**Management Response and Tracking “Ecosystem-Based Adaptation (EBA)”**

***Evaluation title***: Terminal Evaluation

***Evaluation date:***  September - October 2020

Prepared by: Gérald Neuvième Position: Project Manager Unit / Bureau: Resilience

 Prénor Coudo Position: ANAP Technical Director

 Jeantel Joseph Position: ANAP General Director

Cleared by: Position: Unit / Bureau:

Input into and update in ERC : Léopold Junior Fénelon Position : Programme Analyst Unit / Bureau :

Last update: January 2021

|  |
| --- |
| *General comments**ANAP and the EBA team take note on the recommendations made by the evaluators* |
|  |
| **Recommendation or issue 1: The UNDP office should put in place, in connection with point III "Administration and risk management" of the UNDP DCP- (2017-2021) in Haiti, [[1]](#footnote-1)a management guide for programme units on administrative procedures and communication for projects, in particular with GEF projects.**This guide should address the following main points: 1. More time during the first year for start-up should be built into the planning. This means dealing with administrative and personnel issues - about 6 months. Time must also be allowed at the end of the project for closure (3 months).
2. First period of six months develop a communication and consultation strategy from the start of the project that informs the project's monitoring and evaluation plan. And ensure a balance between developing support through consultation and engaging in activities. This should be addressed in the planning phase of the project.
3. To improve communication and synergy, ensure that project teams have close contact with the main national counterpart. Ideally, by situating them together.
4. Any future project should use the skills, knowledge and mandate of the steering committee to assist in implementation and decision-making, as well as to ensure broad political acceptance of project activities.
5. Make sure to consult with key stakeholders - various representatives of institutions that are members of the steering committee - on the appropriate date for the availability of all before sending a formal invitation, to avoid absences from the session.
6. In any future project, plan the targets for results indicators (output-effect-impact) over a [Min - Max] interval of achievement, taking into account a contingency of 15% due to contextual factors likely to cause possible fluctuations in the implementation of the programmed activities.
 |
| **Management response**: Recommendation partly accepted.  |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tacking \*** |
| **Comment** | **Status** |
| * Ensure better involvement of steering committee members in future projects
* Develop a communication plan at the early stage of project implementation
* Situate project teams and national counterpart together
 | No due date | UNDP  | This recommendation will be taken into consideration by the CO in future GEF-Funded projects | Ongoing |
| **Recommendation or issue 2: The strategic planning of future projects, in particular GEF projects, should take into account the following elements.**1. In future GEF projects that cut across several GEF programmes, it is important to involve all relevant focal points in the strategic planning phase.
2. As part of strategic project planning, ways of improving communication between central agencies and their departments should be identified where necessary, such as the use of a third party. For example, the Departmental Directorates Coordination Unit (UCDD) of the MOE.
3. Future projects should seek to improve existing relationships with organizations at the local level where possible and relevant, and to build their capacity. If EBA approaches are extended to other areas, consideration should be given to using some of these organizations to help build capacity in new areas.

 |
| **Management response:** Recommendation accepted |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tracking** |
| **Comment** | **Status** |
| * Ensure better involvement of focal points in the strategic planning phase
* Develop better relationships with organizations at local level and build their capacity
 | January 2021– March 2021 | UNDP | This recommendation will be taken into consideration by the CO in future GEF-Funded projects |  Ongoing |
| **Recommendation or issue 3:** Build understanding and awareness of activities that have been successful in providing short-term benefits to help replicate them and generate local interest in investments (such as reforestation and slope stabilization, beekeeping, and FCD). This strategic choice to raise awareness of alternative income is directly linked to the UNDP's DCP (2017-2021) in Haiti, which aims to "reduce poverty" by promoting inclusive growth, social inclusion and strengthening of the agricultural sector through a collaborative working mechanism defined between UNDP and the public (technical/strategic) ministries[[2]](#footnote-2) concerned |
| **Management response:**  Recommendation accepted |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tracking** |
| **Comment** | **Status** |
| * Support a local community organization for strengthening of beekeeping activities in the localities Bois Chadèque and Terre Rouge, pertaining to the commune of Grand Gosier.
* Support to a CBO located in Anse-a-Pitres for the consolidation of activities of mangrove planting, restoration and development of alternative activities
 | January – March 2021  | Project team | Those activities are being validated by the UNDP CO and will be implemented during the project remaining operational time. They will consolidate previous livelihood activities implemented with local organizations in targeted areas.  | Ongoing |
| **Recommendation or issue 4:** In projects of the same nature, set a target of 40-45% inclusion of women. Maintain the focus on ongoing gender mainstreaming, including gender equality and women's empowerment, in addition to better integration into local interest structures. Achieving this goal of promoting women's inclusion is part of the Country Office's commitment to the "gender equality label" to strengthen gender mainstreaming, in line with the UNDP DCP (2017-2021), which sets out the monitoring and evaluation of related indicators. |
| **Management response:** Recommendation accepted |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tracking** |
| **Comment** | **Status** |
| Continue to maintain a focus on the ongoing gender mainstreaming in the design of future projects.  |  January – November 2021 | UNDP/Gender Focal Point | The country office will continue to work to empower women and integrate gender in its strategy and future initiatives. Upcoming capacities building initiatives on gender mainstreaming in project and programme are planned by CO for 2021. | Ongoing |
| **Recommendation or issue 5 :** Seek funding to consolidate the progress made in the three target complexes (investments to provide fishermen's associations with appropriate equipment for FCD fishing in the three complexes, additional support for better management of the National Natural Parks (PNN-SOR and PNN-LDH) and energy forest in the North-East). In terms of consolidating the gains of the EBA, UNDP will continue to support the Haitian government on the environment and disaster risk reduction as stipulated in the "Reducing Vulnerability and Building Resilience" pillar of UNDP's FAD (2017-2021) in Haiti within the framework of bilateral and multilateral cooperation partnerships[[3]](#footnote-3) aimed at reducing vulnerability to natural disasters and their impacts in Haiti. |
| **Management response:** Recommendation accepted. |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tracking**  |
| **Comment**  | **Status** |
| Provide local fishermen in PNN-LDH with equipment (e.g boat) for better management of natural resources  | January 2021 – March 2021 | Project team | The process to consolidate the progress made by the project is initiated and will be strengthened by substantial support to local fishermen.  | Ongoing |
| **Recommendation or issue 6 :** Depending on funding and capacity, it is recommended that the EBA approach be extended to other similar areas in Haiti. In particular, the successful approach to developing alternative income sources such as beekeeping or aquaculture. This would address poverty issues and improve the climate resilience of local communities, which are fundamental objectives of the UNDP Haiti FCP. |
| **Management response:** recommendation accepted  |
| **Key actions** | **Time frame** | **Responsible unit (s)** | **Tracking** |
| **Comment**  | **Status** |
| * This recommendation should be shared with MDE and ANAP that manage biodiversity conservation for integration of EBA into their budget
* Support MDE and other governmental structures for identifying and designing projects that address poverty issues and improve climate resilience of local communities
 | January 2021-July 2021 | UNDP/ Project team | The project team will share the terminal evaluation recommendations with main stakeholders during the upcoming steering committee meeting.  | Ongoing |

1. UN (2017). *UN Framework for Sustainable Development (CSD) in Haiti 2017-2021*, Port au Prince, 30 June 2017 [↑](#footnote-ref-1)
2. These are the Ministry of Commerce, Ministry of Economy, Ministry of Finance, Ministry of Women's Affairs, Ministry of Planning and External Cooperation, in addition to other technical directorates and autonomous public entities. [↑](#footnote-ref-2)
3. ***List of main partners***: the United States Agency for International Development, Canada, the Global Environment Facility, the Least Developed Countries Fund, the Department for International Development (United Kingdom), the European Union. [↑](#footnote-ref-3)