relevance analysis, efficiency, effectiveness, social, institutional & economic impact / political, social, cultural, technological, institutional and financial sustainability / cross-cutting issues (gender, HIV, environment and capacity building)
- Knowledge of EU administrative and financial procedures of the 9th, 10th and 11th EDF
- Evaluation data acquisition methods: SWOT analysis, (semi-) structured interviews, focus groups, PCM knowledge; logical framework and indicators analysis (SMART)
- Knowledge of the monitoring & evaluation methods (Management Effectiveness Tracking Tool - METT)
- Statistics including programming in SAS & Delphi / computers (installation and maintenance of hardware and software) - Windows, MS Office, Dbase, FAO softwares, Ales, Dbmain, Costab ...
- Food security and nutrition/agronomy/agroforestry & biodiversity conservation/agro-industry/agro-climatology climate change (including IPCC)/horticulture/biodiversity and ecosystems
- Land & aquatic resources assessment/agricultural potential analysis/rapid rural appraisal (PRA)/natural resource management/restoration (including CCD)/mountainous agroecosystems.
- Soil studies / soil conservation / soil fertility
- Mapping / remote sensing / basic GIS / database system design (MECOSIG, COONGO)
- Feasibility/ market studies: renewable energy (biofuels [biodiesel, colza], wind energy)
- Energy (wind, biodiesel, solar, biogas)

Mr Juslain Matthieu:

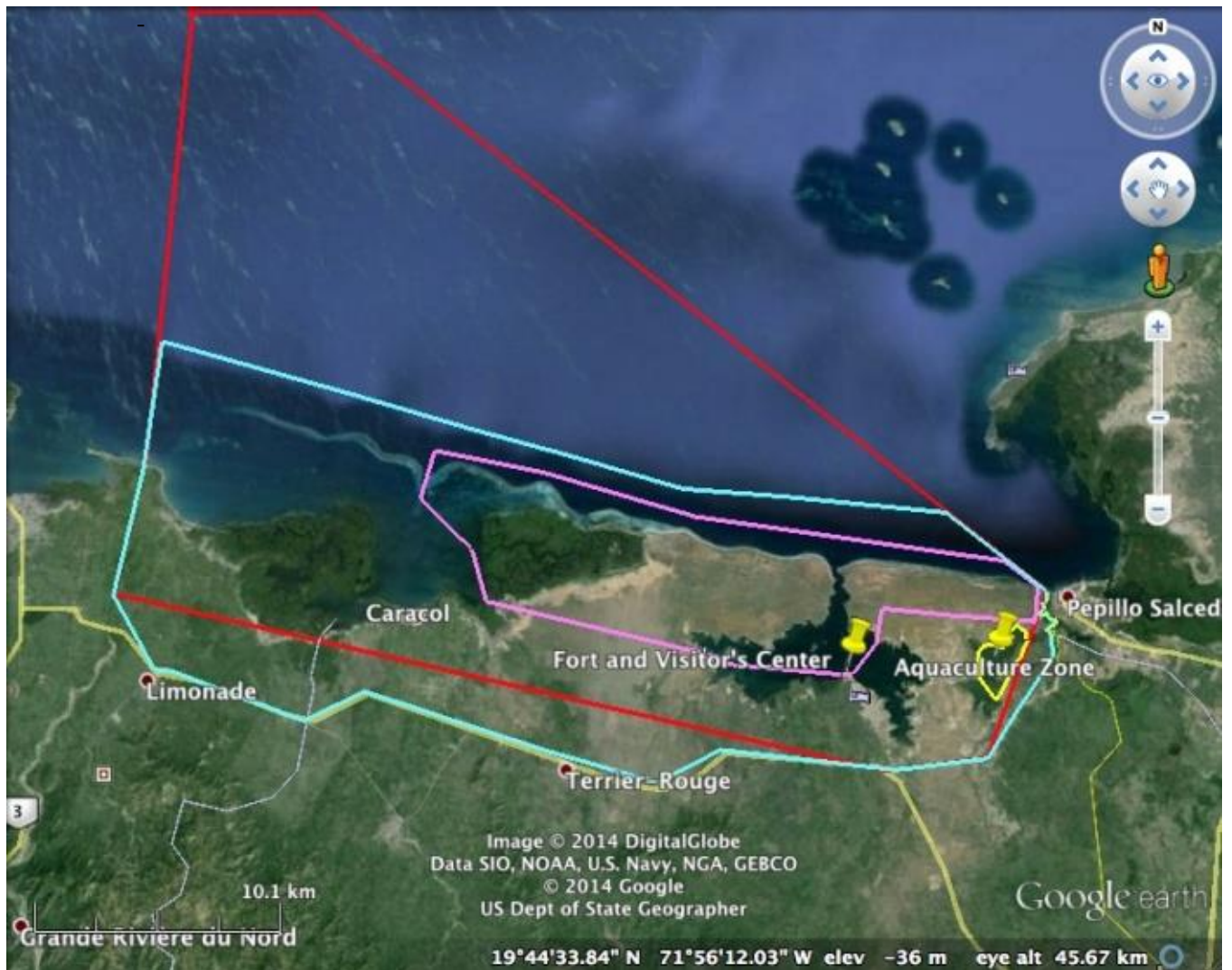
Juslain.mathieu@gmail.com; juslain_m@yahoo.fr

- Academic Skills: Agronomy, Economy and Rural Development - Sustainable Development - Climate Change and Adaptation
- Development, Planning and Project Management (technical and financial management)
- Agro-socio-economic research
- Project Monitoring and Evaluation
- Data Processing and Analysis by SPSS
- Capacity building of grassroots organizations
- Training / Community Awareness (Citizenship, Hygiene, Zone Diagnosis, Development Plan, Territorial Communities and Decentralization, Democracy)
- Risk and Disaster Management (Prevention, Alert, Preparation, Response)
- Water, hygiene and sanitation
- Local governance
- Livelihoods and Food Security

Annex 8: Projet Intervention Areas

The project intervention areas are the following:

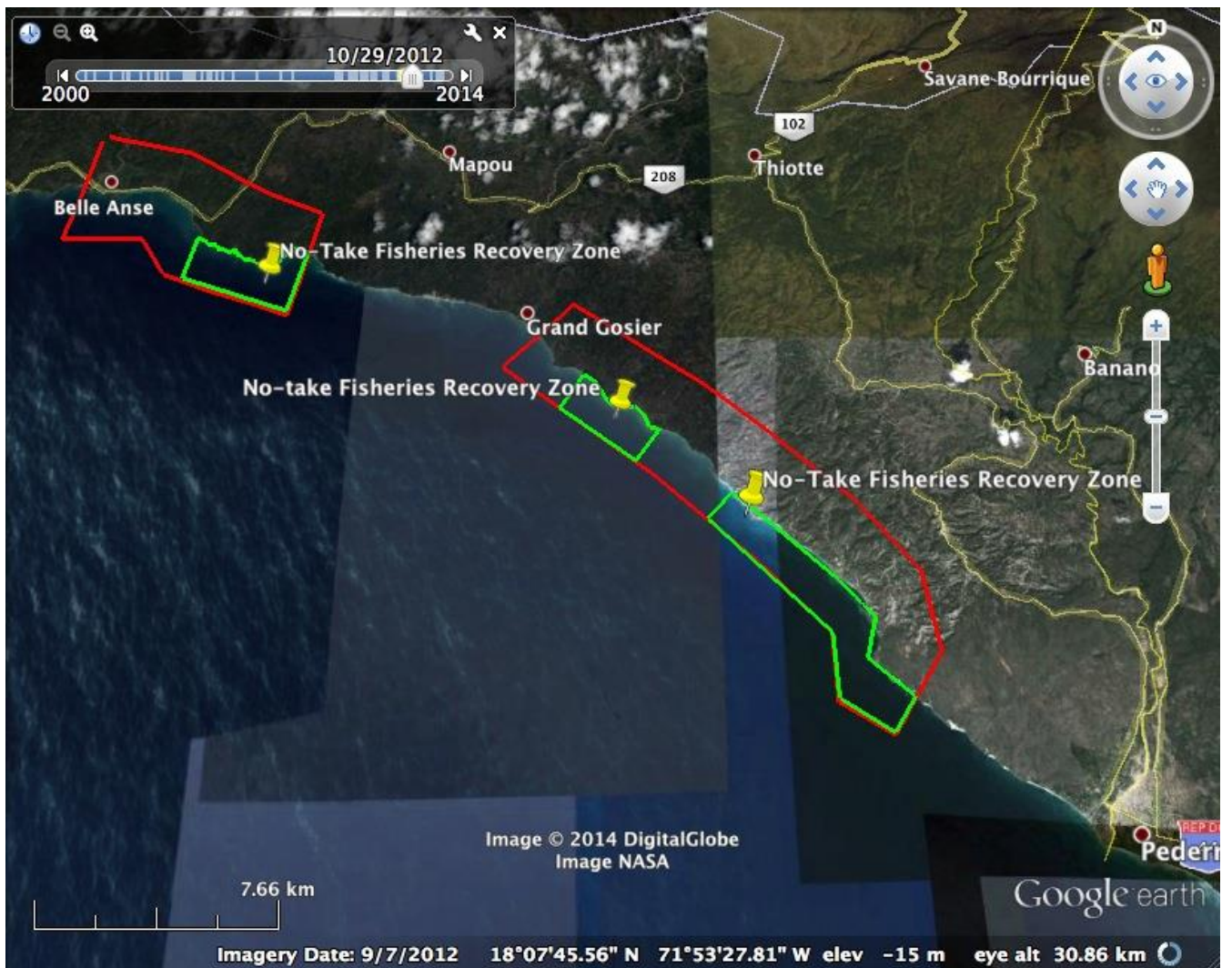
1. Trois Baies Complex



2. Baradères-Cayemites Complex



3. South-East Complex



Annex 9: Results Framework, Outputs, and Activities

Component 1: Building resilience to climate threats in major watersheds and coastal areas

Output 1.1 - Governance Framework - Policies, Plans and Decisions for Ecosystem-Based Adaptation:

- Restructuring of four sectoral tables
- Training of MdE and MARNDR senior officers in vermicomposting/vermi-culture and hydrogeology
- Support to the COY-Haiti establishment and COY-13 participation in Germany
- Socio-economic diagnosis at the Baradères and South-East complexes
- Development of the investment plan for the Trou Du Nord watershed
- Development of a framing tool for the activities of the various actors (in progress)
- Development of a training document on natural resources management (with the involvement of DEISE) (in progress)
- Development of regulations for wastewater management (in progress)
- Development of a strategic environmental methodological guide (SEA) (in progress)
- Support for setting up the environmental information system - virtual system, installation of data collection instruments: piezometers, meteorological station (in progress)

It is an blend of heterogeneous activities: it appears that certain activities are either very specific to certain areas in the complexes (eg wastewater management and Caracol industrial park), or rather generic (revitalization of sectoral tables, environmental methodological guide); though they are perfectly relevant individually, the interviews showed that not all generic activities are inevitably part of an intervention logic linking these activities to the others in the project - in particular what monitoring and resources allocated to implement all these documents and guides - what is their direct added value in reducing the threats to biodiversity in the complexes; rather, they would be typical capacity building activities; in the case of specific activities, they contribute to the project objective.

Output 1.2 - Conservation and Effective Management of Ecosystems to Enhance Resilience and Functionality:

- Training document on watershed management and agroforestry developed for 3B Complex and taught at Loiseau and Haut Madeleine sections (Fort-Liberté)
- Management of 128 ha of slopes at the three complexes
- Awareness session and training for 2569 beneficiaries in risk management, human security, ecosystem-based adaptation, leadership, community resilience, environmental management
- Identification / strengthening of natural resource management resilient to climate change (ongoing)
- Stabilization of 2 km of gullies by the construction of dry stone walls (in progress)
- Management of 300 ha of watersheds at the Cayemite-Baradères complex (in progress)

- Awareness and motivation regarding environmental issues for 250 beneficiaries (in progress)
- Rehabilitation of a water catchment reservoir in the South-East complex (in progress)
- Establishment of 200 ha of agro-forestry systems at the Baradères-Cayemites and South-East complexes (cocoa and coffee) (in progress)
- Development of 100 farmer management plans (farm plans)
- Establishment of 6 ha of pineapple
- Strengthening the Seguin foundation's PSE program at Parc La Visite (in progress)

Given the geographic scope of the complexes, it appears that the level of commitment / intensity of the project is insufficient to impact climate change adaptation in a decisive and global way among the beneficiaries, especially as activities are being implemented in a rather isolated way, depending on the interest of groups, local communities or even more or less proactive town councils, and most importantly in response to the effects of hurricanes Matthew and Irma.

At the local level, the interviews indicate that the impact is quite significant on the micro level (the area covered) but that it is unrealistic to expect greater impacts on the complexes as a whole with activities so dispersed and limited to small areas. This is the case for areas covered by watershed management activities, such as in Baradères where gully treatments are carried out only in three of the seven gullies of the target micro-basin while there are more than a dozen micro-basins flowing into the Rivière of Baradères

Output 1.3 - Assisted Rehabilitation - Recovery of Ecosystem Functionality

- 8 ha of mangroves are restored in the Baradères and 3BNP complexes
- Reforestation of 3 ha of forest and fruit trees in Paulette (3BNP)
- Restoration, conservation and planting of 20 ha of mangroves in the South-East complex (in progress)
- Building the seedling production capacity of the Dosmond plant propagation center (ongoing)
- Establishment of two groves in the municipality of Pestel (in progress)
- Establishment of an energy forest on 40 ha in the locality of Savane Déclée (in progress)
- Establishment of an ecotourism forest of 5 ha in Limonade (in progress)
- Stabilization of 5 km of gully in the Baradères-Cayemites complex (in progress)
- Stabilization of 15 km of gully at the three complexes

Similar problem for output 1.2 (see comment above); besides, the activities already carried out seem to indicate a positive impact of gully stabilization on flood events (to be scientifically confirmed); all activities related to reforestation are problematic, either in terms of implementation (e.g. activities stopped for the energy forest of Décèle due to land issues), or in terms of impact (insufficient reforested areas to start alleviating the pressure on natural resources, the problematic of the activities implementation without taking into account the global context (e.g. rehabilitation and production of seedlings in the Dosmond nursery seedlings which are not absorbed by the project via the 'energy forests' activity at rest, and the center cannot sell or transplant these seedlings on its own).

Finally, the rehabilitation of mangroves associated with the conversion of charcoal makers promotes the absolute prohibition of tree cutting and ignores the support of this activity through improving charcoal making processes, which may lead the charcoal makers to pursue their activities more furtively. Even if the alternative activities are highly profitable, there are still some of the beneficiaries who will remain attached

to their traditional activity, not counting the charcoal makers who are not direct beneficiaries of these alternative activities and will continue to run their charcoal business as usual.

Component 2: Strengthening the Contribution of Protected Areas to Biodiversity Conservation and Sustainable Development in Coastal and Marine Areas

Output 2.1 - refined proposals for protected area heritage in coastal and marine areas

- Contribution to the official declaration of the Baradères-Cayemites protected area (87,622 ha) and the lagon des huîtres park (9641 ha)
- Delineation, boundary marking and mapping of the *Source Royer* natural park (1128 ha) (in progress)
- Delineation of the Controlled Coastal Area (Fishery Recovery Area) at Trois Baies National Park (in progress)
- Development of Kayakions ecotourism activities for the implementation of the multifunctional recreation zone (6063 ha) at the Trois Baies National Park (partnership with TNC) (in progress)
- Detailed studies of the base environmental situation of the terrestrial, coastal and marine ecosystems of the Nippes and South-East complexes (in progress)

The project contributed directly and indirectly to the declaration of protected areas and the structuring of the Haitian NSPA (delineation, mapping of APS, capacity building [output 2.2])

In the marine sector, the activities are too insufficient in terms of coverage of potential beneficiaries in the complexes to have a significant impact on marine / coastal biodiversity: there is a lack of a strategy to put together supports for fishermen (modernization of artisanal fisheries), the definition of fisheries management zones recognized and accepted by fishermen and the establishment of control mechanisms either by the Community or by the State; since the financial means of the project are too limited, it would be necessary to turn to co-financing, otherwise the project activities will have a very restricted or even no impact in the complexes.

Output 2.2 - Strengthening Tools and Skills for Effective Protected Areas Management

- Contribution to the validation of the Trois Baies National Park management plan as an effective management tool for the protected area
- Training seminar with the support of the Faculty of Agronomy and Veterinary Medicine on the management of protected areas for the benefit of 20 MdE professionals
- Training of four NAPA technical managers in Marine Protected Areas Management
- Training in ecocitizenship and climate resilience for 12 CBOs with 108 members
- Training of 30 patrol officers in safety and maritime navigation (in progress)
- Establishment of local management committees of the Trois Baies National Park and managed natural resources of Baradères-Cayemites
- Exchange visit for the benefit of 16 members of the local support committee of the Baradères-Cayemites complex on World Biodiversity Day, May 22, 2017..

- Two training seminars for the members of the local support committees of the Baradères-Cayemites complex and the Trois Baies National Park
- Strengthening of the Protected Area Management Committee of the *Lagon des Huîtres* National Park:
 - o Development of a manual of administrative and financial procedures
 - o Three training seminars on advocacy, basic accounting, leadership and conflict management (in progress)
- Training session for the NAPA staff and its partners on the METT tool (Management Effectiveness Monitoring Tool) and the MIRADI software (formulation of management models) (in progress)
- Contribution to the development of the methodological guide for the management plan of terrestrial and marine protected areas documents
- Contribution to the establishment of the Haitian Fund for Biodiversity Conservation (financial mechanism aimed at increasing natural resources for biodiversity conservation) (ongoing)

The project carried out a great number of awareness activities, trainings and studies aimed at strengthening the capacities of both State officials (mainly MdE) and PA management groups as well as provided /created knowledge on the ecosystem concept.

The interviews showed that the effectiveness of this type of training makes sense only if they come with practical activities on the field even if they essentially contribute to strengthen the Haitian NSPA. However, the underfunding of the project does not allow for the use of newly acquired knowledge on a large scale at the level of the complexes (e.g. trained patrol officers but with insufficient means of surveillance, operational PA management committees but insufficient resources to implement management plans ...), which raises again the issue of insufficient partnerships and lack of co-financing.

Output 2.3 - New livelihoods to reduce pressure on coastal and marine biodiversity

- Capacity building of 140 *Belle Anse* fishermen through training and distribution of fishing equipment
- Publishing of two municipal by-laws on the protection of areas and the regulation of beach seines
- Strengthening of five fishermen's associations in the locality of Philibert through training on selective fishing (installation of 50 cages of 4 m³ that could produce 200 kg of fish at the *Lagon Bœuf* - in keeping with the actions of FAO) (in progress)
- Support for the enactment of four communal decrees on spring protection, excessive tree cutting tr, fishing and management of plastic wastes in the municipality of Belle Anse (in progress)
- Development of an action plan for the reinforcement of salt production in the *Caracol* Bay
- Establishment of beekeeping activities in the *Trois Baies* National Park complex for the benefit of 50 CBO members, especially fishermen's associations
- Establishment of apicultural activities in the communes of Grand Boucan and Grand Gosier for the benefit of 100 CBO members (in progress)
- Development of aquaculture activities at the mouth of the Baradères/ Coral / Etang river (installation of 4 m³ cages that could produce 200 kg of fish and training for selective fishing) (in progress)

Substitution or improvement of the means of production are very dispersed activities in the complexes; quantitatively, they cover a very limited number of potential beneficiaries (e.g. there is an association of fishermen [<100 members] out of more than 3,000 fishermen in the *Pestel* Bay). If these alternative activities

have real potential in terms of increasing the livelihoods of the beneficiaries, they must first be economically viable under real conditions in case of complete substitution and secondly, socially acceptable.

The information obtained during the interviews show varying results depending on the types of activities and the degree of commitment of the beneficiaries:

- Pineapple fields in farmers' associations are potentially highly profitable (high volumes, high demand and high prices) Les champs d'ananas en association d'agriculteurs sont potentiellement hautement rentables (offre de volumes important, forte demande et prix élevés)
- In aquaculture, the real farm conditions seem to strongly reduce the profitability of the activity compared to the initial plans (individualism of the fishermen, premature aging of equipment, higher than expected cost of fingerling production)
- The modernization of fishing equipment by the provision of large mesh nets to recover fish stocks raises the issue of direct loss of income for traditional fishermen .
- The beekeeping activities targeting fishermen / charcoal producers would in fact only concern a limited number of people (direct beneficiaries, members of implementing associations) who would be ready to abandon their previous activity and to fully engage in the production of honey

Annex 10: List of effective cofinancing

Partners	Topics	EBA Financing (\$US)	Partner Financing (\$ US)	Period	EBA Responsibility	Partner Responsibility
Agronomists and Veterinarians Without Borders (AVSF) / Concerted Action for the Integrated Development of Baradères (ACDIB) / French Agency for Development Fund (AFD))	Building the adaptive capacities of the Baradères community through technical support in agroforestry and cocoa-based agroecology	137.275,04	146.266,47	07/18 – 12/19	<ul style="list-style-type: none"> • 48.41% Financing ; • Supervision of the activities ; • Report review and validation; 	<ul style="list-style-type: none"> • Georeferencing of the intervention plots;; • Training of beneficiaries on techniques; ; • Establishment of agroforestry plots; • Monitoring and care of the plots
Fondation Seguin /Neotropical Migratory Bird Conservation Act (NMBCA)	Strengthening the Ecosystem Services Payment Program in Belle-Anse	36.479,35	24.483,36	07/18 – 06/19	<ul style="list-style-type: none"> • Financing for the establishment of new parcels totaling 20ha; • Community meetings; • 37% payment for salaries and services; • 53% payment for the cost of program communication and marketing 	<ul style="list-style-type: none"> • 63% payment for salaries and services; • 47% payment for the cost of program communication and marketing;
Movement of the progressive peasants of Baradères (MPPB)	Flood risk management in the commune of Baradères through soil conservation works	136.265,32	27.253,06	07/18 – 04/19	<ul style="list-style-type: none"> • Supervision of the activities • Report review and validation; • Financing of the activities. 	<ul style="list-style-type: none"> • Awareness and motivation of 3,000 people on environmental issues; • Establishment of 2 linear km of cuttings and planting of 50 lbs of seeds in gullies at Barré and Boinneau; • Construction of 400 cubic meters of stone walls, planting of 2,000 linear meters of cuttings and spreading of 30 pounds of seed in <i>Ravine Mouton</i> • Creation of 600 temporary jobs in the two sub-watersheds
Regional Coordination of South-East Organizations (CROSE) / JUNTA DE ANDALUCIA	Building Coffee Producers' Production Capabilities through the adoption of Good Agricultural Practices as Measures to promote Climate Change Resilience and Biodiversity Conservation in the Commune of Thiotte, Haiti	136 597,39	395.117,67	07/18 – 05/19	<ul style="list-style-type: none"> • Financing of the activities; • Supervision of the activities; • Report review and validation 	<ul style="list-style-type: none"> • Identification of potential marketing channels; • Beneficiary identification and georeferencing of coffee plots; • Training of producers for the preparation of quality coffee; • Support for sustainable soil management, fertility (compost, byol) plot regeneration and renovation;
Village Planète	Planting, restoration and conservation of 20 ha of mangroves and development of alternative activities for 40 families in Anse-à-Pitre and Grand-Gosier.	138 342,81	27.668,00	07/18 – 02/19	<ul style="list-style-type: none"> • Financing of the activities; • Supervision of the activities; • Report review and validation 	<ul style="list-style-type: none"> • Restoration of 15 hectares of mangroves; • Increase mangrove area of the zone by 5%; • 20% income increase for 40 families.

Pestel Town Council/ Community Facilitation and Development Center (CEFADEC)	Promotion of environmental education in schools and rehabilitation of ecosystems in Pestel and Cayemites	63 399,00	12.679,00	07/18-06/19	<ul style="list-style-type: none"> Financing of the activities; Supervision of the activities; Report review and validation 	<ul style="list-style-type: none"> Training and awareness raising of 90% beneficiaries on environmental issues; Dissemination of pre-recorded programs on protection and conservation of terrestrial, coastal and marine ecosystem, waste management and reforestation
Strengthening of the Participatory Governance of the Terrestrial and Marine Protected Area of the Natural Park <i>Lagon des Huitres</i> (COGAP) / European Union	Strengthening the Management Board of Protected Areas of the Lagon des Huitres National Natural Park (CGAP/PNN-LH)	6 657,14	15.678,57	06/18 – 08/18	<ul style="list-style-type: none"> 100% funding for advocacy training; 100% funding for conflict management training; 50% funding for the workshop on the preparation of administrative documents (meals and accommodation) 	<ul style="list-style-type: none"> Basic Accounting Training;; 50% funding for the workshop on the preparation of administrative documents (transport and training materials); Consultation/support to administrative management
	Support for the enactment of four municipal decrees on the protection of springs, the excessive tree cutting activities, fishing and the management of plastic wastes in the arrondissement of Belle Anse	2.285,71	3.425,00	06/18-09/18	<ul style="list-style-type: none"> 36.36% support to awareness campaign; 100% support to the publishing of the 4 municipal decrees 	<ul style="list-style-type: none"> Support 63.64% of awareness campaign; Provide transportation of representatives.
The Nature Conservancy (TNC)/ Caribbean Program for the Conservation of Marine Biodiversity (CMBP)	Delineation of a Marine Controlled Zone as an internal management area at the 3BPN	35.548,80	30.658,82	01/18 – 12/18	<ul style="list-style-type: none"> Install 25 marker buoys to delineate the multifunctional recreational area inside the PN3B; Conduct information and awareness sessions with local fishing communities; Provide buoy management and maintenance 	<ul style="list-style-type: none"> Install 25 marker buoys to delineate the multifunctional recreational area inside the PN3B; Conduct information and awareness sessions with local fishing communities Provide buoy management and maintenance
	Strengthen the sustainable management of coastal and marine ecosystems through the implementation of kayaking / canoeing activities in the Trois Baies National Park (PN3B)	41.448,46	35.729,41	02/18 – 11/18	<ul style="list-style-type: none"> Train and make available about twenty tourist guides; Train about twenty participants on kayaking operations; Write and make available to visitors a simple and illustrative booklet that allows to appreciate the natural and historical values of the park;; Assist in interpreting route points for kayaking tours 	<ul style="list-style-type: none"> Training of 4 members of the <i>Trois Baies</i> kayak ecotourism cooperative, 11 in marketing, business plans and financial management Purchase of kayaks, lifejackets, water tank and sanitary equipment
The Nature Conservancy (TNC) / CCD-UNDP	Support for the establishment of the Haitian Fund for Biodiversity Conservation	29.000,00		04/18 – 12/18	<ul style="list-style-type: none"> Support for the development of the action plan document for the implementation of the fund; Support for registration in the Ministry of the Interior Support for publication in the <i>Moniteur</i> 	<p>CCCD (RCC)</p> <p>Support for the preparation of legal documents (articles of incorporation, statutes and internal regulations);</p> <p>TNC</p> <ul style="list-style-type: none"> Development of the action plan document

German Agro Action	Establishment of an energy forest on 40 hectares in the locality of <i>Savane Décèle (Fort Liberté)</i> / implementation phase	49.935,85	11.428,00	03/18 – 03/19	<ul style="list-style-type: none"> • Development of a management plan; • Recruitment of an operator for the implementation of the management plan; • Financing 81.4% of the activities • Supervision of the implementation of the management plan • Support for the signing of the agreement between the Ministry of Environment protocol and a CBO of the area for forest management 	<ul style="list-style-type: none"> • Supervision of activities ; • 18.6% financing of activities.
--------------------	--	-----------	-----------	---------------	--	---

Annex 11: Indicative Plan for the Implementation of the Recommendations

<u>N°</u>	<u>Recommendations</u>	<u>Activities</u>	<u>Who is responsible for the activities?</u>	<u>Who supports ?</u>	<u>When / schedule ?</u>	<u>How long ?</u>
<u>Follow-up by the project team :</u>						
A1	Review of quarterly AWP or quarterly complex activity planning	- Development of a new mechanism for planning and monitoring the implementation of the project	Project Team with UNDP	NAPA	02/2019	1 week
		- Approval of the new mechanism	COFIL	Project Team / NAPA	02/2019	1 day
		- Quarterly review of the AWP	Project Team	UNDP/ NAPA Program Unit	03, 06, 09...	1 month
A2	Organization of exchange visits / more frequent discussions between complex teams and central team	- Choice of the frequency (check budgetary resources)	Project Manager	-	02/2019	1 week
		- First meeting in any chosen complex	Project Team	-	03/2019	2 days
A3	Improved structuring of the monitoring and evaluation plan	- Monitoring of the equipment inventory (location, status, beneficiary ...) and creation of a database	Monitoring-evaluation Specialist	Complex Team	01/2019	1 month
		- Monitoring / impact of training and activities (3, 6, 12, 18 months): follow-up file / questionnaires	Monitoring-evaluation Specialist	Complex Team	02/2019	1 month
		- Creation of a schedule for calls for bids / procurement	Monitoring-evaluation Specialist	-	02/2019	1 week
		- Field training of complex team administrators to use the tools (DB and schedule)	Monitoring-evaluation Specialist	-	02/2019	1 day
A4	Involvement of the academic sector	- Dialogue with selected universities to analyze the potential for collaboration (based on the experience of the Seguin Foundation)	Project Team	NAPA	02-03/2019	2 months

EBA Project Evaluation – final report

01/30/2019

		- Analysis of budgetary implications	Financial Analyst	Project Team	03/2019	1 week
		- Development of a memorandum of understanding	Project Team	-	03/2019	1 week
		- Approval by COPIL	COPIL	-	04/2019	1 day
		- Signature of the Memorandum of Understanding	NAPA	-	04/2019	1 day
A5	<i>Support / amendments of intervention approaches</i>	- Inventories of activities that support bans (controlled fishing, replanting mangroves, reforestation)	Project Central Team	Complex Team	02-03/2019	2 months
		- Dialogue with local authorities on bans	Complex Team	Project Central Team	02-03/2019	2 months
		- Reformulation of activities aiming at simultaneous support for rational use of resources and substitution activities	Project Team and Complex Teams	-	04-06/2019	3 months
A6	<i>Communication Strategy - Lobbying- Lobbying</i>	- Analysis of financial needs (consultant, equipment ...)	Project Team	Financial Analyst	02/2019	1 week
		- Budget /AWP `modification	Project Team	-	02/2019	1 week
		- Approval by COPIL	COPIL	-	02/2019	1 day
		- Call for bids for a consultant	Project Team	-	03-06/2019	3 months
A7	<i>Local appropriation and empowerment</i>	- Review of current sustainability mechanisms of groups and committees supported by the project	Complex Team	Project Team	02-03/2019	2 months
		- Definition of support methods to make these structures sustainable	Complex Team	Project Team	03-04/2019	2 months
		- Analysis of financial needs (training, equipment, credit ...)	Complex Team	Project Central Team	05/2019	1 month
		- Budget /AWP `modification	Project Team		06/2019	1 month

		- Approval by COPIL	COPIL	Project Team	06/2019	1 day
<u>Follow-up by MdE and/or NAPA :</u>						
B1	Reorganize the budget and increase the quota for marine resources AND / OR integrate the budget into a pre-existing intervention for the fisheries sector	- Dialogue with IDB/MARNDR on the opportunity to integrate the EBA activities in the implementation plan of the project « Development of Artisanal Fisheries »	MdE/ NAPA	UNDP	01-02/2019 01-03/2019	1-2 months
		- Budget review and reformulation of activities	Project Team (avec le PNUD)	UNDP	02/2019	Less than 1 month
		- COPIL extraordinary approval session	Project Team	NAPA	28/02/2019	1 day
B2	Memorandum of Understanding NAPA - DG MdE	- Protocol development / definition of collaboration conditions /	Cabinet du Ministre	UNDP	02/2019	1 month
		- Review by the NAPA and DG MdE	NAPA and DG MdE	UNDP	03/2019	1 month
		- Signature of the agreement	NAPA and MdE	Minister's Cabinet	03/2019	1 day
B3	More active involvement of newly created / restructured Technical Departments (eg Watersheds and Biodiversity)	- Collaboration agreement between Environment DG and NAPA [see above]	(DG MdE and NAPA)	-	03/2019	1 month
		- Analysis of the added value of the departments, definition of a program of activities	Project Team	Technical Departments	02/2019	2 weeks
		- Integration in the revised AWP	Project Team	-	03/2019	1 day
B4	MARNDR involvement	- Dialogue with the MARNDR to analyze its involvement in Component 1	NAPA/DG-MDE	Minister's Cabinet	03/2019	1 month
		- Development of a memorandum of understanding / cooperation between the MARNDR and MdE	DG-MDE/DG-MARNDR	NAPA / Project Team	04/2019	1 week
		- Signature of the Memorandum of Understanding	MdE and MARNDR	-	04/2019	1 day
		- Establishment of collaboration mechanisms with the MARNDR	Project Team, NAPA and DG MARNDR	-	05/2019	2 semaines

		- Revision of the COPIL and Operational Group ToR	Project Team	-	05/2019	1 week
		- Approval of the ToRs by COPIL	COPIL	Project Team	05/2019	1 day
B5	Exit strategy / capitalization	Strengthen the capacity of local structures, establish PPPs and envision the privatization of some PAs	UNDP	-	2020	End of project and beyond
B6	Commitment of state partners in implementation and monitoring	- Review the balance of the financial / in-kind contribution of the GoH to the project	NAPA / DG MdE	Project financial analyst	02 – 03/2019	2 months
		- Availability of financial resources for NAPA / DG MdE to provide field monitoring	NAPA / DG MdE	UNDP/ Minister’s Cabinet	03-04/2019	2 months
Follow-up by MdE with UNDP						
C1	Effective development of partnerships between the EBA project and other interventions	- Inventory of relevant potential partners in and around complexes	Project Team	-	01-02/2019	1 month
		- Dialogue with donors, MPCE and MARNDR on partnership opportunities	MdE and UNDP	Project Team	02-05/2019	2-3 months
		- Definition of partnership terms	UNDP Program Unit	MdE/ NAPA	05/2019	1 month
		- Signature of partnership agreements	MdE/ NAPA	UNDP	06/2019	1 day
C2	Improvement of the strategic coordination and operational coordination of the EBA project: COPIL review and creation / strengthening of the Technical Committee	- Analysis of the responsibilities of the COPIL and amendment of the ToRs(Re) formulation of the TdRs of the Technical Committee (function, members, frequency of meetings ...)	NAPA and Project Team	UNDP Program Unit	02/2019	1 month
		- (Re) formulation of the ToRs of the Technical Committee (function, members, frequency of meetings...)	Project Team	DG MdE, NAPA	02/2019	1 month
		- Approval of new structures	COPIL	-	03/2019	1 day
C3		- Choice of frequency (check UNDP and MDE budget resources)	MdE and UNDP	Project Team	01-02/2019	1-2 months

		- First follow-up visit in any complex at choice	UNDP Program Unit / NAPA /DG Mde	Project Team	03/2019	2-3 days/complex
C4	Project Extension	- Review of schedule / deadlines for studies (TNC, management plans, agroforestry and reforestation ...)	Project Team	NAPA / UNDP Program Unit	02/2019	1 week
		- Budget analysis of additional costs / involvement for project staff	Financial Analyst	Project Team	02/2019	2 weeks
		- Development of 2-3 extension proposals (function of budgetary resources, simplification of implementation by partnerships, options for team maintenance / reduction - project and complex and reduction of the project scope [see recommendation Q])	Project Team /NAPA	UNDP Program Unit	03/2019	1 months
		- Presentation of the extension proposals to the MDE (DG-M)E, Minister's Cabinet, Technical Departments) for comments	Project Team /NAPA	-	03 2019	2 days
		- Finalization of the extension proposal and validation by COPIL	Project Team /NAPA	UNDP Program Unit	04/2019	2 weeks
		- Sending to UNDP and GEF	UNDP Program Unit	-	04-05/2019	2 months
C5	Lack of significant co-financing: reduced scope of the project	- Reduction of certain target values (reforestation, fishing support, METT values)	Project Team /NAPA	UNDP Program Unit	02/2019	1 semaine
		- Development of scenarios: reduction of the number of complexes and / or concentration of activities in sub-watersheds	Project Team	NAPA /DG-MDE	02/2019	1 month
		- Discussions about the best options with local partners	Complex Team	Project Team /NAPA	02-03/2019	2 months
		- Proposal to reduce the scope	UNDP Program Unit	Project Team	05/2019	1 week
		- Approval of the proposal	COPIL/ MDE Cabinet	-	05/2019	1 day
		- Sending to UNDP and GEF for approval	UNDP Program Unit	Project Team and NAPA	05-06/2019	2 months

<i>Follow-up by UNDP</i>						
D1	Solving the problem of inadequate logistics (motorcycles and boats)	- Analyze the probability of being able to reconstitute the purchase documents of the motorcycles and legalize them within 2 months; if positive, take the necessary steps	Project Team	UNDP Program Unit	01/2019 02/2019	1 week
		- If negative, leave the vehicles and the process of acquiring new motorcycles (sole supplier for Honda motorcycle)	Project Team UNDP Program Unit	MDE/NAPA	01-03/2019	1 month
		- Review the level of priority for activities requiring a boat and the estimated duration of the call for bids (discussion with the complex teams)	Project Team	UNDP Program Unit	01/2019	1 week
		- If relevant, launch the call for bids; if not, give up	Project Team	UNDP Program Unit	01-05/2019	3-4 months
D2	Reduced time to process procurement (ToR approval, RFP development, selection process)	- Organizational Audit of Procurement Procedures (TRAC Fund Service Contract)	UNDP	-	03-05/2019	3 months
D3	Close monitoring by UNDP	- Analysis of budget implications (TRAC funds)	UNDP Program Unit	-	02/2019	1 month
		- Revised schedule of field visits by Project Manager	UNDP Program Unit	-	02/2019	1 week
D4	Project budgeting	Improve project budgeting in formulation phase	-	-	-	Out of project
D5	Gender Strategy	UNDP specialist support to analyze the relevance of gender activities / hiring of a gender specialist	UNDP Program Unit	-	02 – 06/2019	5 mois
D6	Co-financing agreements	Donor coordination mechanisms / UNDP and MDE / project teams / other intervention teams	MdE	-	-	Out of project
<i>Follow-up by the MdE Minister's Cabinet</i>						
E1	Improvement of project governance mechanisms	- Detailed analysis of the scenarios	NAPA /DG-MDE/ MDE Cabinet	UNDP	02/2019	1 mois
		- Choice of scenario	NAPA / DG-MDE	-	02/2019	1 jour

EBA Project Evaluation – final report

01/30/2019

		- Validation by the Minister (if change)	Minister	MDE Cabinet	03/2019	1 month
--	--	--	----------	-------------	---------	---------

Annex 12: Agreement Form and Code of Conduct for Evaluation Consultants

Evaluators:

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

Evaluation Consultant Agreement Form¹⁶**Agreement to abide by the Code of Conduct for Evaluation in the UN System****Name of Consultant:** __Vincent LEFEBVRE_____**Name of Consultancy Organization** (where relevant): _____**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Brussels on 28/01/2019

Signature: _____

Name of Consultant: _____**Name of Consultancy Organization** (where relevant): _____**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Port-au-Prince on XX/01/2019

Signature: _____

¹⁶www.unevaluation.org/unegcodeofconduct

Appendix 13: Approval Form of the Evaluation Report

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____