

Terminal Evaluation of the UNEP/GEF Project  
“Ecosystem Approach to Haiti Cote Sud” (GEF ID 5531)  
(2017-2022)



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Page xii: Project supported cashew nuts initiative with women, source: Jean Max Milien.

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Page 59: Interview to project institutional partners from MDE and MARNR, South Region, Haiti, source: Jean Max Milien.

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Ecosystem Approach to Haiti Cote Sud

GEFSEC ID5531

November 2023

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## **Acknowledgements**

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This Terminal Evaluation was prepared for UNEP by Julio Guzmán as an independent consultant ([julioantonioguzman@gmail.com](mailto:julioantonioguzman@gmail.com)).

Many thanks to Pauline Marima who guided me through the UNEP requirements for this evaluation. Thanks to Fabien Monteils for preparing the agenda for the field visit to southern Haiti, and special thanks to Jean Max Milien for guaranteeing the success of the visit to the different stakeholders of the project and the accompaniment of the mission. Also, thanks to my colleague Eric Gardette for brainstorming about the different projects and contexts.

The evaluation consultant(s) hopes that the findings, conclusions and recommendations will contribute to the successful finalization of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

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## About the Evaluation

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**Joint Evaluation:** No

**Report Language(s):** English.

**Evaluation Type:** Terminal Evaluation

**Brief Description:** This report is a Terminal/Mid-term Evaluation of a UNEP Ecosystem Approach to Haiti Cote Sud project implemented between 2017 and 2022. The project's overall development goal was to increase resilience to climate change risks and decreasing disaster risk using an ecosystem management approach targeting protected areas and fragile ecosystems in the southwestern peninsula of Haiti. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

**Key words:** Haiti; Coastal-Marine Sustainable Development; Ecosystem Based Approach; Marine; Disaster Risk Reduction; Marine environments; Marine Ecosystem; Coast; Coastal Ecosystem; Governance; Climate Change; Ecosystem Management; Vetiver Value Chain<sup>1</sup>

**Primary data collection period:**

May 15<sup>th</sup>-August 26<sup>th</sup>, 2023.

**Field mission dates:**

August 19<sup>th</sup>-26<sup>th</sup>, 2023.

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<sup>1</sup> This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

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## List of Abbreviations and Acronyms

ANAP	Agence Nationale des Aires Protégées
CIAT	Comité Interministériel d’Aménagement du Territoire (Interministerial Committee for Territorial Planning)
DDR	Disarmament, Demobilization and Reintegration
DPC	Direction de la Protection Civile
DRR	Disaster risk reduction
FNGA	Foundation Nouvelle Grand’Anse
GEF	Global Environmental Fund
Ha	hectares
MARNDR	Ministère de l’Agriculture, des Ressources Naturelles et du développement Rural
MdE	Ministry of the Environment
MPA	Marine Protected Areas
ORE	Organisation pour la Réhabilitation de l’Environnement
PADI	Pêche Artisanale et Développement Intégré
PDQ	Assessment of Project Design Quality
PRODOC	Project document
RTOC	Reconstructed ToC
SLM	Sustainable Land Managment
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of reference
UNEP	United Nations Environmental Program



## Project Identification Table

<b>GEF Project ID:</b>	5531	<b>UNEP ID:</b>	01167
<b>Implementing Agency:</b>	UNEP	<b>Executing Agency:</b>	Ministry of Environment (MDE) & UNEP
<b>Relevant SDG(s) and indicator(s):</b>	<p>SDG Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.  SDG Indicator 13.1.1 Number of countries with national and local disaster risk reduction strategies</p> <p>SDG Target 15.3: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.  SDG Indicator 15.3.1 Proportion of land that is degraded over total land area</p> <p>SDG Target 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.  SDG Indicator 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p> <p>SDG Target 15.2: By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.  SDG Indicator 15.2.1 Progress towards sustainable forest management</p>		
<b>GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)</b>	To be provided by project team		
<b>Sub-programme:</b>	Climate Change	<b>Expected Accomplishment(s):</b>	<p>Expected accomplishments</p> <p>(a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation</p> <p>(c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions, as well as social and environmental benefits</p>
<b>UNEP approval date:</b>	May 2016	<b>Programme of Work Output(s):</b>	UNEP PoW 2016-2017, 2018-2019, and 2020-2021
<b>GEF approval date:</b>	December 2015	<b>Project type:</b>	Full-size Project
<b>GEF Operational Programme #:</b>	GEF - 5	<b>Focal Areas:</b>	Climate Change, Biodiversity, Land Degradation
<b>Expected start date:</b>	May 2016	<b>Actual start date:</b>	June 2017
<b>Planned operational completion date:</b>	March 2022	<b>Actual operational completion date:</b>	June 2023
<b>Planned project budget at approval:</b>	US\$ 48,885,700	<b>Actual total expenditures reported as of June 2022:</b>	US\$ 5,373,213.28
<b>GEF grant allocation:</b>	US\$ 6,216,000.00	<b>GEF grant expenditures reported as of June 2022:</b>	US\$ 1,786,050.00
<b>Project Preparation Grant - GEF financing:</b>	US\$ 1,786,050.00	<b>Project Preparation Grant - co-financing:</b>	US\$ 2,776,935.64

<b>Expected Full-Size Project co-financing:</b>	US\$ 42,669,700	<b>Secured Full-Size Project co-financing:</b>	US\$ 37,678,376.72
<b>Date of first disbursement:</b>	June 2017	<b>Planned date of financial closure:</b>	September 2022
<b>No. of formal project revisions:</b>	1	<b>Date of last approved project revision:</b>	May 2020
<b>No. of Steering Committee meetings:</b>	3	<b>Date of last/next Steering Committee meeting:</b>	March 11th, 2020
<b>Mid-term Review/ Evaluation (planned date):</b>	November 2019	<b>Mid-term Review/ Evaluation (actual date):</b>	May 2020
<b>Terminal Evaluation (planned date):</b>	Q1 2022	<b>Terminal Evaluation (actual date):</b>	Q2 2022
<b>Coverage - Country:</b>	Haiti	<b>Coverage - Region:</b>	Latin America and Caribbean
<b>Dates of previous project phases:</b>	n/a	<b>Status of future project phases:</b>	

## EXECUTIVE SUMMARY

### Project background

1. “Ecosystem Approach to Haiti Cote Sud” was funded by the Global Environment Facility (GEF) and executed between 2017 and 2022. The total budget of the project was US\$48,885,700, of which US\$6,216,000 was the cost to the GEF Trust Fund. The GEF Implementing Agency for this project was the GEF Biodiversity and Land Degradation Unit of UNEP Ecosystem Division which was responsible for overseeing and monitoring the project implementation process, including technical back stopping. The overall Executing Agency was the Haiti Ministry of Environment (MDE), in collaboration with the UNEP Haiti Country Office, Post Conflict and Disaster Management Branch through a Project Cooperation Agreement. MDE was responsible for the overall achievement of project outputs and outcomes, day-to-day management and coordination of project activities and inputs, as well as for the consolidated reporting on achievement of project objectives with the support of the UNEP Haiti country office.

2. A Project Steering Committee (PSC) was appointed at the beginning of the project to play an oversight role, and provide support, policy guidance and supervision for the project. Specifically, the PSC had the mandate to approve and validate the project’s annual workplans, budgets and procurement plans, as well as all progress, monitoring, evaluation and final reports.

3. The project goal was to rehabilitate the Haitian environment and reduce poverty. The project’s specific objective was increasing resilience to climate change risks and decreasing disaster risk using an ecosystem management approach targeting protected areas and fragile ecosystems in the southwestern peninsula of Haiti. The communities involved in this project were small, vulnerable and often isolated villages, with many residents located in and around legally declared and future protected sites. These communities are living in a state of permanent extreme vulnerability due to their location in coastal zones, low-lying areas, small islands- as well as to their extreme poverty and heavy dependence on natural resources

4. The basic premise underpinning this project was that the government of Haiti had succeeded in legally establishing protected areas but did not have the capacity or the know-how to effectively protect vulnerable natural resources and the communities that depend on them. This meant that while the intention and commitment was strong, implementation and enforcement capacity had remained quite weak, particularly at decentralized level. This provided an entry point for the project: through its intervention, the project could promote an ecosystems-based approach and demonstrate positive impacts on climate resilience, biodiversity, land degradation, and people’s livelihoods.

### This evaluation

5. In line with the UNEP Evaluation Policy and the UNEP Programme Manual, the Terminal Evaluation was undertaken at operational completion from May to November 2023 to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (these included governmental, international and local partner organization such as DDAS, DDS, Reef Check, AVSF, PADI, ORE, FNGA). Therefore, the Evaluation identified lessons of operational relevance for future project formulation and implementation. Recommendations relevant to the whole house were also identified during the evaluation process.

### Context

6. The southern peninsula of Haiti houses highly vulnerable ecosystems and biodiversity both on land and in the sea. However, there is currently little capacity within the government to manage these vulnerable sites or address the anticipated impacts of climate change (CC) on communities and the environment. Given the inherent fragility of the ecosystems, as well as their key role in reducing vulnerability and building resilience to the impacts of CC, the rapid pace of infrastructure development, and deforestation, it is critically important to protect remaining environmental resources.

## Key findings and conclusions

- Unusual challenges were identified during operation, such as ongoing/high likelihood of conflict, natural disasters, and changes in national government, therefore the project frequently updated the risk matrix and hired local partners to avoid/diminish delays (Section 3.1).
- The project entailed clear and adequate problem and situation analysis, stakeholder analysis, stakeholder consultation/participation, and concerns with respect to human rights including in relation to sustainable development (e.g., integrated approach to human/natural systems; gender perspectives, rights of indigenous people, priority to women and disabled and sick people) (Section 3.3).
- The reconstructed Theory of Change (TOC) of the interventions, contains the basic strategy of the project and pathways: causal pathways from project outputs through outcomes towards impacts were clearly described. Impact drivers and assumptions were clearly described for each key causal pathway (Chapter 0).
- The Results Matrix was well designed and contained most of the required information for monitoring and evaluation and, monitoring was carried out in a participatory approach with local partners and beneficiaries (Section 5.4.2.). [Mangrove restoration in Haiti moves up a gear \(unep.org\)](https://www.unep.org/mangrove-restoration-haiti)
- The project governance and supervision arrangements were clearly identified. The project governance and supervision model was comprehensive, clear and appropriate and roles and responsibilities within UNEP clearly defined (Section 3.4).
- The financial budget was according to planning, and modifications were adequate to accomplish the objectives. Resource mobilization strategy reasonable/realistic (Section 3.6). And, the project is built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities (Section 3.3).
- The project did not have any negative environmental or social impact and carried out a risk identification and safeguards assessment (Section 5.9.5).
- The project integrated community-based organizations that provided credibility, confidence, and local support to the project (Sections 5.4.2 and 5.8.1).
- The project emphasized the participation of women, which provided more identification by the beneficiary communities and included disadvantaged people with a priority to participate in project activities (Section 5.9.4).
- The project made good use of adaptive management to deal with internal and external challenges, for example COVID-19, political unrest, and natural disasters (Section 5.3). For these challenges the project made use of project partner institutions and organizations at the local level in order to continue working and accomplish the project proposed results.
- The project accomplished most of its outputs (Section 5.4.1) and outcomes (Section 5.4.2). From seven outputs, the project completed six and one partially completed and, for the outcomes all seven outcome indicators were achieved. The long-term impact is highly-likely because the project accomplished a transformational change in the target population and partner local organizations it worked with, although, the higher risk in the future is poverty and lack of work, which is spread all over the south region of Haiti. Local organizations will continue - despite their limited resources - working on these issues and sensitizing local communities about the advantages of better productive practices and sustainable use of natural resources. The only output not fully completed was related to the engagement of the private sector in the vetiver oil factories, which from the beginning were unwilling to participate of the project.
- The participation of beneficiaries and partners in the design, work planning, and monitoring was exceptional in this project, which strengthened resilience to external factors such as political

unrest, COVID-19, earthquake and other natural disasters ([Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)).

Photo 1: Project supported cashew nuts initiative with women



7. Weaknesses of the project are detailed below:

- The project presented many delays in contracting and disbursement of funds to beneficiaries that affected project timing and implementation (Section 5.6).
- A dissemination strategy at the end of the project was missing in the learning, communication and outreach strategy, as well as funding to continue scaling up the activities started by the project (Section 5.9.7).
- In relation to sustainability, the final report does not refer to any exit strategy when the project ends and/or related to scaling up or replication, although the sustainability of the activities will continue to be carried out by the partners’ institutions/organizations (Section 5.8).

8. The project generated many quality outputs that were directly relevant to outcomes achievement and finally the Project Goal. Observed results could be directly attributed to the project, helped by the enabling conditions in place. Both behavioural changes and policy changes were made possible by the project (Section 5.4.3).

9. The table below provides a summary of the ratings and findings discussed in Chapter 5. Overall, the project demonstrates an overall performance rating of “Satisfactory”.

Table 1: Summary of project findings and ratings

Criterion	Summary assessment	Rating
<b>Strategic Relevance</b>	<b>Proven strategic relevance and coherence</b>	<b>HS</b>
1. Alignment to UNEP MTS, POW and Strategic Priorities	Very strong alignment to the ‘Ecosystem Management’ Sub-program of UNEP’s Medium-Term Strategy 2014-2017	<b>HS</b>
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	This GEF- 5 project responds to Objectives 1 (Improve Sustainability of Protected Area Systems) and 2 (Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors), in correlation with its two corresponding components	<b>HS</b>

Criterion	Summary assessment	Rating
3. Relevance to global, regional, sub-regional and national environmental priorities	This project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011–2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas	HS
4. Complementarity with existing interventions/ Coherence	It was complementary to GEF and other project in the area	HS
<b>Quality of Project Design</b>	<b>Project design was technically-sound.</b> Theory of Change was lacking detail. Through re-construction exercise, edits were made and a more accurate TOC was displayed	MS
<b>Nature of External Context</b>	The project was hindered by internal and external factors and challenges	U
<b>Effectiveness</b>	The external context was challenging, but the project managed to reach results	S
1. Availability of outputs	Most of the project outputs and indicators were accomplished	S
2. Achievement of project outcomes	Most of the project outcomes and indicators were accomplished	S
3. Likelihood of impact	The project made an important contribution to the long-lasting changes represented by the Sustainable Development Goals and the strategic priorities of the GEF	L
<b>Financial Management</b>	All reports presented and adherence to UNEP policies	S
1. Adherence to UNEP’s financial policies and procedures	Adherence to UNEP financial management policies was granted by UHO signed agreements	HS
2. Completeness of project financial information	The project had fairly good financial information	HS
3. Communication between finance and project management staff	Communications were most of the time good, between UNEP Task Manager and fund management staff	S
<b>Efficiency</b>	The project performed in an efficient way, even in the face of its three-month extension, except for delays in payments from UNEP	MS
<b>Monitoring and Reporting</b>	<b>M&amp;E was well designed and followed</b>	S
1. Monitoring design and budgeting	Existence of a sound monitoring plan	S
2. Monitoring of project implementation	The monitoring system was operational and facilitated the timely tracking of results and progress	S
3. Project reporting	GEF, UNEP and donor reporting commitments were fulfilled	S
<b>Sustainability</b>		ML
1. Socio-political sustainability	The project included considerations that promoted the continued achievement of its objectives and outcomes after direct implementation	ML
2. Financial sustainability	Activities will continue being implemented by project partner, even in the presence of financial limitations	ML
3. Institutional sustainability	Implementation of effective communication strategies and training programs	ML
<b>Factors Affecting Performance</b>	Some delays but good ownership	S
1. Preparation and readiness	Some delays at the beginning of the project	S
2. Quality of project management and supervision	Management and supervision were carried out adequately	S
2.1 UNEP/Implementing Agency:	Some delays	MS

Criterion	Summary assessment	Rating
2.2 Partners/Executing Agency:	<i>Timely</i>	<b>HS</b>
3. Stakeholders' participation and cooperation	Stakeholder participation was very good	<b>HS</b>
4. Responsiveness to human rights and gender equality	This project included a number of gender-responsive measures	<b>HS</b>
5. Environmental and social safeguards	The project did not trigger any environmental/social concerns	<b>HS</b>
6. Country ownership and driven-ness	The partners took ownership of the project since the beginning	<b>HS</b>
7. Communication and public awareness	Outreach activities served to raise awareness of biodiversity issues and increase buy-in to the process carried out by the project	<b>S</b>
<b>Overall Project Performance Rating</b>	<b>The project reached almost all its outcomes, outputs and activities</b>	<b>S</b>

10. The project responded well to the Ecosystem Management Sub-program of UNEP's Medium-Term Strategy 2014-2017 and the expected accomplishments (EA) under which it was approved. The project was also found to align with the Bali Strategic Plan for Technology Support and Capacity Building, adopted by UNEP's Governing Council to strengthen the capacity of governments to coherently address their needs, priorities and obligations in the environmental field. It also responds to UNEP's Policy and Strategy for Gender Equality and the Environment, and is in line with the UN Declaration on the Rights of Indigenous People. The project also responds to the Program of Work 2020-2021 Subprogram 1: Climate change. Globally, this project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011–2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas.

11. The project document (PRODOC) is a comprehensive document that includes an adequate problem and situation analysis, including stakeholder analysis and consultation/participation process carried out during project design.

12. The project implementation was hindered by internal and external factors and challenges, namely:

#### Internal

- Delays in the transfer of cash advances that made it difficult to recruit partners in the field, individuals (beneficiaries), and organizations, and caused delays in the starting of key project activities.
- A high staff turnover rate during the first three years of project implementation, which hindered a continuous path towards achieving activities, products and results.
- Errors made in the allocation of expenses against budget lines and results, which required a long procedure to solve them.
- Weaknesses in communication between the project team and other offices and individuals involved in project oversight within UNEP at the beginning of the project that cause delays in project implementation.
- There were initial problems with the monitoring system due to the lack of definition of adequate project indicators.



## External

- COVID 19 hindered field activities.
- Vetiver private sector (industry) did not want to cooperate with the project, then Component 4 was partially achieved.
- Political problems that hindered the activities in the field.

13. Nine out of nine new protected areas were declared; the project contributed to the declaration of one protected area and carried out 41 theoretical and practical (16 + 25) training sessions. Three management plans were validated by Agence Nationale des Aires Protégées (ANAP) and various awareness-raising activities were carried out for the general public on mitigation measures. Dissemination of a manual and trainings on environmental education were conducted by the project.

14. The project carried out a Climate Impact Study Report on Coastal Species and in total, 595 of the target 400 ha were reforested and 359 of the 500 ha of fast-growing, climate-resilient native trees were planted. At least 500 people are benefitting from resilient livelihoods, of which at least 50% were women. Furthermore, at least 300 hectares of coastal agricultural lands, at least 700 hectares of mangrove, and at least 20 km of shoreline and riverbank were rehabilitated.

15. More than 39,000 people were sensitized in Disaster Risk Reduction (DRR), about 5% of the population of the South department, and 275 people were trained in a subject related to Civil Protection. The project realized four risk assessment studies (4 out of 1 planned) and one characterization study of vulnerable islands, five contingency plans were updated for the two hurricane seasons, and one shelter structure was rehabilitated.

16. The project also established test plots in eight ha of land, implemented technological packages for 21 farmers who are members of vetiver cooperatives (8 ha in total), carried out field visits with all the local players in the vetiver sector and trained 258 (of 250 goal) vetiver producers on an anti-erosion cultivation system.

17. A document on environmental laws and policies and brochures were developed. In addition, the project carried out various awareness raising campaigns, and conducted compilation, training, and awareness on environmental law for local's authorities and communities. The project ensured the placement of 27 environmental control points and the information is transmitted to the project partners.

18. In conclusion, the project achieved all of its expected results and could account for the majority of its outcome indicators. The results were reported and provided a strong narrative of how the project influenced or drove change along its causal pathways. The documented evidence supporting this narrative was clear in most cases. Both behavioral and policy changes are attributed to the project. The project also made an important contribution to the long-lasting changes represented by the Sustainable Development Goals and the strategic priorities of the GEF.

## Lessons learned

19. Below are the main lessons learned of this project:

- i. Transformational change should be based on real validated needs: the project identified well the necessities of the country to reach sustainable development of marine-coastal resources, then developed a strategy to tackle its barriers.
- ii. TOC should be adapted during implementation: the TOC at design should be reviewed and adapted during implementation, in order to account for contextual changes.
- iii. Significant consultation of stakeholders is key for project success: this project was significantly consulted to experts, national institutions, local partners, and communities, whose points of views were incorporated into the project.
- iv. Participation of key actors during implementation ensures sustainability, because at the end national institutions and local partners are the ones that will deal with sustainability issues, when



the project ends. See success story in the following link: [Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)

- v. Environmental awareness must be linked to beneficiaries' income: food, shelter, and health are primary necessities, among others. Poor communities cannot afford to invest in environment if it does not translate into a lower cost and/or higher income for them, which was proved by the long-term activities promoted by this project.
- vi. Ecosystems does not respond to political borders, therefore, sustainable activities developed should be based on an ecosystem-based approach and not on political/departmental borders.
- vii. Public nature of products: in order for the whole Haitian society to adopt sustainable practices, the information generated by development projects should be readily available for consultation and replication.

## Recommendations

20. Following are the main recommendations of the evaluation.

- i. Because of high dependency on marine-coastal resources by the local populations, high degradation, and generalization of non-sustainable practices in the south region of Haiti, it is a high priority to continue the support of projects dealing with the sustainable use of these living natural resources at the local, regional, and national levels to reach sustainable development of these resources.
- ii. The project's impact/results indicators should be updated and refined during implementation to better reflect the impact of the project and be easily measured for monitoring, management and decision making: related to the above one, project indicators should be reviewed to better take into account the context in which the project is developing, for example, account for a monetary gain (lower costs and/or higher income) by project beneficiaries in the adoption of sustainable development good practices.
- iii. In general, new projects need to prioritize work and hiring of personnel and local-based organizations in order to build trust, reduce risks during implementation and ownership of activities, which is the driver of transformational change and sustainable development that is sought to be achieved with the project: this project proved the value of local involvement to avoid delays by contextual limitations, for example, this project was able to continue activities in the context of Covid-19 and political unrest.
- iv. A further project phase is required to promote wide-scale uptake of these projects' successful approaches, the design of any new phase should place a strong emphasis on attaining self-sustaining mechanisms (i.e. project sustainability and exit strategies).

Photo 2: Mangrove restoration in Port Salut, South Region, Haiti



## 1 INTRODUCTION

21. “Ecosystem Approach to Haiti Cote Sud” was funded by the Global Environment Facility (GEF) and executed between 2017 and 2022. The total budget of the project was US\$48,885,700, of which US\$6,216,000 was the cost to the GEF Trust Fund. The GEF Implementing Agency for this project was the GEF Biodiversity and Land Degradation Unit of UNEP Ecosystem Division which was responsible for overseeing and monitoring the project implementation process, including technical back stopping. The overall Executing Agency was the Haiti Ministry of Environment (referred to as MDE), in collaboration with the UNEP Haiti Country Office, Post Conflict and Disaster Management Branch through a Project Cooperation Agreement. MDE was responsible for the overall achievement of project outputs and outcomes, day-to-day management and coordination of project activities and inputs, as well as for the consolidated reporting on achievement of project objectives with the support of the UNEP Haiti country office.

22. Project interventions are well aligned with the normative established under UNEP Safeguards Standards 1 (Biodiversity, Ecosystems and Sustainable Natural Resource Management) and 2 (Climate Change and Disaster Risks). The project responds well to the ‘Ecosystem Management’ Sub-program of UNEP’s Medium-Term Strategy 2014-2017 and the expected accomplishments (EA) under which it was approved. The project was also found to align with the Bali Strategic Plan for Technology Support and Capacity Building, adopted by UNEP’s Governing Council to strengthen the capacity of governments to coherently address their needs, priorities and obligations in the environmental field. It also responds to UNEP’s Policy and Strategy for Gender Equality and the Environment, and is in line with the UN Declaration on the Rights of Indigenous People. The project also responds to the Program of Work 2020-2021 Subprogram 1: Climate change. Globally, this project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011–2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas.

23. In line with the UNEP Evaluation Policy<sup>2</sup> and the UNEP Programme Manual<sup>3</sup>, the Terminal Evaluation is undertaken from May to November 2023 - at operational completion to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (these included governmental, international and local partner organization such as DDAS, DDS, Reef Check, AVSF, PADI, ORE, FNGA), as well as beneficiaries. Therefore, the Evaluation identified lessons of operational relevance for future project formulation and implementation. Recommendations relevant to the whole house were also identified during the evaluation process.

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<sup>2</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>3</sup> <https://wecollaborate.unep.org>

## 2 EVALUATION METHODS

### 2.1 UNEP evaluation model/approach

#### **Definitions of evaluation criteria**

24. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations (TE), this TE has been carried out using a set of nine commonly applied evaluation criteria which include: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex 4 Evaluation Framework/Matrix for more details on each evaluation criterion).

25. Most evaluation criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

#### **Matrix of ratings levels for each criterion**

26. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluator has considered all the evidence gathered during the evaluation in relation to this matrix in order to generate evaluation criteria performance ratings.

#### **Strategic evaluation questions**

27. In addition to the nine evaluation criteria outlined above, the TE addressed a number of strategic questions that were formulated in the Terms of Reference. These questions were posed by the UNEP Evaluation Office in conjunction with members of the Project Team.

28. For projects funded by the GEF, findings from the evaluation are to be uploaded in the GEF Portal. To support this process, evaluation findings related to the five topics of interest to the GEF are summarised in Annex 5. The intended action/results on the five topics were described in the GEF CEO Endorsement and Approval documents. The five topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach.

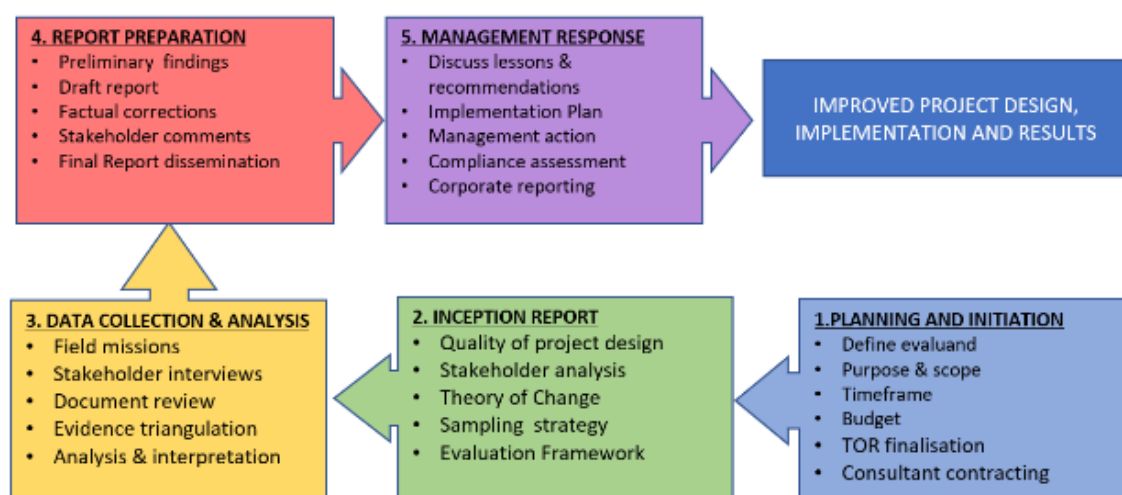
### 2.2 Evaluation process

29. This evaluation adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process (Figure 1). Central to the evaluation was the analysis (and reconstruction<sup>4</sup>) of the project's Theory of Change. Consultations were held during the evaluation inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The reconstructed TOC, presented as a graphic representation and a narrative discussion of causal pathways, was shared with the project team and the UNEP Evaluation Office. The final version of the TOC is presented in this report and has been used throughout the evaluation process.

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<sup>4</sup> Over time it is expected that UNEP projects will include a Theory of Change within the Project Document and the need to 'reconstruct' change models will reduce.

Figure 1: UNEP evaluation process



## 2.3 Data collection

30. Field mission was carried out between August 21<sup>st</sup>-26<sup>th</sup>. During this mission the evaluator visited the following main places, among others: Les Cays centre ville, Ayitika (Torbeck, Ferme le Blanc), ORE (Camp Perrin, Levy), UEPLM (Port Salut, Macabee et Favette).

### Sampling strategy

31. Throughout this evaluation process and in the compilation of the Final Evaluation Report efforts were made to represent the views of both mainstream and more marginalized groups. Data was collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to the UN Standards of Conduct.

32. Different key groups involved in project execution were the main primary data providers. Given UNEP’s Implementing Agency (Ecosystems Division) and Co-executing Agency (UNEP Haiti Country Office) roles, UNEP staff were also primary information sources, in particular the Head of Office of UNEP in Haiti, Head of UNEP Office in Port Salut, Task Manager, Project Manager, and Financial Assistant.

Table 2: Respondents' sample

STAKEHOLDER	ROLE	# PEOPLE INVOLVED (M/F)	# PEOPLE CONTACTED (M/F)	# RESPONDENT (M/F)	RESPONDENT
Project team (those with management responsibilities)	Implementing agency	3F/3M	2F/1M	2F/1M	100%
	Executing agency/ies	2M	2M	2M	100%
ENTITIES	# ENTITIES INVOLVED	# ENTITIES CONTACTED	# PEOPLE CONTACTED (M/F)	# RESPONDENT (M/F)	RESPONDENT
Project (implementing/executing) partners	6	11	2F/9M	2F/9M	100%
Project (collaborating/ contributing <sup>5</sup> ) partners	4	3	4M	4M	100%
Beneficiaries	NA	NA	42F/14M	42F/14M	100%

Key: M- Male; F - Female

<sup>5</sup> Contributing partners may be providing resources as either cash or in-kind inputs (i.e. staff time, office space etc.).

33. Amongst national partners, the project's four non-governmental executing entities and two main ministries (agriculture and environment) were also considered primary sources of information, in addition to other relevant government agencies involved. The last key group consulted was the project beneficiaries and non-executing partners, which included non-governmental organizations, and local community groups.

34. Table 3 shows the number of people/entities considered in each sample group, how many were contacted (by gender) and the percentage of respondents. Of a total of 76 people contacted (30 male, 46 female), responses were obtained from all, which corresponds to 100% response rate.

#### **Data collection tools**

35. Data was triangulated by using different tools to corroborate inputs and responses: interviews, questionnaires, field observation, and document reviews. During the field work, individual and group interviews were conducted. The evaluation questionnaire was tailored to be used as a guidance for the different stakeholders' interviews. Of all people interviewed, 40% were male, 60% female.

#### **Actions taken to increase response**

36. To initiate the interviews, the Project Manager and/or the representative of the partner institutions, mainly the Ministry of Agriculture, gave a brief introduction of the reason for the visit, before letting the evaluator talk and ask questions.

#### **Secondary data sources**

37. A desk review of relevant background documentation was carried out during the inception and the writing of the draft evaluation reports, including project design documents, logical framework and its budget, annual work plans, project half-yearly and annual implementation reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool, project study reports (needs assessments, vulnerability profiles, etc.), training materials, Mid-Term Review and, other relevant project reports and publications.

## **2.4 Analysis**

38. The mode of analysis relied on securing evidence to support the project's results pathways and the main elements of the reconstructed TOC if applicable. The analysis did not intend to carry out a full Contribution Analysis, instead the methodology tried to guide the data analysis process. Two underlying questions guided the examination of the change processes taking place along the TOC pathways were: "Did the intervention promote behaviour and policy changes?" and "How and why did the changes occur?".

39. In trying to look for evidence to answer these questions and justify the relationship between project activities and its results and impact, the evaluator aimed to establish attribution<sup>6</sup> of project results where possible, or alternatively, substantive contributions<sup>7</sup> or a credible association<sup>8</sup> where not possible due to insufficient evidence. This methodological approach includes the triangulation of evidence from different sources and followed guidance from the UNEP Evaluation Office on the use of TOC in project evaluations.

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<sup>6</sup> Attribution can be claimed when comprehensive evidence proving the cause-and-effect relationship between the project and the observed results is presented. To make a strong claim of attribution one needs to be able to isolate the effects of an intervention from changes over time and differences in contexts (UNEP guidance).

<sup>7</sup> Contribution can be claimed when compelling evidence supports a cause-and-effect relationship through which intended collective results are achieved by the combined efforts of more than one project (UNEP guidance).

<sup>8</sup> A claim to a credible association can be made based on the project's intentions (stated in the Prodoc), its causality pathways (the TOC), and evidence derived from the chronology of events, the roles played by executing partners and the influence of identified drivers that shows that the intention was followed and the expected causality pathways emerged (UNEP guidance).

## **2.5 Limitations of the study**

40. Fieldwork was limited due to time constraints; however, the strategy was to carry out the selection of contacts in a purposive way, focusing only on people directly involved in the project. There were also limitations due to distance, accessibility, and security, so the visits were distributed ensuring the representativeness of the activities carried out by the project.



## 3 THE PROJECT

### 3.1 Context

41. Haiti presents some characteristics that have historically made it vulnerable, namely:

- Haiti has suffered political instability since independence, with regimes marked mainly by dictatorship and violence.
- Haiti’s GDP per capita is the lowest of the Western Hemisphere and among the lowest in the world.
- Haiti’s economy is based primarily on agriculture, which employs 60% of the work force and contributes 25% of the GDP.
- Haiti is also subject to extreme weather events related to current climate variability, chief among them hurricanes, flooding and droughts. Furthermore, it has suffered several devastating periodic earthquakes.
- Climate impacts also affect Haiti’s natural biodiversity. Through loss of habitat, erosion of coastlines, natural biodiversity has decreased overall, thereby reducing ecosystem services and indigenous biological resources.
- Dramatic overfishing in Haiti has been noted since the 1980s and it has gotten progressively worse.
- Haitian women experience high levels of gender-based violence (GBV), including domestic abuse and rape. These trends are exacerbated by poverty, lack of police protection, security and a lack of awareness of general legal rights and recourse available for victims of GBV.

42. The southern peninsula of Haiti houses highly vulnerable ecosystems and biodiversity both on land and in the sea. However, there is currently little capacity within the government to manage these vulnerable sites or address the anticipated impacts of climate change (CC) on communities and the environment. Given the inherent fragility of the ecosystems, as well as their key role in reducing vulnerability and building resilience to the impacts of CC, the rapid pace of infrastructure development, and deforestation, it is critically important to protect remaining environmental resources.

43. The communities involved in this project are small, vulnerable and often isolated villages, with many residents located in and around legally declared and future protected sites. These communities are living in a state of permanent extreme vulnerability due to their location—coastal zones, low-lying areas, small islands— as well as to their extreme poverty and heavy dependence on natural resources.

44. In order to ensure sustainable management of their environment, it is necessary that sustainable livelihood opportunities be identified as incentives for improved environmental management and enhancement of socioeconomic conditions. Failure to do so will mean that these communities risk disappearing or being dislodged by large-scale private sector development that is bound to arise as a result of the infrastructural developments in the area, which, if unmitigated, will over-extract the remaining natural resources.

45. Establishing a sustainable and resilient context for local livelihoods, in combination with stronger local capacity for establishing, managing and enforcing rules on the exploitation of environmental resources, is essential as this last vestige of Haiti’s natural endowments are being opened up for development.

46. The basic premise underpinning this project was that the government of Haiti had succeeded in legally establishing protected areas but did not have the capacity or the know-how to effectively protect vulnerable natural resources and the communities that depend on them. This meant that while the intention and commitment was strong, implementation and enforcement capacity had remained quite weak, particularly at decentralized level. This provided an entry point for the project: through its intervention, the project could promote an ecosystems-



based approach and demonstrate positive impacts on climate resilience, biodiversity, land degradation, and people’s livelihoods.

### 3.2 Results framework

47. The project goal was to rehabilitate the Haitian environment and reduce poverty. The project’s specific objective was increasing resilience to climate change risks and decreasing disaster risk using an ecosystem management approach targeting protected areas and fragile ecosystems in the southwestern peninsula of Haiti. The communities involved in this project were small, vulnerable and often isolated villages, with many residents located in and around legally declared and future protected sites. These communities are living in a state of permanent extreme vulnerability due to their location—coastal zones, low-lying areas, small islands— as well as to their extreme poverty and heavy dependence on natural resources.

48. The project design included five mutually complementary components with local and regional dimensions, which were primarily carried out or supervised by the project team.

49. Component 1: “Extension and management of the PA system in the South” sought to augment the national network of protected areas (PA) and implement effective management and was carried out in coordination with the Ministry of the Environment (MDE) and the Ministry of Agriculture, Natural Resources, and Rural Development (MARNDR), and the support of consultants.

50. Component 2 “Ecosystem sustainability and resilience in the identified PA of the South Department in Haiti’s Southwestern Peninsula” intended to improve land use and forestry practices resulting in carbon savings and was developed in coordination with MDE and a local implementing partner, *Organisation pour la Réhabilitation de l’Environnement* (ORE), and the support of consultants.

51. Component 3 “Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape” promoted increase in the resilience of ecosystems and livelihoods through an ecosystem-based approach (EbA), and strengthen local capacity to anticipate and rapidly respond to extreme weather events. This component was performed by MARNDR, MDE, and three local implementing partners: *Fondation Nouvelle Grand’Anse* (FNGA), *Pêche Artisanale et Développement Intégré* (PADI), and *Agronomes et Vétérinaires Sans Frontières* (AVSF), with the support of consultants.

52. Component 4 “Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain” pursued to improve land use practices adopted in the vetiver value-chain leading to significant carbon sequestration, and reduced GHG emissions through the vetiver supply chain efficiencies, including new use of byproducts.

53. Component 5 “Enforcement, knowledge management and awareness”, sought to ensure that environmental laws are known and enforced adequately, and was coordinated with MDE.

54. It was anticipated in the Project Document that the project would lead to the following outcomes:

- Outcome 1: The national network of Protected Areas is augmented and under effective management
- Outcome 2: Improved land use and forestry practices resulting in carbon savings
- Outcome 3: Increased ecosystem and livelihood resilience through an EBA approach
- Outcome 4: Strengthened local capacity to anticipate and rapidly respond to extreme weather events
- Outcome 5: Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration
- Outcome 6: GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products
- Outcome 7: Environmental laws are known and enforced adequately

55. Table 3 below presents the condensed version of the project’s results framework and applied strategies, showing the planned Outputs and Outcomes by component, as was designed in the approved Project Document:

Table 3: Results Framework in the Project Document (abridged version)

Component	Outcome	Output
<b>Component 1:</b> Extension and management of the PA system in the South	<b>Outcome 1.</b> The national network of Protected Areas is augmented and under effective management	<b>Output 1.1.</b> Climate adapted management plans are developed and conditions in place for sustainable management of the Ile a Vache National Park, Port Salut/Pointe Abacou Protected Landscape and the La Cahouane Protected Area.
		<b>Output 1.2.</b> Capacity in place for sustainable management of the Ile a Vache NP, Port Salut/Pointe Abacou Protected Landscape, and La Cahouane PA, including climate-adapted management plans.
<b>Component 2:</b> Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula	<b>Outcome 2.</b> Improved land use and forestry practices resulting in carbon savings	<b>Output 2.1.</b> 400 hectares (ha) of land reforested
		<b>Output 2.2.</b> Improved technologies and increased efficiency in charcoal production and consumption
<b>Component 3:</b> Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape	<b>Outcome 3.</b> Increased ecosystem and livelihood resilience through an EBA approach	<b>Output 3.1.</b> rehabilitated and resilient coastlines providing local communities with productive and protective coastal ecosystem services (including Eco-Disaster Risk Reduction)
	<b>Outcome 4.</b> Strengthened local capacity to anticipate and rapidly respond to extreme weather events	<b>Output 3.2.</b> Resilient livelihoods promote good ecosystem use practices
<b>Component 4:</b> Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain	<b>Outcome 5.</b> Improved Land use practices adopted in the vetiver value-chain leading to significant carbon sequestration	<b>Output 4.1.</b> Early warning and disaster preparedness is in place for 10 extremely vulnerable and heavily populated small islands and cays in the Departments of Sud and Grand’Anse
	<b>Outcome 6.</b> GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products	<b>Output 5.1.</b> Increased sustainability and productivity in the vetiver production value chain
<b>Component 5:</b> Enforcement, knowledge management and awareness	<b>Outcome 7.</b> Environmental laws are known and enforced adequately	<b>Output 6.1.</b> Private Sector engaged in emissions-responsible production of vetiver oil factories in the broader southwest peninsula
		<b>Output 7.1.</b> Environmental agents are deployed to enforce environmental laws, policies, codes and norms

### 3.3 Stakeholders

56. Basically, the evaluator identified four categories of stakeholders: (i) governmental institutions directly involved in the project and international organizations; (ii) other governmental institutions not directly involved in the project; (iii) direct beneficiaries (communities and stakeholders in the vetiver value chain); and (iv) local implementing partners and women associations, and private sector partners.

**Type A: High power / high interest = Key player.**

- a. The government agencies with mandates in natural resource management, disaster risk reduction (DRR) and sustainable development in the Grand Sud. Among these institutions the Ministry of Environment (MDE) and its *Agence Nationale des Aires Protégées* (ANAP), the *Ministère de l'Agriculture, des Ressources Naturelles et du développement Rural* (MARNDR).
- b. International organizations: GEF and UNEP.

**Type B: High power/ low interest over the project =Meet their needs.**

- a. The Comité Interministériel d'Aménagement du Territoire (CIAT)
- b. the Direction de la Protection Civile (DPC).

**Type C: Low power/ high interest over the project= Show consideration**

- a. The primary beneficiaries are the local communities, which the project aimed at reducing their vulnerability and protect and diversify their livelihood activities, for example in La Cahouane, Port Salut/Point Abacou, Île-à-Vache and surrounding isles, Jeremie and surrounding areas.
- b. All the stakeholders in the vetiver value chain, from the producers to the cooperatives (mostly women) and the distilleries, since the project aims to enhance this sector's sustainability.
- c. Local implementing partners: the civil society organizations that acted as co-executing partners of the project: *Fondation Nouvelle Grand'Anse* (FNGA), *Organisation pour la Réhabilitation de l'Environnement* (ORE), *Pêche Artisanale et Développement Intégré* (PADI) and ReefCheck.
- d. Women's associations and groups.

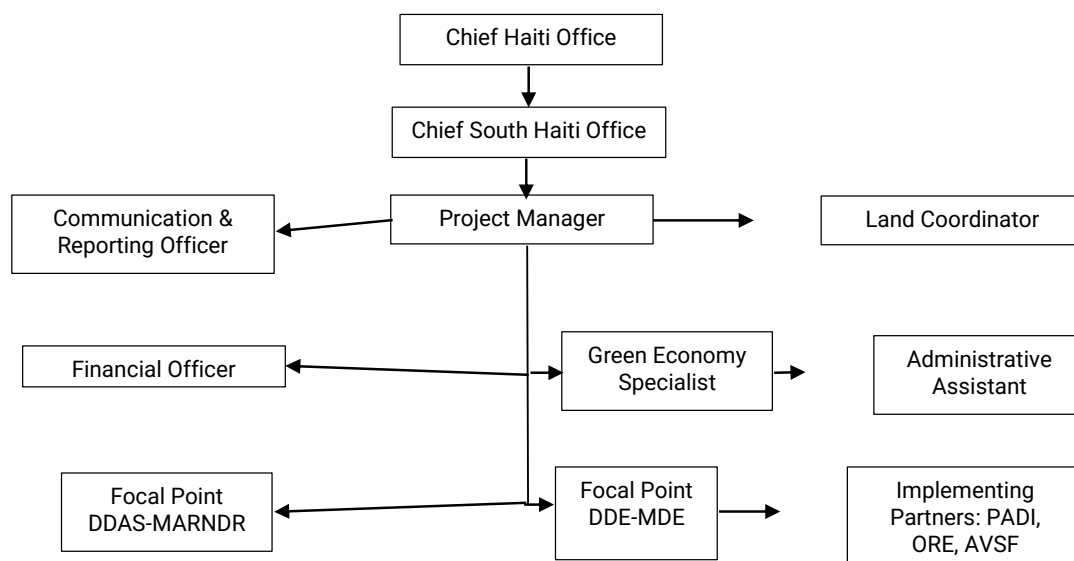
**Type D: Low power /low interest over the project= Least important.**

- a. Private sector partners, such as vetiver factories and distillers.

### **3.4 Project implementation structure and partners**

57. The GEF Implementing Agency for this project was the Biodiversity and Land Degradation Unit of UNEP Ecosystem Division which was responsible for overseeing and monitoring the project implementation process, including technical back stopping. The overall Executing Agency was the Haiti Ministry of Environment (referred to as MDE), in collaboration with the UNEP Haiti Country Office, Post Conflict and Disaster Management Branch through a Project Cooperation Agreement. MDE was responsible for the overall achievement of project outputs and outcomes, day-to-day management and coordination of project activities and inputs, as well as for the consolidated reporting on achievement of project objectives with the support of the UNEP Haiti country office.

Figure 2: UNEP’s implementation structure



58. UNEP Haiti Office was technically responsible for the whole project and the project partners for different activities, outputs, and outcomes. Project management arrangements were jointly carried out.

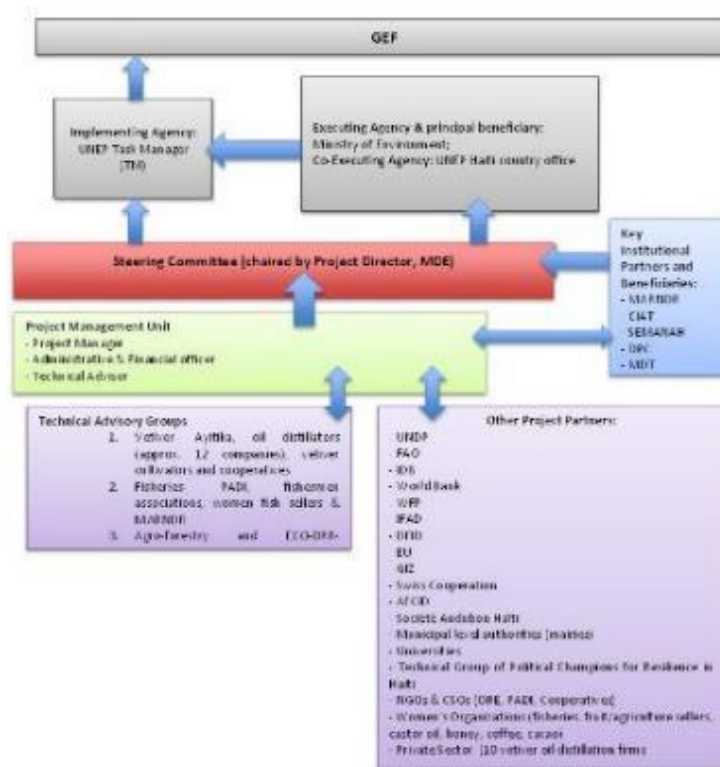
59. The project adopted a synergistic structure where UNEP provided support, to the project management unit (comprised of two professionals hired to provide direct support to this project: Project Manager and Land Coordinator). UNEP support was comprised of the Chief Office Manager of Haiti, Chief Office Manager for Haiti South, Communication and Reporting Officer, Finance Officer, Green Economy Officer, and an Administrative Assistant. All of it in coordination with the focal points of *Directions Départementales Agricoles* (DDAS-MARN), DDE-MDE and other local implementing agencies (PADI, ORE, AVSF).

60. A Project Steering Committee (PSC) was appointed at the beginning of the project to play an oversight role, and provide support, policy guidance and supervision for the project. Specifically, the PSC had the mandate to approve and validate the project’s annual workplans, budgets and procurement plans, as well as all progress, monitoring, evaluation and final reports. The steering committee had at least one meeting a year and performed two main functions: (i) Orientation of the project; and (ii) Monitoring of the project. Project execution was led by a Project Coordination Unit (PCU) comprised of a Technical Advisor, Project Manager, and a Financial and Administrative assistant. The PCU was a joint MDE-UNEP project structure responsible for ensuring the proper management of the project and the monitoring of the project activities, as well as developing synergies with the various stakeholders related to the project.

61. Technical advisory groups were established to provide guidance and direction on thematic areas that require technical know-how and experience. They were comprised of local civil society organizations, non-governmental organizations, relevant ministries and private sector actors with local knowledge.

62. The diagram below presents a graphical presentation of the institutional implementation arrangements for this project.

Figure 3: Institutional arrangements for project implementation



### 3.5 Changes in design during implementation

63. According to the mid-term review<sup>9</sup> (MTR) it was recommended that the project should design and implement a revised approach to Component 4 (Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain) (paragraph 40, page 23). The project was supposed to focus on the Disaster Risk Reduction through Ecosystem Management (DRR-Eco) approach. However, as designed, Component 4 contributed only marginally to this approach. Therefore, the recommendation was to revise the budget to improve impact and ensure that the new budget adequately reflects the current structure of the project. Based on the recommendations made, the project budget was revised with two main considerations:

- Modify the activities of component 4 while keeping its same indicators. This decision takes into account the results and recommendations of the mid-term review, data from the M&E system and the new priorities of the intervention areas, particularly in terms of management of Protected Areas and also in terms of sustainability & resilience of ecosystems, ecosystem-based resilient livelihoods and Eco-DRR. In addition, their impacts would be much more positive on the reduction and capture of Greenhouse Gases (GHG) (rather than an investment in vetiver processing systems). The proposed activity amendments did not require revision of project indicators.
- Financially strengthen the outcomes of the project with a contribution of US\$245,632.97 drawn from Component 4. This decision to reallocate funds was adopted, because the remaining budget allocation assigned to results 1, 2, 3, 4 and 5 were insufficient to carry out the activities planned for the next two years (from July to December 2020 and from January to December 2021) while conversely, the amount available for the activities programmed to achieve Outcome 6 was too high considering the new prioritized activities.

<sup>9</sup> The MTR was conducted between July 2019 and May 2020..

64. Component 4 (Activity# 24) on the protocol for the establishment of a vetiver pilot plant of low CO<sub>2</sub> emission, feasibility study planned for a green factory prototype, was not pursued because the designated consultant was unwilling to travel to Haiti in view of the overall security situation. It was cancelled due to structural difficulties with undertaking this activity. A few activities did not manage to conclude to satisfactory levels, including: efficient charcoal production, and revised vetiver value-chain activities (low-emission production and water management with women's engagement).

65. Part of the activities relating to the achievement of Outcome 4 Component 3 (Strengthened local capacity to anticipate and rapidly respond to extreme weather events) were not undertaken as there were issues with emission reduction accounting.

66. Further, Component 2 Outcome 2, one of the planned activities under sustainable charcoal production and sale pilot could not be implemented before project end. The same applies to the introduction of improved kilns for improved fuelwood consumption.

67. Activities relating to the achievement of Outcome 5 (Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration) were also only partially completed due to implementation challenges.

68. Outcome 6 (GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products) was cancelled following unavailability of the consultant in charge to travel to Haiti under the circumstances that were prevalent at that time.

### 3.6 Project financing

69. The total budget of the project at design was US\$48,885,700, of which US\$6,216,000 was the cost to the GEF Trust Fund. On the one hand, actual expenditures of GEF funds almost reached 100% at the end of the project (Table 4).

Table 4: Expenditure by Outcome/Output, GEF funds (US\$)

Component/sub-component/output	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Component 1 / Outcome 1	367,084	899,950	245%
Component 2 / Outcome 2	1,008,565	1,085,177	108%
Component 3 / Outcome 3	2,133,198	2,482,016	116%
Component 3 / Outcome 4	422,761	454,813	108%
Component 4 / Outcome 5	356,012	335,786	94%
Component 4 / Outcome 6	957,700	674,711	70%
Component 5 / Outcome 7	604,689	77,027	13%
Management	288,987	129,517	45%
Monitoring and Evaluation	77,000	25,290	33%
<b>TOTAL</b>	<b>6,215,996</b>	<b>6,164,286</b>	<b>99%</b>

70. On the other hand, co-financing funds reached 88% of what was planned (Table 5).

Table 5: Co-financing expenditures (US\$ thousands)

Co-financing	UNEP		Government		Other*		Other*		Total		Actual Dis-bursed
	Type/	Own financing			IADB		UNDP				
Source	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	%
Grants	10,595	13,035							10,595	13,035	123%
Loans											0

Co-financing Type/	UNEP		Government		Other*		Other*		Total		Actual Dis- bursed
	Own financing				IADB		UNDP				
Credits											0
Equity invest- ments											0
In-kind sup- port	1,2	1,2	650	650	27	19,556	3,235	3,237	32,085	24,643	77%
Other (*)											0
<b>Totals</b>	<b>11,795</b>	<b>14,235</b>	<b>650</b>	<b>650</b>	<b>27</b>	<b>19,556</b>	<b>3,235</b>	<b>3,237</b>	<b>42,68</b>	<b>37,678</b>	<b>88%</b>



## 4 THEORY OF CHANGE AT EVALUATION

71. The project's Theory of Change (TOC) depicted in the PRODOC showed the way that different interventions would achieve the final goal of the project, i.e. to rehabilitate the Haitian environment and reduce poverty. The original TOC diagram was a simplified version of how the identified problems caused the decrease in ecosystem goods and services, and increased vulnerability to climate events and poverty of local populations.

72. A process of reconstructing the TOC was undertaken at the inception phase of this terminal evaluation. The reconstructed TOC is shown below. This TOC was not only developed from the review of the project documents, but was further refined following from the interactions with different stakeholders during the field mission. It shows complex inter-relationships and causal pathways between programmed outputs, expected outcomes, and the intended impacts.

73. The problems were well identified in the design document, from which the activities needed to overcome them were designed, these included: exposure to extreme weather conditions exacerbated by climate change; lack of institutional capacity to respond to challenges; and very poor coastal communities implementing unsustainable livelihood activities, which inevitably leads to the destruction of their livelihoods and the marine-coastal resources that are their means of protection and subsistence.

74. The project sought the main impacts to rehabilitate the environment and reduce poverty, namely: **(Impact 1)** Increased resilience to climate change (CC), and **(Impact 2)** Decreased disaster risk; both using an ecosystem management approach (EMA) targeting protected areas and fragile ecosystems. The assumptions for both impacts are that there are profitable and resilient livelihoods and markets, and value for ecosystem services.

75. The strategy to reach the first impact was to improve the extension and management of the PA system, promote ecosystem sustainability and resilience, and reduce disaster risk by project's collaboration with public authorities.

76. In order to extend the PA, the project carried out the necessary procedures, studies and management plan (MP) driven by research and knowledge including climate change, to declare a marine management area (MMA) and training of public servants for its sustainable management, driven by a learning-by-doing approach. The assumptions were that there would be proper regulations and practices, and an effective participatory management in a synergy between local authorities and communities.

77. Ecosystem sustainability and resilience was sought by determining optimal tree species for reforestation, driven by a sustainable forest management approach and a climate adaptation management plan, and using improved technologies to increase efficiency in charcoal; both to improve land use forestry practices.

78. Disaster risk reduction (DRR) contributes to both impacts described above, and is driven by education and capacity building. On the one hand, Impact 1 is supported by several land activities (food production, mangrove rehabilitation, riverbank stabilization) that contribute to resilient coastlines; in addition, training on sustainable fisheries and alternative livelihoods, promotes good ecosystem used practices. On the other hand, training of authorities in disaster risk procedures, and vulnerability assessment to improve early warning and disaster preparedness, supports the achievement of Impact 2.

79. Impact 2 was also supported by two strategies: reducing land degradation and CC impact, building of relationships in the vetiver value chain, and enforcing knowledge management and awareness.

80. The first one, was driven by activities to increase sustainability and productivity in the vetiver value chain to improve land use practices, driven by increasing prices for producers; and the second one, work with industry vetiver producers for emissions reduction benefits through industry efficiencies. However, vetiver industries were not willing to participate in the project; therefore, this part of the project was not accomplished.



81. The other strategy for impact 2 was to improve the enforcement of laws/regulations, knowledge management and awareness by developing the capacity of public servants, including an awareness campaign for knowledge dissemination about the greening of the value chain.

82. The project was designed based on proven Ecosystem-based Adaptation methodologies to enhance resiliency and reduce disaster risk to address the vulnerable South Department - as prioritized by the Government of Haiti and project partners, including UNDP. The project integrated ecosystem-based adaptation operations with climate change mitigation interventions, as well as sustainable forest management and biodiversity conservation activities – made possible by synergies across multiple GEF focal areas.

83. During the reconstruction of the TOC, some changes in the results statements as originally presented in the PRODOC were revised. Table 6 below provides a summary of: a) the results as stated in the PRODOC, and b) as formulated in the TOC at Evaluation. The two results hierarchies are presented in the table to show clearly that, although wording and placement may have changed, the results ‘goal posts’ have not been moved.

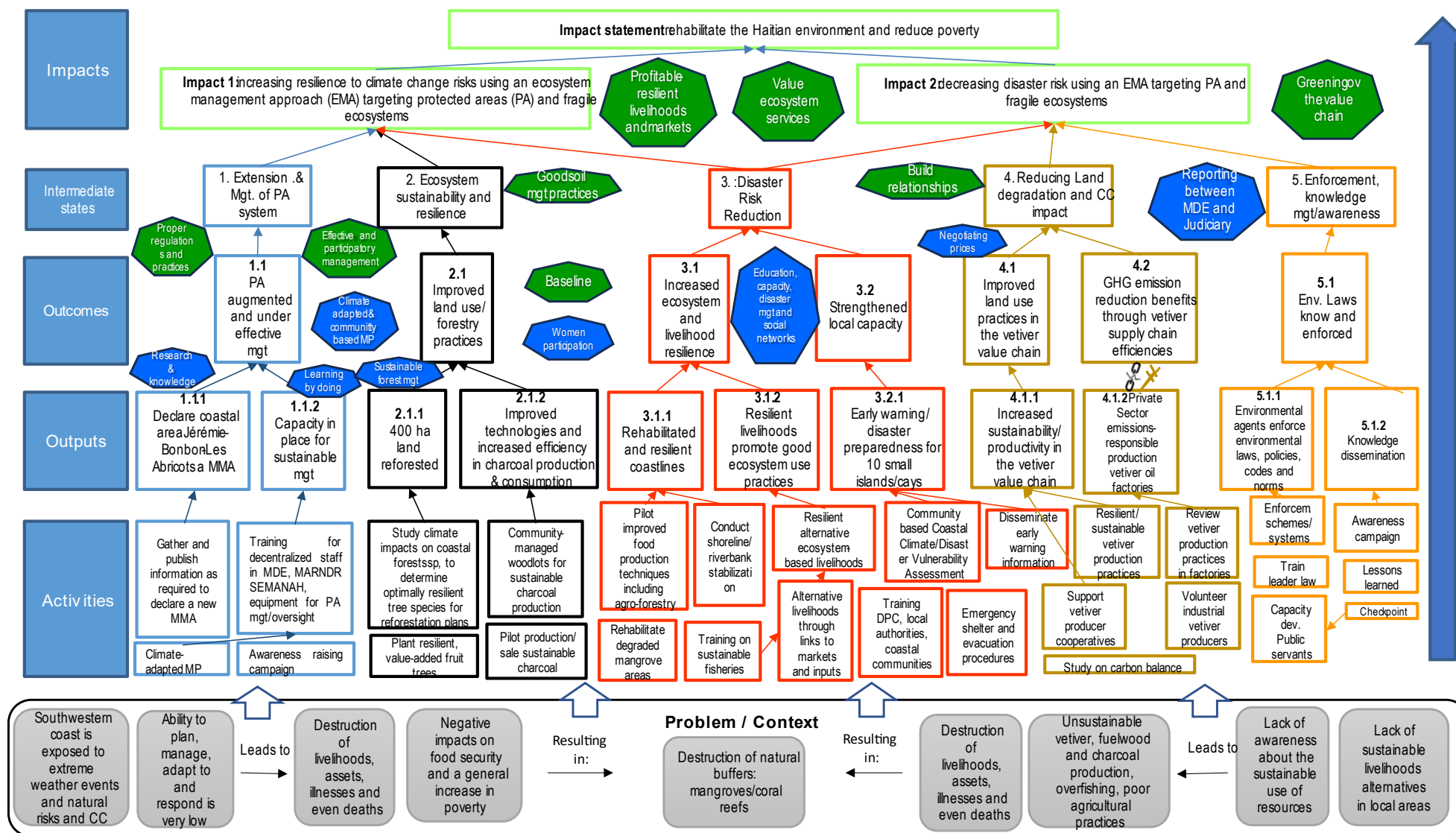
Table 6: Comparison of Results in the approved PRODOC and the reconstructed TOC

Results as stated in the ProDoc Logframe		Results as stated in the TOC at Evaluation		Justification for reconstruction / Remarks
<b>Impact</b>	Rehabilitate the Haitian environment and reduce poverty	<b>Impact</b>	Impact 1: Increased resilience to climate change (CC) Impact 2: Decreased disaster risk; both using an ecosystem management approach (EMA) targeting protected areas and fragile ecosystems.	The PRODOC did not really develop a TOC, just more a way to explain the environmental implications of the problems identified. The reconstruction introduced Impact 1 and Impact 2, as well as five Intermediate States in the TOC, based upon the original project goal and objective statements.
<b>Goal</b>	Rehabilitation of the environment and reduction in poverty	<b>Intermediate State (IS)</b>	Extension & Mgt. of PA system	
<b>Objective</b>	increasing resilience to climate change risks and decreasing disaster risk using an ecosystem management approach targeting protected areas and fragile ecosystems in the southwestern peninsula of Haiti.		Ecosystem sustainability and resilience	
			Disaster Risk Reduction	
			Reducing Land degradation and CC impact	
<b>Outcomes</b>	PA augmented and under effective mgt	<b>Outcomes</b>	PA augmented and under effective mgt	
	Improved land use/ forestry practices		Improved land use/ forestry practices	
	Increased ecosystem and livelihood resilience		Increased ecosystem and livelihood resilience	
	Strengthened local capacity		Strengthened local capacity	Part of these activities were not undertaken (par. 65)
	Improved land use practices in the vetiver value chain		Improved land use practices in the vetiver value chain	Strengthen the outcomes 1 to 5 with a contribution of US\$245,632.97 drawn from Component 4 (par.63)
	GHG emission reduction benefits through vetiver supply chain efficiencies		GHG emission reduction benefits through vetiver supply chain efficiencies	
	Env. Laws know and enforced		Env. Laws know and enforced	
<b>Outputs</b>	Declare coastal area Jérémie-Bonbon-Les Abricots a MMA	<b>Outputs</b>	Declare coastal area Jérémie-Bonbon-Les Abricots a MMA	

Results as stated in the ProDoc Logframe		Results as stated in the TOC at Evaluation		Justification for reconstruction / Remarks
	Capacity in place for sustainable mgt		Capacity in place for sustainable mgt	
	400 ha land reforested		400 ha land reforested	
	Improved technologies and increased efficiency in charcoal production & consumption		Improved technologies and increased efficiency in charcoal production & consumption	One activity under sustainable charcoal production and sale pilot could not be implemented and one related to the introduction of improved kilns (par. 66)
	Rehabilitated and resilient coastlines		Rehabilitated and resilient coastlines	
	Resilient livelihoods promote good ecosystem use practices		Resilient livelihoods promote good ecosystem use practices	
	Early warning/ disaster preparedness for 10 small islands/cays		Early warning/ disaster preparedness for 10 small islands/cays	
	Increased sustainability/ productivity in the vetiver value chain		Increased sustainability/ productivity in the vetiver value chain	Activities 20 and 21 were revised. 64.
	Private Sector emissions-responsible production vetiver oil factories			This activity was not carried out Private sector vetiver industry was not willing to be part of the project. Activities 23 and 24 were revised. A feasibility study planned for a green factory prototype was not pursued (par.64)
	Environmental agents enforce environmental laws, policies, codes and norms		Environmental agents enforce environmental laws, policies, codes and norms	
Knowledge dissemination	Knowledge dissemination			

84. The following is the diagrammatic representation of the TOC at terminal evaluation:

Figure 4 TOC at terminal evaluation



## 5 EVALUATION FINDINGS

85. This chapter is organized according to the evaluation criteria presented in the Terms of Reference for this Terminal Evaluation. The Evaluation Findings section provides a summative analysis of all triangulated data relevant to the parameters of the criteria.

### 5.1 Strategic relevance

#### 5.1.1 Alignment to UNEP MTS, PoW and Strategic Priorities

86. The project made an important contribution to the long-lasting changes represented by the Sustainable Development Goals and the strategic priorities of the GEF. The project related clearly to Target 15.1 (conserve terrestrial and inland freshwater ecosystems and their services) and Target 15.5 (halt the loss of biodiversity and protect and prevent the extinction of threatened species) of the Sustainable Development Goals. According to the GEF-5 strategic priorities, this project contributed to the two main objectives defined for its Biodiversity Focal Area: “new protected areas and coverage of unprotected threatened species” and “policies and regulatory frameworks for production sectors”.

87. The project responds well to the ‘Ecosystem Management’ Sub-program of UNEP’s Medium-Term Strategy 2014-2017 and the expected accomplishments (EA) under which it was approved; namely:

- Ecosystem Management – EA(a) “Production”: Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased.
- Ecosystem Management – EA(c) “Enabling environment”: Services and benefits derived from ecosystems are integrated with development planning and accounting and the implementation of biodiversity-related multilateral environmental agreements.

88. Each UNEP Medium-Term Strategy is operationalized through two biennial Programs of Work, the relevant one here being the Programmed of Work of 2014-2015. The project was expected to contribute to two UNEP Outputs planned for that biennium in pursuit of EA(a) and (c). In addition, two Outputs under the same EA were also relevant:

- EA(a) “Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased”
  - *Output 1: Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems and output;*
  - *Output 5: Collaboration with the private sector through partnerships and pilot projects to integrate the ecosystem approach into sectoral strategies and operations is enhanced.*
- EA(c) “Services and benefits derived from ecosystems are integrated with development planning and accounting, and the implementation of biodiversity and ecosystem related multilateral agreements”
  - *Output 2: Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by Governments, businesses and consumers.*
  - *Output 5: Synergies between tools, approaches and multilateral initiatives on biodiversity, ecosystem resilience, climate change adaptation and disaster prevention identified and integrated with development planning, poverty reduction measures, strategic investment partnerships along with the ecosystem approach and national obligations for biodiversity related MEAs.*

89. The project was also found to align with the Bali Strategic Plan for Technology Support and Capacity Building, adopted by UNEP's Governing Council to strengthen the capacity of governments to coherently address their needs, priorities and obligations in the environmental field. It also responds to UNEP's Policy and Strategy for Gender Equality and the Environment, and is in line with the UN Declaration on the Rights of Indigenous People.

90. The project also responds to the Program of Work 2020-2021 Subprogram 1: Climate change, with the following expected accomplishments:

- (a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation
- (c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions, as well as social and environmental benefits

91. As per 2017-2021 Haiti United Nations Development Assistance Framework (UNDAF) Framework, the project aligned with the following aspects:

#### Resilience

- Outcome 4: National, regional and local institutions, and civil society strengthen the sustainable management of natural resources and the environment, the resilience of territories and the population, in particular the most vulnerable, in the face of natural disasters, climate change and humanitarian crises in order to ensure sustainable development.
- National priority: the choice of regional development poles, and therefore regions as a lever to structure and balancing socio-economic development and land use planning.
  - *Indicator 4.1. Proportion of departments/municipalities having adopted and carried out territorial development plans, waste management plans and risk management plans and disasters (to strengthen the resilience of territories and populations to natural disasters and climate change).*
  - *Indicator 4.3. Percentage of protected areas declared to have a management implemented by the entities trained nationals*
  - *Indicator 4.4. Number of communities, people especially most vulnerable implementing adaptation micro-projects to climate change and risk reduction*

92. The project's linkage to SDG target(s) and SDG indicator(s) include:

#### GOAL 13 CLIMATE ACTION

##### Adaptation

- SDG Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
  - *SDG Indicator 13.1.1 Number of countries with national and local disaster risk reduction strategies*
  - *SDG Target 15.3: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.*
  - *SDG Indicator 15.3.1 Proportion of land that is degraded over total land area*



Photo 3: Soil conservation techniques promoted by the project in farms, South Region, Haiti



#### REDD-Plus

- SDG Target 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.
  - *SDG Indicator 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.*
  - *SDG Target 15.2: By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.*
  - *SDG Indicator 15.2.1 Progress towards sustainable forest management.*

**Rating for Alignment to UNEP MTS, PoW and Strategic Priorities: *Highly Satisfactory***

#### **5.1.2 Alignment to Donor/Partner Strategic Priorities**

93. The GEF-5 Focal Area Strategies and GEF-5 Programming Document established that projects funded under the Biodiversity Focal Area would be responsive to at least one of five objectives. This GEF- 5 project responds to Objectives 1 (Improve Sustainability of Protected Area Systems) and 2 (Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors), in correlation with its two components.

94. This project is also aligned with the following focal areas: climate change adaptation, climate change mitigation, and land degradation.

**Rating for Alignment to Donor/Partner Strategic Priorities: *Highly Satisfactory***

#### **5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities**

95. Globally, this project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011–2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas.

96. The project activities fell under two UNDAF thematic areas: 'management of the environment and natural risks', and 'sustainable human development'. These UNDAF thematic priorities were underpinned by national priorities to improve the management of the environment and safeguard ecosystems that support life.

97. Haitian environmental legislation is very broad and covers a wide range of topics (soil, forests, pollution, territorial planning, natural resources, etc.). A Chronological Index of Haitian Legislation (1804-2000) was published in 2002 by the Ministry of Justice and Public Security

(MJSP) in collaboration with UNDP, listing 140 laws in its Environmental Law section.<sup>10</sup> These include, among others:

- Laws and decrees on the protection of forest resources and extraction of wood products,
- Laws and decrees on urban planning, housing estates and land registry,
- Laws and decrees on sanitary measures in agriculture and animal husbandry, the development and management of irrigation as well as erosion control measures for agriculture in the mountains,
- Laws and decrees on hunting, fishing and delineation of Haitian territorial waters,
- Laws and decrees on sanitation and public health,
- Laws and decrees on the exploitation of mineral resources,
- Protection Acts of groundwater and springs, and control of their operations,
- Laws and decrees on the establishment of protected areas (with various names: reserved areas, areas under protection, national parks, etc.).

98. These legal instruments are mainly oriented towards limiting the negative impacts of human activities on natural resources and consequently the health and welfare of the population. However, these laws do not take into account the promotion of behaviours and activities to combat poverty or ensure sustainable development. The lack of the poverty-environment linkage has resulted in limited success of these instruments at the local level. Moreover, a general lack of knowledge by the population of existing laws and the absence of enforcement mechanism has resulted in poor adherence of the laws.

99. In January 2006, the GoH promulgated a framework decree on the management of the environment. It included many innovations including the identification of nine national environmental priority issues around which policies, institutional mechanisms and social and economic measures were to be defined. This ordinance also proposed a National System for Environment Management for improved environmental management; however, these proposals have yet to be implemented.

100. Other legislative tools relevant to this project include:

- Agricultural Development Policy and the Triennial Programme of Agriculture Recovery
- National Plan for Disaster and Risk Management
- National Environmental Action Plan (EAP) and the Triennial Interventions Plan in the sector
- Fishery and aquaculture policies
- Framework Decree on Environmental Management (2006)

**Rating for Alignment to Global, Regional, Sub-regional and National Priorities: *Highly Satisfactory***

#### **5.1.4 Complementarity with Existing Interventions/Coherence**

101. This project was complementary to other interventions, namely:

##### **GEF projects**

- Increasing resilience of ecosystems and vulnerable communities to CC and anthropic threats through a ridge to reef approach to BD conservation and watershed management.

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<sup>10</sup> Index Chronologique de la Législation Haïtienne (1804-2000), PNUD / Ministère de la justice et de la sécurité publique, Port-au-Prince, 2001.

- Sustainable Land Management of the Upper Watersheds of Southwestern Haiti.
- Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti.
- Strengthening climate Resilience and Reducing Disaster Risk in Agriculture to Improve Food Security.
- Developing Core Capacity for MEA Implementation in Haiti (CCCD).
- Establishment of Financially Sustainable National Protected Areas System (SNAP).

#### **Other projects**

- Establishment of the Caribbean Biological Corridor (CBC) as a framework for biodiversity conservation, environmental rehabilitation and development of livelihoods options for Haiti, the Dominican Republic and Cuba.
- Caribbean Large Marine Ecosystem Project (CLME).
- Macaya Grand Sud (UNEP).
- Haiti Sustainable Energy II (UNEP).
- La Hotte Biosphere Reserve.

**Rating for Complementarity with Existing Interventions/ Coherence:** *Highly Satisfactory*

**Rating for Strategic Relevance:** *Highly Satisfactory*

## **5.2 Quality of project design**

102. The project document (PRODOC) is a comprehensive document that includes an adequate problem and situation analysis, including stakeholder analysis and consultation/participation process carried out during project design.

103. **Design strengths** are detailed below:

- Identifies unusual challenges that may affect operation, such as ongoing/high likelihood of conflict, natural disasters, and change in national government, which made the project to keep the risk matrix updated and be prepared to face the challenges.
- Entails clear and adequate problem and situation analysis, stakeholder analysis, stakeholder consultation/participation, and concerns with respect to human rights including in relation to sustainable development (i.e. integrated approach to human/natural systems; gender perspectives, rights of indigenous people), to support project acceptance at the local level.
- The PRODOC emphasizes the regional, subregional and national environmental priorities and complementarity with other interventions, which is the starting point of relevant actions by the project, which at the same time promotes sustainable development.
- The Theory of Change (TOC) of the interventions contains the basic strategy of the project and causal pathways: causal pathways from project outputs through outcomes towards impacts are clearly and convincingly described. Impact drivers and assumptions are clearly described for each key causal pathway.
- The Results Framework is well designed and contains most of the required information for monitoring and evaluation. The project governance and supervision arrangements are clearly marked.
- The project governance and supervision model are comprehensive, clear and appropriate and roles and responsibilities within UNEP clearly defined.



- The financial budget is according to expectations, and the resource mobilization strategy reasonable/realistic. The project is built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities.
- The project did not have any negative environmental or social impacts after the risk identification and safeguards assessment was carried out.

104. **Design weaknesses** are detailed below:

- It is not self-explanatory in relation to UNEP MTS, PoW and Strategic Priorities (including Bali Strategic Plan and South-South Cooperation), nor to GEF/Donor strategic priorities.
- Although the PRODOC identifies challenging operational factors that are likely to affect project performance, it does not include measures to overcome these challenges, for example, political instability and weak institutional capacity.
- The TOC only describes the consequences of the problems identified but fails to clearly describe the role of all the stakeholders; the description only mentions communities and private organizations, and stakeholders in general. There is no mention of gendered/minority groups. And, the causal pathways are not linked to each other, but presented separately.
- The results matrix should have established the responsibilities by indicator and it does not identify project partners.
- A dissemination strategy at the end of the project is missing in the learning, communication and outreach strategy, which could make the project stronger from a sustainability point of view.
- In relation to sustainability, the document does not refer to any exit strategy when the project ends, and/or related to the scaling up or replication of project results.

Table 7 Calculation of the overall project design quality score

#	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	5	0.4	2
B	Project Preparation	5	1.2	6
C	Strategic Relevance	4	0.8	3.2
D	Intended Results and Causality	4	1.6	6.4
E	Logical Framework and Monitoring	5	0.8	4
F	Governance and Supervision Arrangements	5	0.4	2
G	Partnerships	5	0.8	4
H	Learning, Communication and Outreach	2	0.4	0.8
I	Financial Planning / Budgeting	5	0.4	2
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	5	0.8	4
L	Sustainability / Replication and Catalytic Effects	2	1.2	
M	Identified Project Design Weaknesses/Gaps	5	0.4	2
<b>TOTAL SCORE: MODERATELY SATISFACTORY</b>			<b>3.64</b>	

**Rating for Project Design:** **Moderately Satisfactory**

### 5.3 Nature of external context

105. Though, the project managed to close with overall strong results despite challenges in the broader political and environmental contexts. According to progress reporting on the GEF Portal, the security situation deteriorated significantly over the project's last semester. In July 2021, President Jovenel Moise was assassinated. Besides, an earthquake ensued a month after that. The earthquake's impact was not too severe in the Western part of the South Department where most project sites were located, which enabled project partners to resume activities a few weeks after the natural disaster. Still, the overall socio-political situation deteriorated considerably. The UNEP project team put a business continuity plan in place, which resulted in most activities being concluded successfully.

106. The project was hindered by other external factors and challenges, namely:
- COVID-19 hindered field activities, delaying the achievement of project objectives, although only partially because the project had partners at the local level that continued working with beneficiaries.
  - Vetiver private sector (industry) did not want to cooperate with the project therefore no activities were carried out at the industrial level, consequently Component 4 was partially achieved.
  - Political problems that slowed down project activities, for example, killing of the President of Haiti, which caused instability at the institutional level.
  - Insecurity and street blocking, which hindered activities in the field.
  - The earthquake of August 14<sup>th</sup>, 2021.
  - Delays in payments to partners (details in Section 5.6).

Photo 4: Local project partners, South Region, Haiti



107. All these external factors occurred during project implementation, and some overlapped at certain periods of time, which increase contextual risk and hindered the achievement of project objectives and especially field work.

**Rating for Nature of the external context: Unfavourable**

## 5.4 Effectiveness

### 5.4.1 Availability of Outputs

Output 1.1. The national Protected Areas network is extended

108. Target accomplished: there were eight Protected Areas already declared in the South: the project contributed to the declaration of an additional one.

#### Activity 1

- One protected area was designated by the project and the decree was officially published since 2018: the project gathered and published information on the marine and coastal area of Jérémie-Bonbon-Les Abricots (5.835 ha), as required to declare a new MMA in the region.

Output 1.2. Capacity in place for sustainable management of the Ile- a-Vache NP, Port Salut/Pointe Abacou Protected Landscape and La Cahouane PA including climate-adapted management plans

109. Target accomplished: the project carried out 41 theoretical and practical (16+25) training sessions. Three management plans were validated by ANAP and various awareness-raising activities were carried out for the general public on mitigation measures. Dissemination of a

manual and trainings on environmental education were also conducted by the project. The following activities were carried out under this output:

*Activity 2*

- A training session for 16 officers on marine ecological management and monitoring was carried out from August 15 to November 15, 2018.
- Purchased four marine diving equipment packages.
- The project supported the payment of two trained frameworks for the National Agency for Protected Areas (ANAP) who will support the implementation of the PA management plan.
- A training is realized for 25 executives from decentralized state offices.

*Activity 3*

- Three management plans (Port Salut/Abacou, La Cahouane and Ile à Vache) were developed and validated by the community and by ANAP

*Activity 4*

- One awareness session on PA for 66 schoolchildren in La Cahouane on mangroves and their role in the marine environment.
- One session for 90 schoolchildren organized jointly with component 5. Spot on Covid-19 for 29 days of broadcasting through truck sound. One training session for officers on environmental laws. 300 schoolchildren are sensitized and 3 advertising spots on the marine environment are broadcast through 2 radio stations.
- 300 schoolchildren were sensitized and three advertising spots on the marine environment were broadcast through two radio stations.

**Table 8** Outputs from Component 1: Ecosystem sustainability and resilience in the identified Protected Areas of South Department in Haiti’s Southwestern Peninsula

PROGRAMMED OUTPUTS	STATUS	RESULTS
<b>Output 1.1.</b> The national Protected Areas network is extended	Complete	<b>End of project target summary</b> 9 of the 9 new protected areas declared, the project contributed to the declaration of one (1) protected area. 16 + 25 theoretical and practical training session. 3 AP’s Management plan are validated by ANAP. Various Awareness-raising activities for the general public on mitigation measures, dissemination of an environmental education manual and training on environmental were conducted by the project.
<b>Output 1.2.</b> Capacity in place for sustainable management of the Ile- a- Vache NP, Port Salut/Pointe Abacou Protected Landscape and La Cahouane PA including climate-adapted management plans.	Complete	

**Output 2.1. 400 ha of land reforested**

110. Target accomplished: the project carried out a Climate Impact Study Report on Coastal Species. In total, 595 ha of the targeted 400 ha were reforested.

*Activity 5*

- Climate Impact Study Report on Coastal Species, completed since 2018.

*Activity 6*

- 595 ha in agroforestry were established.

**Output 2.2. Improved technologies and increased efficiency in charcoal production and consumption**

111. Target partially accomplished: 359 of 500 ha of fast-growing, climate-resilient native trees were planted.

*Activity 7*

- 359 ha in energy forest were established.

*Activity 8*

- Collection of information from 50 households in Cahouane on the stoves used and their charcoal consumption patterns.
- Fifty people identified as charcoal makers sensitized on sustainable charcoal making practices
- Two outreach meetings were held in Cahouane and Pointe Abacou.

*Activity 9*

- 150 men/women heads of household from the protected areas of Abacou, Port-Salut/Sapotille and Cahouane have benefited from improved stoves.

**Table 9** Outputs from Component 2: Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula

PROGRAMMED OUTPUTS	STATUS	RESULTS
<b>Output 2.1.</b> 400 ha of land reforested	Complete	1 Climate Impact Study Report on Coastal Species is realized, In total, 595 / 400 ha of land reforested and 359 / 500 ha of fast-growing, climate-resilient native trees are planted.
<b>Output 2.2.</b> Improved technologies and increased efficiency in charcoal production and consumption	Complete	

### Output 3.1. Rehabilitated and resilient coastlines

112. Target accomplished: at least 300 hectares of coastal agricultural lands, at least 700 hectares of rehabilitated mangrove, and at least 20 km of shoreline and riverbank rehabilitation. The following activities were carried out under this output.

#### Activity 10

- One training session for farmers on techniques for setting up and managing agroforestry plots, 50 beneficiaries.
- Establishment of 50 agroforestry plots over 10 ha with 6,000 banana suckers and 10,000 yam seedlings, 10,460 citrus seedlings, 1,040 mahogany seedlings.
- Establishment of 340 ha Agroforestry under SLM practices.

#### Activity 11

- Mangrove seedling production and establishment of 31.25 ha (of 14.75 ha goal) of mangrove forest.
- 200 residents (90 women and 11 men) including 80 in Cahouane and 120 in Pointe Abacou/portsalut sensitized on the importance of mangroves in coastal life.

#### Activity 12

- In total 20, linear kms of shoreline/bank rehabilitated by end of project.

### Output 3.2. Resilient livelihoods

113. Target partially accomplished: at least 500 people, of which at least 50% are women are benefiting from diversified climate resilient livelihoods, but their income increase was not measured. The following activities were carried out under this output.

#### Activity 13

- Four training sessions for 56 fishermen in Marine and Coastal Environment Management, Importance of Mangroves, Sustainable Fishing, Safety at Sea and FAD Management.
- Training of 24 fish traders in the management of the cold storage system.
- Consolidation of technical supervision and monitoring of aquaculture activities of 16 beneficiary associations, eight of which already have their pond.
- Technical reinforcement and acquisition of materials for the benefit of eight new associations interested in aquaculture which include 20 women and 30 youth.
- Realization of eight training sessions on the breeding of tilapia and/or fish in fresh water for people in associations in the communes of St Jean du Sud, Torbeck, Port Salut and some buffer zones.
- Support to associations and/or families for the installation of eight fish ponds within the framework of the promotion and extension of aquaculture activities in the south.
- Support to the operation of the hatchery for the production of fry.
- Realization of eight training sessions on the breeding of tilapia and or fish in fresh water for people in associations in the communes of St Jean du Sud, Torbeck, Port Salut and some buffer zones.
- Reinforcement of the beekeeping production of Cahouane and Saint Jean du sud by the introduction of 30 mobile frame hives and swarms.
- Training of 30 beekeepers from Cahouane and Saint Jean du Sud on honey extraction techniques in four one-day sessions.

#### Activity 14

- 56 fishermen from three fishery associations received trainings on Marine and Coastal Environment Management, Importance of Mangroves, Sustainable Fishing, Safety at Sea and FAD Management.
- 24 fish traders received trainings on the management of the cold storage system.

#### Activity 15

- Training of 56 fishermen in Marine and Coastal Environment Management, Importance of mangroves and sustainable fishing, Safety at sea and FAD management for 4 sessions at a rate of one session per month. PADI.
- Training of 24 fish merchants in the management of the cold storage system for 4 sessions at a rate of one training session per month. PADI.

**Table 10. Outputs from Component 3: Disaster Risk Reduction through an ecosystem management approach in the broader Southwest Peninsula landscape**

PROGRAMMED OUTPUTS	STATUS	RESULTS
Output 3.1. Rehabilitated and resilient coastlines providing local communities with productive and protective coastal ecosystem services (including disaster risk reduction)	Complete	At least 500 people, of which at least 50% are women at least 300 hectares of coastal agricultural lands at least 700 hectares of rehabilitated mangrove
Output 3.2. Resilient livelihoods promote good ecosystem use practices"	Complete	at least 20 km of shoreline and riverbank rehabilitation
Output 4.1. Early warning and disaster preparedness is in place for 10 extremely vulnerable and heavily populated small islands and cays the South Department"	Complete	More 39,000 people are sensitized on DDR, about 5% of the population of the South department. 275 people are trained related Civil Protection, 4 risk assessment studies realised (4 out of 1 studies planned), 1 characteristic study of vulnerable islands are realised, 5 contingency plans updated for the 2 hurricane seasons are realised, 1 shelter structure is rehabilitated

#### Output 4.1. Resilient livelihoods

114. Target partially accomplished: four vulnerability assessments were done, more than 250 people trained, 2 of 10 emergency shelters built, and more than 10 contingency plans are in place. *The following activities were carried out under this output.*

##### Activity 16

- A characteristic study of the 17 identified vulnerable islands was realized.
- Four community based coastal climate/disaster vulnerability assessment using CRiSTAL tool were realized.
- Five contingency plans were updated in 2019 and 2020 and three on 2018.

##### Activity 17

- Conducting a simulation exercise for the three Community Response Teams (CRT) set up by the project
- Training of 60 people on first aid techniques.
- Training of 50 people on the development of a family emergency plan.
- 165 persons, members of three community intervention teams and a municipality civil protection committee were trained on DRM (Basic Concept in GRD, operation of the national system of risk and disaster management and the Haitian warning system, management of emergency shelters, damage assessment and needs analysis).
- The public was sensitized of the DRR through a weekly radio program.

##### Activity 18

- 13 contingency plans developed or updated (five updated on 2019 & 2020, three on 2017).
- One funding mobilization plan was drawn up by the UNEP technical team for the benefit of the DPC.
- One tool for monitoring covid-19 activities and cyclone season preparation activities was developed for the benefit of the humanitarian partners of the DPC by the UNEP technical team.

##### Activity 19

- One emergency shelter was built in Ile-a-Vache and another in Saint Jean du Sud.
- One training in emergency shelter management was carried out.

#### Output 5.1. Improved land use practices in the vetiver value chain

115. Target accomplished: establishment of vetiver cultivation test fields according to best practices (a soil sensitivity study was carried out in connection with vetiver cultivation), establishment of water management structures and diversification and improvement of cultivation practices among women in order to create alternative sources of income (establishment of market gardens for women). The following activities were carried out under this output.

##### Activity 20

- A study on the evaluation of the sensitivity to soil erosion in connection with the cultivation of vetiver was carried out, which results were shared with project partners, DDAS.



- Development of one action research protocol with the various anti-erosion technological packages and monitoring indicators. Establishment of vetiver test fields.

Activity 21

- Support in agricultural inputs and seeds for 20 families.
- Realization of six training sessions and preparation of training modules. DDAS
- Establishment of 20 Lakou gardens / and monitoring and evaluation of beneficiary gardens. DDAS
- Carrying out eight exchange visits (sharing of knowledge and experiences between producers, day DDAS
- Monitoring of 10 water storage structures installed in Sapotille, commune of Port Salut for the development of Jardins Lakou
- Support and installation of 10 water towers of 300 gallons for 10 farmers, at Lamandier, 2<sup>nd</sup> section of Haute Voldroque for the development of Jardins Lakou.
- Monitoring of 50 agroforestry plots set up in Haute Voldroque, commune of Jérémie

Activity 22

- 26 women planted an area of 1.08 hectares in Bon Pas in the commune of Chardonnières with peppers, eggplant and okra
- Maintenance of 3,114 mango trees grafted in the field by the project extension agents during the programs carried out in previous years.
- Distribution of 35.75 kg of sorghum seeds and ½ ton of corn to producers.
- Direct seeding of 2,050 mango trees in banana-based gardens.

Photo 5: Water tank supported by the project, South Region, Haiti



Table 11 Output performance for Component 4

PROGRAMMED OUTPUTS	STATUS	RESULTS
Output 5.1. Increased sustainability and productivity in the vetiver production value chain"	Complete	Document on environmental laws and policies, brochures, various awareness raisin, training on environmental law for local's authorities and communities are conducted. 27 check point for environment control are in place and all information product are portaged with the project partners
Output 6.1. Private Sector engaged in emissions-responsible production of vetiver oil factories in the broader southwest peninsula"	Partially complete	Establishment of test plots on 8 ha of land, implementation of technological packages for 21 farmers who are members of vetiver cooperatives (8 ha in total), field visits are carried out with all the local players in the vetiver sector and 258/250 vetiver producers are trained on an anti-erosion cultivation system

**Output 6.1. Private Sector engaged in emissions-responsible production of vetiver oil**

116. Target partially accomplished: establishment of test plots on eight ha of land, implementation of technological packages for 21 farmers who are members of vetiver cooperatives (eight ha in total), field visits were carried out with all the local players in the vetiver sector and 258 from 250 goal vetiver producers were trained on an anti-erosion cultivation system. The following activities were carried out under this output.

*Activity 23*

- *Monitoring of 25 hectares of woodlot plots installed in previous years.*
- *Improvement of the yield of charcoal production through the installation of ovens.*
- *Consolidation of about 20 hectares of castor-based agroforestry plots*
- *One study of capitation of CO<sub>2</sub> in Saint Jean du Sud, mangrove and terrestrial plantation established by the project is realised and vulgarised with the project partners, MDE*

*Activity 24*

- *The feasibility study for a greener factory prototype was the only project activity that has not been fully terminated. There have been issues with the consultant at hand and finalization of contractual arrangements.*

#### Output 7.1. Environmental agents are deployed

117. Target accomplished: at least 50 people trained in monitoring and enforcement of PA across all sites, of which 50% are women; 15 people trained in marine ecological monitoring and enforcement. The following activities were carried out under this output.

*Activity 25*

- *One document on environmental laws and policies was prepared.*
- *Three brochures are developed up in creole (one brochure per AP)*
- *500 brochures in Haitian Creole on conservation objects are distributed in 3 communities of PA (300 women and 200 men)*
- *Three Training workshops on conservation objects are carried out in the three communities of the PA, 300 participants, 175 women and 125 men.*
- *Multiplication and distribution of 1,000 awareness brochures (500 on conservation objects and 500 on environmental laws and policies), including small awareness sessions, MDE*
- *Two sessions of two days of sensitization in two communities on environmental laws and policies and also on the importance of conservation objects (24 participants, including 20 women and four men, MDE).*
- *One sensitization session on environmental laws and policies for one women's association in Saint Jean du Sud, 54 women, MDE.*

*Activity 26*

- *Two training days for environmental agents (31 environmental agents, including 6 women). MDE*
- *Two days of training on laws, policies, and environmental decrees for the organization of AFEDEM with the participation of 52 women. MDE*

*Activity 27*

- *One mapping of environmental agents developed; 27 checkpoints set up with one agent per checkpoint. The 27 agents are 60% equipped (lack of some equipment).*

*Activity 28*

- *Purchase of four additional diving equipment sets for the practical session on marine ecological monitoring and management. The last session on this training has been realized in June 2018.*

#### Output 7.2. Knowledge dissemination

118. Target accomplished: at least 20 different information products distributed by end of project. Reproduction of the awareness manual on environmental laws in 500 copies. Training on environment laws and compilation study of laws by MDE. The following activities were carried out under this output.

*Activity 29*

- *Celebration of the world biodiversity day and world environment day are realised to raise awareness among the general public, young schoolchildren and students. (Between 1,200 to 1,500 schoolchildren at each activity).*
- *14 awareness-raising sessions for the general public and schoolchildren on reforestation, waste management, importance of mangroves, and importance of flora (more than 3,000 people).*
- *Five training sessions for the general public and schoolchildren on Sargassum and waste management (280 people).*
- *One awareness campaign by sound truck against covid-19 for 2 weeks (more than 3,000 people affected).*
- *Carrying out reforestation activities (50,000 seedlings planted), MDE.*
- *Celebration of World Environment Day on June 5, 1,300 participants, MDE.*
- *Organization of four cleaning campaigns in Gelée (Cayes), Port-Salut, Saint Louis du Sud and Tapion. In Gelee 113 people including 45 Women and 68 Men, in Port-Salut: 90 people including 25 Women and 65 Men. In Saint Louis du Sud: 124 people including 50 Women and 74 Men, in Tapion 85 people including 35 Women and 50 Men, MDE.*



- Organization of three sanitation and awareness sessions during the end of the year period. In Port-Salut 55 people including 20 Women and 35 Men, In Saint Jean du Sud 99 people including 30 Women and 69 Men and in La Cahouane 55 people including 15 Women and 40 Men, MDE.
- 900 almanacs were distributed to the three PA at a rate of 300 per PA, MDE.

Activity 30

- Target exceeded with 34 information products & 68 documents developed and regularly published through a link on google drive according to its management plan. The target was 20 distinct information products distributed by end of project. In addition, a platform of environment partners (Table Sectorielle Environnement) constituting public institutions and NGOs is created. NB, this activity was planned for the last year of the project, MDE.

Photo 6: Reforestation activities supported by the project, South Region, Haiti



Table 12 Output performance for Component 5

PROGRAMMED OUTPUTS	STATUS	RESULTS
Output 7.1. Environmental agents are deployed to enforce environmental laws, policies, codes and norms	Complete	Document on environmental laws and policies, brochures, various awareness raising, compilation, training and awareness activities on environmental law for local's authorities and communities are conducted. 27 check point for environment control are in place and all information product are portaged with the project partners. The use of mangroves for charcoal production is reduced to more than 95% and the multiple restoration, strengthening and awareness-raising works carried out in the mangrove zone of La Cahouane have favored the return of bird & others species to this protected area.
Output 7.2. Knowledge generated from the project is disseminated to the public and shared with national structures	Complete	Despite the drastic deterioration of the economic situation of the local population linked to multiple problems (2 major natural disasters, instability and acute socio-political crises during the project implementation period), environmental officers reported only one case of violation related to the cutting of mangrove for charcoal for October 2021 and 0 case for December 2021.

Rating for Availability of Outputs: **Satisfactory**

#### 5.4.2 Achievement of Project Outcomes

119. The project achieved most of its expected results (only outcome 6 was partially completed) and could account for the majority of its outcome indicators. The results were reported and provided a strong narrative of how the project influenced or drove change along its causal pathways. The documented evidence supporting this narrative was clear in most cases. Both behavioural and policy changes are attributed to the project. For instance: the use of mangroves for charcoal production has been reduced to more than 95% and the multiple

restoration, strengthening and awareness-raising works carried out in the mangrove zone of La Cahouane have favoured the return of birds and other species to this protected area; despite the drastic deterioration of the economic situation of the local population, linked to multiple problems (two major natural disasters, instability, and acute socio-political crises during the project implementation period), environmental officers had reported only one case of violation related to the cutting of mangrove for charcoal as of October 2021.

### Component 1: Extension and management of the PA system in the South

120. For Component 1 it was assumed (in design) that proper regulations and practices were in place, which is a difficult task in Haiti, along with effective and participatory management by institutional officers.

121. The project successfully carried out, driven by the research and knowledge gathered, the activities planned under Component 1, in order to: augment and put under effective management the key protected areas of the South, among others; gather and publish information on the marine and coastal area of Jérémie-Bonbon-Les Abricots, as required to declare a new MMA in the region; provide training for decentralized staff, driven by learning-by-doing, in the Ministry of Environment (MDE), Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) and Service Maritime et de Navigation (SEMANAH); provide small equipment and signage to support PA management and oversight; develop climate-adapted management plans for Ile-a-Vache National Park, Port Salut/Pointe Abacou Protected Landscape and La Cahouane PA through consultation with key stakeholders and local communities ( which included women participation), including cross-site management; and deploy an awareness raising campaign through local media, schools and NGOs to sensitize communities about the rationale and significance of PAs/MMAs, their boundaries, as well as on the economic activities that can be sustainably undertaken within PA boundaries.

**Outcome 1.** The national network of Protected Areas is augmented and under effective management.

122. Target accomplished: the project exceeded the indicator target of effective management of Pas, as indicated in Table 13 below.

Table 13 Achievements under Outcome 1

PROGRAMMED OUTCOME	STATUS	RESULTS
Outcome 1. The national network of Protected Areas is augmented and under effective management	Complete	<p><b>Indicator.</b> Improvement in METT Score for La Cahouane PA, Ile a Vache PA, Port Salut/Pointe Abacou PL, Jérémie MMA.</p> <p><b>Baseline level.</b>                      Port Salut/Pointe Abacou : 17.                      La Cahouane : 16.                      Île à Vache : 16                      Jérémie: 11</p> <p><b>End of project target</b>                      La Cahouane: 19; Ile a Vache: 19, Port Salut/Pointe Abacou: 20, Jérémie MMA: 13</p> <p><b>End of project result</b>                      Port Salut/Pointe Abacou 44                      La Cahouane: 40                      Ile a Vache: 33                      Jérémie: 11 (The project did not plan to develop a management plan for this protected area. However, it facilitated its declaration)</p>

### Component 2: Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula

123. Component 2 relied on the assumption that good soil management practices would be implemented. Component 4 had the assumption that the building of relationships among the different stakeholders would reduce land degradation and climate change impact.

124. To promote ecosystem sustainability and resilience under Component 2, the project was able to: undertake a study of climate impacts on coastal forests species, and determine optimally resilient tree species for reforestation plans; plant 1,000 ha of resilient, value-added fruit trees in deforested lands (La Cahouane, Port Salut/Pointe Abacou) so as to increase carbon stocks and improve livelihoods; establish community-managed woodlots for sustainable charcoal production by planting 500 ha hectares of fast-growing, climate-resilient native trees on deforested land; pilot the production and sale of sustainable charcoal; and introduce improved kilns to reduce fuelwood consumption.

**Outcome 2. Improved land use and forestry practices resulting in carbon savings**

125. Target accomplished: the project exceeded the target of GHG emissions avoided by more than 65%.

Table 14 Achievements under Outcome 2

PROGRAMMED OUTCOME	STATUS	RESULTS
Outcome 2. Improved land use and forestry practices resulting in carbon savings	Complete	<p><b>Indicator.</b> Lifetime GHG emissions avoided through increased energy efficiency and reduced deforestation</p> <p><b>Baseline level.</b> 0 TCO<sub>2</sub></p> <p><b>End of project target:</b> 1,838,580 tCO<sub>2</sub></p> <p><b>End of project result</b> More than 65% of TCO<sub>2</sub></p>

**Component 3: Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape**

126. To reduce disaster risk, activities were carried out under Component 3. The project tried to increase ecosystem and livelihood resilience, e.g. through: pilots on improved food production techniques in coastal communities demonstrating Sustainable Land Management (SLM<sup>11</sup>) practices, including agro-forestry; rehabilitated degraded mangrove areas (700 ha) in South Department Protected Areas and beyond using a participatory approach; and shoreline and riverbank stabilization (20 km) to strengthen buffer areas.

127. In addition, the project supported the deployment of alternative livelihoods through assistance in linking to markets and inputs including fair trade certification and partnership with buyers; it also provided training on sustainable fisheries to address current stock depletion and pollution, including no-take zones and periods, variety/size selection and the sustainable use of DCPs (linked to the PA management plans and supported by alternative livelihoods).

128. To strengthen local capacity, the project undertook: a detailed, community based Coastal Climate/Disaster Vulnerability Assessment (using e.g. DIVA or CRISTAL) in coastal and small islands communities and provided policy recommendations on short, medium- and long-term adaptation measures, including Eco-DRR measures; provided training to the *Département de Protection Civile* (DPC), local authorities, coastal communities on DRM and Eco-DRR in coastal and island environments; supported dissemination of available early warning information by strengthening department and community institutional structures on Ile-a-Vache and surrounding islands; and supported the reinforcement of one emergency shelter structures and evacuation procedures for the population in Ile-a-Vache and formation on emergency shelter management.

**Outcome 3. Increased ecosystem and livelihood resilience through an EBA approach Indicator**

129. Target accomplished: at least 500 people were benefitting from diversified climate resilient livelihood options in at least 300 ha of coastal agricultural lands, of which at least 50%

<sup>11</sup> An SLM Technology is a physical practice on the land that controls land degradation, and enhances productivity and/ or other ecosystem services. A Technology consists of one or several measures, such as agronomic, vegetative, structural, and management measures.

are women; at least 700 hectares of rehabilitated mangrove and at least 20 km of shoreline and riverbank rehabilitation.

**Outcome 4.** Strengthened local capacity to anticipate and rapidly respond to extreme weather events.

130. Target accomplished: more than 39,000 people were sensitized in DDR, about 5% of the population of the South department, and 275 people were trained in a subject related to Civil Protection. The project realized four risk assessment studies (4 out of 1 planned) and one characterization study of vulnerable islands, five contingency plans were updated for the two hurricane seasons, and one shelter structure was rehabilitated.

Table 15 Achievements under Outcome 3 and Outcome 4

PROGRAMMED OUTCOMES	STATUS	RESULTS
<b>Outcome 3.</b> Increased ecosystem and livelihood resilience through an EBA approach Indicator	Complete	<b>Indicator.</b> Population benefitting from diversified climate resilient livelihood options by the end of project; type and extent of asset strengthened/better managed to withstand the effects of climate change <b>Baseline level</b> 0 people benefitting from resilient livelihoods 0 ha of coastal forests 0 ha of agricultural land 0 ha of mangrove 0 ha of shoreline/riverbank <b>End of project target</b> at least 500 people benefitting from diversified climate resilient livelihood options, of which at least 50% are women; at least 300 hectares of coastal agricultural lands, at least 700 hectares of rehabilitated mangrove, at least 20 km of shoreline and riverbank rehabilitation <b>End of project result</b> More than 100%
<b>Outcome 4.</b> Strengthened local capacity to anticipate and rapidly respond to extreme weather events	Complete	<b>Indicator.</b> Number of people with capacity to receive and disseminate early warning messages Number of people trained in Eco-DRR approaches <b>Baseline level.</b> While all people in the south now receive improved early warnings through community structures and cell phone operators, residents of the Ile à Vache Islets still have low access. None of the population has had access to Eco-DRR technologies or approaches <b>End of project target</b> 100% of local population in Ile-a-Vache Islets, of which 50% are women has access to improved early warning (EW) by end of project, 10 island communities are trained in Eco-DRR approaches; 10 focal points that disseminate early warning systems (EWS) on Ile-a-Vache islands are established <b>End of project result</b> More than 100%

**Component 4: Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain**

131. Under **Component 4**, to reduce land degradation and climate change impact, activities were carried out to increase sustainability and productivity in the vetiver production value chain. For example: establishment of vetiver cultivation test fields according to best practices; carrying out a soil sensitivity study in connection with vetiver cultivation; establishment of water management structures and diversification and improvement of cultivation practices among women in order to create alternative sources of income driven by negotiating a higher price (establishment of market gardens for women); and producing a study and recommendations on the carbon balance of the vetiver production cycle, land conservation values of improved

management practices, improved practices for traceability, and monitor emissions generated/avoided throughout the project.

132. Due to the fact that vetiver private sector was not willing to participate in the activities of the project, and to be engaged in emissions-responsible production of vetiver oil, the activities carried out were the following: establishment of cultivation practices that limit erosion in the production of vetiver; and a feasibility study of a pilot plant that was reducing its energy consumption.

**Outcome 5. Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration**

133. Target accomplished: realization of a study on the evaluation of the sensitivity to soil erosion in connection with the cultivation of vetiver including one protocol of research-action with the various technological packages anti-erosion and a study on the capture of CO<sub>2</sub>. In addition, the strengthening of market gardens activities and a water storage system for the irrigation of these gardens for the benefit of 10 women.

**Outcome 6: GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products**

134. Target accomplished: the project established test plots in eight ha of land, implemented technological packages for 21 farmers who are members of vetiver cooperatives (8 ha in total), carried out field visits with all the local players in the vetiver sector and trained 258 (of 250 goal) vetiver producers on an anti-erosion cultivation system.

Table 16 Achievements under Outcome 5 and Outcome 6

PROGRAMMED OUTCOMES	STATUS	RESULTS
Outcome 5. Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration	Complete	<p><b>Indicator</b> Direct lifetime emissions avoided from sustainable land use practices; Numbers of hectares under good management as per LULUCF guidelines</p> <p><b>Baseline level</b> 0</p> <p><b>Midpoint:</b></p> <p><b>End of project target</b> No literature available; 200ha</p> <p><b>End of project result</b> A study on sensitivity to soil erosion in connection with the cultivation of vetiver, one action research protocol with various anti-erosion technology, one study on CO<sub>2</sub> capture was realised. Establishment of 10 market gardens for 10 women, included material support and 3 training sessions</p>
Outcome 6: GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products	Partially complete	<p><b>Indicator</b> Lifetime direct GHG emissions avoided due to improvements in the vetiver production value chain</p> <p><b>Baseline level</b> Baseline emissions from current vetiver practices (direct, indirect)</p> <p><b>End of project target</b> 122,460 tCO<sub>2</sub></p> <p><b>End of project result</b> 122,460 tCO<sub>2</sub></p>

**Component 5: Enforcement, knowledge management and awareness**

135. Finally, to adequately enforce laws under **Component 5**, the project established community-based enforcement schemes and systems, driven by reporting engagement between MDE and the Judiciary, including community-based natural resources management and monitoring systems; trained local leaders on environmental laws and policies; established and equipped checkpoints for Environmental Enforcement Agents; and developed capacity of the coast guard, government staff, local authorities and communities on monitoring and enforcement of protected areas including through training, knowledge sharing, data coordination



and south-south cooperation with Caribbean countries. Additionally, to disseminate to the public and share with national structures the knowledge generated by the project, some activities were carried out such as to develop and deploy a comprehensive awareness raising campaign aimed at schoolchildren and the general public; and gather, publish and share lessons learned with partners, including Table Sectorielle Environnement et Agriculture in Grande Anse, ANAP, MDE and local authorities.

**Outcome 7. Environmental laws are known and enforced adequately.**

136. Target accomplished: a document on environmental laws and policies and brochures were developed. In addition, the project carried out various awareness-raising campaigns, and conducted training on environmental law for local authorities and communities. The project ensured the placement of 27 environmental control points and the information is transmitted to the project partners. Some infractions reported were for example, hunting and plant extraction.

Table 17 Achievements under Outcome 7

PROGRAMMED OUTCOME	STATUS	RESULTS/OUTCOMES
Outcome 7. Environmental laws are known and enforced adequately	Complete	<p><b>Indicator.</b>                      Number of reported environmental law infractions  <b>Baseline level:</b> 0  <b>End of project target</b>                      20 the first year, 15 the second year, 10 the third year, 5 the fourth year, 0 the last year  <b>End of project result</b>                      20 the first year, 15 the second year, 10 the third year, 5 the fourth year, 0 the last year</p>

**Rating for Achievement of Project Outcomes: Satisfactory**

**5.4.3 Likelihood of impact**

137. The project started the necessary activities to accomplish its desired impact of rehabilitating the Haitian environment and reduce poverty, by increasing the resilience to climate change risks using an ecosystem management approach, targeting protected areas (PA) and fragile ecosystems and decreasing disaster risk using an EMA, targeting PA and fragile ecosystems.

138. It is important to note that these accomplishments are not at the regional and/or national level, but at the level of the project’s areas of intervention (target population), of which its strategy was to develop piloting of several well designed and sustainable relevant initiatives with local communities, public and private organizations, and the general population.

139. The expected impacts of the project were presented in the TOC (Figure 4):

- **[Impact 1] Increased resilience to climate change:** The project increased resilience by supporting the extension of a PA and consolidation of other PA, trained officers in marine ecological management, provided equipment, and developed climate adaptation plans, among others.
- **[Impact 2] Decreased disaster risk; both using an ecosystem management approach (EMA) targeting protected areas and fragile ecosystems:** The project increased sustainability and resilience by developing a climate impact study on recommended coastal species, established agroforestry systems, reforested, and increased charcoal productivity.

140. Following, is an explanation of the way the project was expected to reach to the above-mentioned Impacts, which was corroborated by reviewing the project’s progress reports, and triangulated with interviews with project supervisors, direct managers, public and private servants, and beneficiaries.

Photo 7: Fieldwork interviews with project beneficiaries, South Region, Haiti



141. In order to accomplish those impacts, the project reached almost a 100% all of its intermediate states, following the causal paths explained below. The first three deal with impact 1, and the last three with impact 2 (note: intermediate state 3 deals with both impacts):

#### **Intermediate State 1: Extension and management of the PA system**

- (i) The project supported public institutions to gather, publish, and present research and knowledge / information, as required by Haitian legal norms, to designate a protected area (PA).
- (ii) The Jérémie Bonbon Les Abricots was declared as a Marine Management Area and the decree was officially published in 2018, assuming proper regulation (by legal norms) and practices.
- (iii) The project trained officers in marine ecological management using a learning-by-doing approach, purchased marine diving equipment, supported the payment of two sessions of training for implementing the PA management plan, and carried out an awareness campaign.
- (iv) Three climate adaptation management plans (for Port Salut/Abacou, La Cahouane and Ile à Vache) were developed and validated by the community and by ANAP.
- (v) The PA system was augmented and under effective management.

#### **Intermediate State 2: Ecosystem sustainability and resilience**

- (i) The project carried out a climate impact study on recommended coastal species in 2018; carried out an analysis of stoves characteristics and charcoal consumption patterns; consulted communities in Cahouane and Pointe Abacou about charcoal consumption and production; and distributed 150 efficient stoves, among household heads, to reduce charcoal consumption.
- (ii) It established 595 ha under agroforestry systems, with resilient value-added fruit trees; planted 359 ha of fast-growing, climate resilient native trees; and established 359 ha of community managed energy forest for charcoal. All of this under a sustainable forest management approach and assuming good soil management practices.
- (iii) In this way the project managed to reforest and, improved technologies and increase efficiency in charcoal production and consumption to improve ecosystem sustainability and resilience.

#### **Intermediate State 3: Disaster risk reduction:**

- (i) The project pursued an increase in ecosystem and livelihood resilience by rehabilitating degraded mangrove areas, conducting riverbank stabilization along the



shoreline, and piloting improved food production techniques including the promotion of agroforestry systems. 20 linear kilometres of shoreline/bank were rehabilitated.

- (ii) The project conducted one training session for farmers on techniques for setting up and managing agroforestry plots and established 50 agroforestry plots over 10 ha with 6,000 banana suckers and 10,000 yam seedlings, 10,460 citrus seedlings, and 1,040 mahogany seedlings. Established 340 ha of agroforestry systems under SLM practices.
- (iii) It promoted mangrove seedling production and established 31.25 ha of mangrove forest and sensitized 200 residents on the importance of mangroves in the coastal life.
- (iv) It also reinforced beekeeping production and introduced 30 mobile frame hives and swarms and trained on honey extraction techniques.

Photo 8: Beekeeping and honey production supported by the project



- (v) The project promoted resilient livelihoods by carrying out training on sustainable fisheries, incentivizing the development of resilient alternative ecosystem-based livelihoods through links to markets and inputs.
- (vi) To strengthen local capacity, the project carried out training sessions in marine/coastal environmental management and breeding of fish in fresh water for people in associations, including the importance of mangroves, sustainable fishing, safety at sea and FAD management. Furthermore, fish traders were trained in the management of the cold storage system.
- (vii) Technical supervision and monitoring of aquaculture activities by beneficiary associations was consolidated. In addition, the project acquired materials to benefit new associations interested in aquaculture including 20 women and 30 youth.
- (viii) The project characterized 17 vulnerable islands and carried out community-based coastal climate/disaster vulnerability assessment and 13 contingency plans. In addition, it conducted a simulation exercise, trained people on first aid techniques and development of family emergency plans, trained three community interventions teams and a municipality civil protection committee on disaster risk management, carried out a sensitization campaign, developed emergency shelter management and built an emergency shelter.

- (ix) In this way, the project strengthened local capacity driven by education capacity, disaster management and social networks and obtained a reduction in disaster risk at the level of the project activities.

**Intermediate State 4: Reducing land degradation and CC impact:**

- (i) The project reduced land degradation and CC impact, driven by price negotiation, working with the vetiver value chain on two fronts: the first one, improving land use practices and the second one reducing GHG emissions; however, the project could not work with industries, because they were unwilling to participate to the project.
- (ii) The project improved land use practices by increasing sustainability/productivity in the vetiver value chain, therefore, carried out the following activities: evaluation of the sensitivity to soil erosion, development of an action research protocol with various anti-erosion technological packages and monitoring indicators, and establishment of vetiver test fields.
- (iii) It supported agricultural inputs and seeds for 20 families; realized training sessions and preparation of training modules for DDAS; established, monitored and evaluated lakou gardens; carried out exchange visits; monitored water towers and agroforestry plots. Furthermore, it supported women' plantations of and maintenance of mango trees, distributed sorghum seeds and corn to produces, as well as direct seeding of mango trees in banana-based gardens.
- (iv) Due to the fact of not working with vetiver industries, the project monitored the wood plots that were installed previously, installed efficient ovens, consolidated castor-based agroforestry plots, and carried out a study of capitation of CO2.

**Intermediate State 5: Enforcement, knowledge management/awareness:**

- (i) In order to accomplish this intermediate state, the project canalized activities on two fronts: enforcement of environmental legal norms, and knowledge dissemination.
- (ii) For enforcement, the project prepared a document on environmental laws and policies, and brochures related to conservation objects and environmental laws and policies for AP and communities, both in Creole. Furthermore, sensitized communities in these matters, emphasizing in women.
- (iii) A mapping of environmental agents was developed and they were trained in laws, policies, and environmental decrees. Furthermore, checkpoints for environmental agents were set up, together with provision of diving equipment for practical sessions on marine ecological monitoring and management.
- (iv) For dissemination, the project developed at least 20 different outreach activities, such as, distribution of a manual on environmental laws, training sessions, awareness campaign, reforestation activities, cleaning campaigns, sanitation and awareness sessions, almanacs, among others.

**Rating for Achievement of Likelihood of Impact: Likely**

**Rating for Effectiveness: Satisfactory**

## 5.5 Financial management

142. The first cash advance, which is considered the project's operational starting date, occurred in June 2017.

Table 18 Financial management

Financial management components:		Rating	Evidence/ Comments
<b>1. Adherence to UNEP's/GEF's policies and procedures:</b>		<b>HS</b>	Adherence to UNEP financial management policies was granted by the United Nations Health Organization (UHO) signed agreements with partners
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No	No there is no evidence in reports and/or interviews
<b>2. Completeness of project financial information</b> <sup>12</sup>			
Provision of key documents to the evaluator (based on the responses to A-H below)		<b>HS</b>	
A.	Co-financing and Project Cost's tables at design (by budget lines planned and actual)	Yes	I received the cost tables by component planned and actual. All documents are in Anubis
B.	Revisions to the budget	Yes	Financially strengthen the outcomes 1, 2, 3, 4 and 5 with a contribution of US\$245,632.97 drawn from Component 4, because the remaining budget allocation assigned to those results were insufficient to carry out the activities planned, while conversely, the amount available for the activities programmed to achieve Outcome 6 is too high (see Section 3.5). Budget revisions are in Anubis
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	All relevant legal agreements are in Anubis (UNOPS, GEF, ORE, PADI, FNGA, AVSF, MARNDR-DDAS, MDE, and amendments, PCAs signed, GSAs signed, signed roles and responsibilities, signed endorsement letter, signed DIA and amendment, signed National Project Document, grant extension, no cost extension, financial accord between GEF and UNEP, accord of cooperation MARNDR-UNOPS, EAHCS-GEF, among others.
D.	Proof of fund transfers	Yes	All funds transfer remittance advices were delivered for final evaluation are in Anubis
E.	Proof of co-financing (cash and in-kind)	Yes	All co-finance letters are in Anubis
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Final reports by budget lines and by component
G.	Copies of any completed audits and management responses (where applicable)	Yes	Final audits in English and French are in Anubis
H.	Any other financial information that was required for this project (list):	Yes	Equipment transfer, inventory reports
<b>3. Communication between finance and project management staff</b>		<b>S</b>	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Both were aware of financial status
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	According to interviews
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	The project presented many delays in contracting and disbursement of funds to beneficiaries that affected project timing and implementation (details in Section 5.6)
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	According to interviews
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		HS	Provided all the information requested

<sup>12</sup> See also document 'Criterion Rating Description' for reference.

Financial management components:	Rating	Evidence/ Comments
Overall rating		Satisfactory

### 5.5.1 Adherence to UNEP’s financial policies and procedures

143. GEF projects are subject to specific due diligence processes and are implemented in line with UNEP’s Partnership Policy and Procedures and the Financial Rules and Regulations of the United Nations. There is evidence of adherence to UNEP’s financial policies and procedures in the submission to UNEP of the necessary periodic reports from MDE and UNEP Haiti Office as the Executing Agency; in UNEP seeking clearance of technical and financial reports (including co-financing) before proceeding with cash advances; in undertaking budget revisions together with no-cost extensions; and in allowing 12 months for terminal reporting (including final audits) after technical completion.

144. Adherence to UNEP financial management policies was granted by the United Nations World Health Organization (WHO) signed agreements with *Ministère de l’Agriculture des ressources Naturelles et du Développement Rurale (MARNDR)*, *Agence Nationale des Aires Protégées (ANAP)*, *Comité Interministériel de l’Aménagement du Territoire (CIAT)*, *Direction de la Protection Civile (DPC)*, *Pêche Artisanal pour le Développement Intégré (PADI)*, Reef Check, *Organisation pour la Réhabilitation de l’Environnement (ORE)*, *Fondation Nouvelle Grande Anse (FNGA)*, *Agronomes & Vétérinaires Sans Frontières (AVSF)*. The project was required to submit periodic financial reports in line with their GEF budget allocation (see Table 4) and UNEP budget lines.

**Rating for adherence to UNEP’s financial policies and procedures: Highly Satisfactory**

### 5.5.2 Completeness of financial information

145. According to the Independent Auditor’s Report 2022 of the project, in their opinion, except for the effects of the adjustments, if any, the Statement of Receipts and Expenditures of the project presented fairly, in all material respects, the financial position of the project and had been properly prepared in accordance with the Modified Cash-based Accounting Principles.

146. The project executed 99% of all GEF funds, US\$6,164,286. The project made some changes in the budget then, diminished the funds available for management, monitoring and evaluation, and Component 4 and, increased the expenditures in components 1, 2 and 3 (Table 4).

147. The project concluded with 88% co-financing. While there was a notable increase in co-financing from other UNEP projects in the region, changes in initially planned IDB cofinancing have led to significantly lower contributions from this partner and the government (Table 5).

**Rating for Completeness: Highly Satisfactory**

### 5.5.3 Communication between financial and project management staff

148. According to the interviews, a change of UNEP Task Manager took place in March 2021. Furthermore, the project manager left in September 2018 and the new one was hired in June 2019. Communication between financial and project management staff was not very good at the beginning of the project, due to lack of understanding with the office in Nairobi, however, after the change of the Task Manager communication improved greatly. Ultimately, financial were thorough, corrections were coherent, and figures corresponded with what was expected, this finding signals the lack of a comprehensive induction from UNEP.

**Rating for Communication: Satisfactory**

**Rating for Financial Management: Satisfactory**

## 5.6 Efficiency

149. The project performed in an efficient way, even in the face of its three-month extension. The design was ambitious, achieved a lot with a small budget and used GEF and co-finance funds strategically. Its cost-effectiveness was based on its integration with ongoing efforts at selected sites, and boosting existing capacities and processes with incremental GEF investments.

150. However, the problem with the contracts for field activities was that UNEP Headquarters only allowed very short-term contract periods (six months) with local partners, which delayed project implementation and increased the number of procurement procedures (Section 3.1).

151. In addition, payments to local partners arrived with delays (at least six months) to recipients that prevented the project from boosting its results related to field activities such as nursery development, plantations, riverbanks stabilization, among others. In order to overcome this issue, the project partners and beneficiaries worked on programmed activities without payment for months.

152. A limited no-cost time extension was required as a response to multiple disruptions that hit the project during its lifetime, including socio-political unrest and repeated country lockdown, COVID-19 impacts and precautionary measures, and eventually the aftermaths of the earthquake of August 14<sup>th</sup>, 2021 that hit the area of the project. This extension had the following implications:

- (i) A change in the Implementing Division, in line with UNEP's restructuring, as a result of which the Post Conflict and Disaster Management Branch was moved from the Policy and Programme Division and renamed the Resilience to Disasters and Conflicts Global Support Branch.
- (ii) Rectified figure of the overall project budget.
- (iii) More time provided for concluding project closure, financial and operational transactions, and correcting the agreement clauses in the budget managed by the Crisis Management Branch of the Policy and Program Division.

153. Therefore, the Resilience to Disasters and Conflicts Global Support Branch requested an extension of the financial validity of the Agreement at no cost for a period of three-months from March 2022 to June 30<sup>th</sup> 2022.

154. At the beginning of the project, challenges with decision-making relating to financial reporting and budget led to delays in the disbursement of funds. The UNEP Haiti Office undertook direct execution of funds, a task that was previously executed by UNOPS from July 2020, and there were delays associated with the reorganization of accounts that ultimately adversely impacted the execution of some project activities.



Photo 9: Interview to project institutional partners from MDE and MARNR, South Region, Haiti



155. To overcome all these challenges, the UNEP project team put a business continuity plan in place, which consisted of the following:

- Defining priorities with local (PADI, ORE, FNGA, AVSF) and institutional partners (MARNDR, MDE, ANAP, DPC, CIAT) to re-initiate activities in the field and continue with project activities.
- Encouraging local partners to continue working despite delays in payments.
- Establishing a better adapted monitoring system with the participation of local partners, and the commitment that the project team would visit every initiative at least once every three months, in order to discuss with beneficiaries, the best way to solve the problems encountered (Mangrove restoration in Haiti moves up a gear (unep.org)).

**Rating for Efficiency:** Moderately Satisfactory

## 5.7 Monitoring and reporting

### 5.7.1 Monitoring design and budgeting

156. This project implemented UNEP monitoring tools designed to track progress against SMART<sup>13</sup> (i.e. results matrix indicators, risk matrix) results towards the delivery of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, for example, participation of women and youth in training programs, women involvement in entrepreneurship sustainable activities, and field work such as nursery and reforestation, among others. Project indicators were relevant and appropriate as well as the methods used for tracking progress as part of a results-based management. The project designed a monitoring system with the participation of local and institutional partners, which encouraged ownership. The monitoring plan was well designed as well as the changes proposed in the allocation of funds for implementation.

**Rating for Monitoring Design and Budgeting: Satisfactory**

### 5.7.2 Monitoring of project implementation

157. The monitoring system consisted of a work plan, results matrix, PIR reports, half-year progress reports, updating of the risk matrix, financial reports, and audit reports. All this information is available in Anubis.

158. According to the interviews, the project made its work plan based on the results matrix and monitored progress towards indicators with the support of local and institutional partners. It was operational and facilitated the timely tracking of results and progress towards projects objectives throughout project implementation. The project gathered relevant and good quality baseline data that was accurately and appropriately documented. It included monitoring the representation and participation of women and sometimes youth in project activities. The information generated by the monitoring system during project implementation was fairly good and was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The funds allocated for monitoring were used to support this activity ([Mangrove restoration in Haiti moves up a gear \(unep.org\)](https://www.unep.org/mangrove-restoration-haiti)).

159. Performance at project completion against baseline indicator targets was good and most project indicators were met (5.4.2).

**Rating for Monitoring of Project Implementation: Satisfactory**

### 5.7.3 Project reporting

160. According to the interviews carried out with personnel involved in the project's supervision and management, and a review of the documentation in Anubis GEF, UNEP and donor reporting commitments were fulfilled. Reporting was carried out with respect to the effects of the initiative on disaggregated groups. (women, men, and on some occasions youth).

161. PIMS, which was the former system used by the project was changed to UMOJA, shows no gaps; progress reports were presented on time, with the required quality, and are available in Anubis.

162. The project reported the activities carried out and accomplishment of outputs and outcomes, such as trainings, reforestations campaigns, agroforestry and castor-oil plots, nursery/seedlings production (mangrove), beekeeping production, cashew processing, aquaculture, sustainable fishing, sensitization campaigns and awareness sessions, riverbank stabilization works, stoves' distribution, among others, with lists of people participation, dates, number of people, number of women, and sometimes number of youths. However, family's income increase was not measured (Section 5.4).

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<sup>13</sup> Refers to results that are specific, measurable, achievable, relevant and time-oriented.



163. All the above-mentioned references match what was triangulated in the interviews and acknowledged during the field mission and, were used to corroborate the accomplishment of the project's outcomes and impacts.

**Rating for Project Reporting: Satisfactory**

**Rating for Monitoring and Reporting: Satisfactory**

## 5.8 Sustainability

### 5.8.1 Socio-political Sustainability

164. The project included considerations that promoted the continued achievement of its objectives and outcomes after direct implementation. One of the challenges was the lack of continuity once the project concluded; therefore, several key principles to support sustainability included the following:

- Enhancing country ownership by working with community-based organizations and supporting them to establish their own effective management structures during implementation. These included: Fondation Nouvelle Grand'Anse (FNGA), Organisation pour la Réhabilitation de l'Environnement (ORE), Pêche Artisanale et Développement Intégré (PADI) and ReefCheck.
- Supporting interventions that reinforced government plans and activities, that were integrated into government policies, which made project interventions and consequences more relevant to government institutions. For instance, the project promoted the management of protected areas; this was done in conjunction with the recent laws demarcating the protected areas (established through UNEP support) and, training and support of public servants.
- The national government took management/enforcement actions and interventions under this project that helped inform long-term plans for protected areas, for example, the management plans of every protected area (including measuring METT) and the annual plans of the partner institutions.
- Promoting a learning-by-doing approach allowed beneficiaries of the project to put into practice the activities and strategies proposed. The project was adaptive in nature for this purpose: to identify the activities that were most sustainable and beneficial for the communities leading to improved livelihoods. The improved livelihood strategies were piloted and adapted to enhance results.
- Piloting cooperative management structures, which will be replicated in remaining protected areas, and providing models of governance for local communities. Nascent cooperatives are already in place; the project disseminated information on best practices, provided trainings on sustainable vetiver cultivation, coordinated private companies and vetiver producers, and supported exchanges among different cooperatives to enhance peer-learning.
- The project intervened on key value chains which stakeholders had been attempting to render more sustainable; results were likely to have broad implications and be replicated. Charcoal and vetiver, which employ most of the population in the South were particularly targeted. Novel initiatives such as promoting sustainably harvested charcoal were piloted and demonstrated in various communities.
- Capacity was created at the central government level to apply trainings and knowledge to other parts of the country. Trainings on improved enforcement, enhanced public awareness of protected areas and effective dissemination of information on environmental threats and strategies were provided to both central level units at MDE and regional officers. Relationships between regional entities and the central government were supported so as to model effective information flows and management.

- There was connectedness among different Protected Areas and sharing of experiences with ANAP and other projects working on similar issues. Institutional structures such as the Table Sectorielle de l'Environnement were used to share information and successes which could be taken on by other members and partners, in their projects and geographic areas of operation.

**Rating for Socio-political Sustainability: Moderately Likely**

### 5.8.2 Financial Sustainability

165. As part of the strategy to promote sustainability, the project shared new knowledge, improved cultivation techniques (particularly in the vetiver sector) and charcoal production and marketing. Supporting microfinance within the vetiver and charcoal communities also enabled the improvement of alternative livelihoods through business growth and increased local trade.

166. The project supported the increase of the national protected areas of the South with management improvements. Furthermore, the project increased the resilience of the ecosystem and livelihoods by diversifying the production activities of the community and strengthening the local capacity to anticipate and respond to extreme weather events.

167. According to the interviews carried out during field work, all the activities started with the project will continue being implemented by the local and institutional partners mentioned before, even in the presence of financial limitations, although there is no further evidence of this statement. The project's outcomes were achieved on the small scale of its pilot activities. In other words, to scale up these results, more funding/projects must be implemented in the South.

**Rating for Financial Sustainability: Moderately Likely**

### 5.8.3 Institutional Sustainability

168. As part of the institutional sustainability sought by the project, national ownership was promoted through alliances with public institutions (and local organizations), including national, departmental and local governments and structures, which was effectively achieved with the activities and synergies deployed, for example, for all the training provided to authorities at all levels, learning by doing while the project activities were developed, the declaration of a new PA and the refinement of management plans, among others (Section 5.4.1).

169. Implementation of effective communication strategies and training programs (MARN, MDE, enforcement officers, coastguard, SEMANAH, DPC, local communities) were conducted. However, there is no evidence that, for example, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks are in place and strong enough to continue delivering the benefits associated with the project outcomes after project closure, but a transformational change perceived in the interviews carried out during fieldwork towards coastal/marine sustainability.

**Rating for Institutional Sustainability: Moderately Likely**

**Rating for Sustainability: Moderately Likely**

## 5.9 Factors affecting performance and cross cutting issues

### 5.9.1 Preparation and readiness

170. According to the interviews and analysis presented in Section 5.2, the project was well designed, but lacked a participatory inception phase with local and institutional partners as a starting point for the intervention.

171. Furthermore, according to the interviews carried out, at the beginning of the Project there were some delays related to the hiring of the project team and the appointment of counterparts by the partners, which affected to starting of project's activities. COVID-19, the earthquake, and political instability, among other issues, also hampered project activities and delayed deliverables

(Section 5.3), but the fact that the implementers were community organizations eased the situation and enable the project to continue its activities (par. 106).

**Rating for Preparation and readiness: Satisfactory**

### 5.9.2 Quality of project management and supervision

172. Management and supervision were carried out adequately towards the last year of project implementation, thus enabling the project to meet almost all of its result indicators. At this time, supervision was timely and helpful to deal with the activities and challenges of the project's implementation. However, supervision from UNEP headquarters was not timely at the beginning of the project, which hindered the activities of the project in the field, for example, the proposed budget revision took between four to five months to be approved, according to the interviews carried out (Section 3.5).

**Rating for Quality of project management and supervision: Satisfactory**

### 5.9.3 Stakeholder participation and cooperation

173. Stakeholder participation was very good. According to the interviews carried out, stakeholders readily identified with the activities started by the project and committed to continue its implementation. However, stakeholder participation, especially related to local partners, was hindered due to the delay in the disbursement of payments by UNEP, in addition to the fact that contracts could only be made for short periods, which did not fit the needs of the project and the commitments made (Section 5.6).

174. GEF financing allowed for foundational work to take place to establish pilot management plans of the protected areas, and carry out other sustainable piloting activities to demonstrate the value of these investments for sustainable development (Section 5.8). On the government capacity front, GEF financing allowed training of decentralized staff in MDE, MARNDR, and SEMANAH on monitoring, protection, enforcement and public awareness of protected areas. The project also supported these governmental entities with small equipment (such as binoculars, GPS, radars) and signage to support PA management and oversight (Section 5.4.1).

**Rating for Stakeholder participation and cooperation: Highly Satisfactory**

### 5.9.4 Responsiveness to human rights and gender equity

175. This project included a number of gender-responsive measures that led to concrete and quantified gender results. Gender-responsive measures entailed the conscientious involvement of women in: i) nurseries; ii) reforestation activities; iii) manufacture of fish concentration devices for fishing activities; iv) awareness activities on environmental issues; and v) transformation activities and marketing such as production of castor oil and cashew nuts, among others.

176. The beneficiary families were selected taking into account those most in need due to the health of their members.

**Rating for Responsiveness to human rights and gender equity: Highly Satisfactory**

### 5.9.5 Environmental, social and economic safeguards

177. The project did not trigger any environmental concerns; other than building emergency shelters for boats and food, there was no infrastructure planned in this project. Similar shelters had already been constructed in the Port Salut area through the assistance of UNEP and PADI, through Norwegian funds. They did not involve the use of materials that would be harmful to communities or create any pollution on the islands.

178. One of the social impacts sought by the project, of supporting sustainable harvesting of vetiver, was to increase the labour involved in the harvesting. This method achieves a higher price

when the vetiver is sold to factories and requires only being harvested once a year. Moreover, it prevents soil erosion, thereby maintaining the soil's fertility. It was thus determined that the sustainable harvesting of vetiver would be much more beneficial than the hours involved in cleaning the roots of soil.

179. Another consideration made in this project to ensure environmental and social safeguards, was that women's voices be included from the design of the project to its completion. In order to ensure that it was not only men's livelihood interests that are met, women were also targeted in surveys and consultations and the project established gender targets. The project also reported gender-disaggregated results to measure how women were being impacted.

180. One thing to remain cognizant of for future interventions is that although this project was not planning for any resettlement of people, the vulnerability of those residing on isles is so extreme, that at some point in the future re-settlement will have to be considered. Although this did not fall within the scope of this project, it is an important element to flag.

**Rating for Environmental, social and economic safeguards: Highly Satisfactory**

### 5.9.6 Country ownership and drivenness

181. According to the interviews, partners took ownership of the project since the beginning, especially governmental institutions and local NGO. The partners were very diligent, cooperative, and assisted in all the trainings, field activities, and meetings. The project involved local and institutional partners in project implementation and monitoring, which helped to strengthen their ownership of the field activities carried out (par. 155, 164; sections 0, 5.8.3, [Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)).

**Rating for Country ownership and drivenness: Highly Satisfactory**

### 5.9.7 Communication and public awareness

182. Outreach activities served to raise awareness of biodiversity issues and increase buy-in for the process carried out by the project. This factor was mutually reinforcing with stakeholder engagement and country ownership. Overall, knowledge management was a key feature of the project that facilitated the flow of data from national to global and vice versa. However, according to the interviews carried out during the final evaluation, there was no dissemination strategy at the end of the project to provide information about the project accomplishments, steps ahead, and the necessity to continue funding the reinforcing and scaling up of these activities in the country.

**Rating for Communication and public awareness: Satisfactory**

**Rating for Factors affecting performance: Satisfactory**

## 6 CONCLUSIONS AND RECOMMENDATIONS

### 6.1 Conclusions

183. This project was successful to accomplish most of its expected results, despite external and internal challenges. This section summarizes the main strengths and weaknesses of the project (providing cross-referencing to supporting sections), answers the evaluation's Key Strategic Questions, and at the end, provides ratings for each evaluation criteria.

184. The project exhibited the following **strengths**:

- Identified unusual challenges during operation, such as ongoing/high likelihood of conflict, natural disasters, and changes in national government, therefore the project frequently updated the risk matrix and hired local partners to avoid/diminish delays (Section 3.1).
- The project entailed clear and adequate problem and situation analysis, stakeholder analysis, stakeholder consultation/participation, and concerns with respect to human rights including in relation to sustainable development (e.g., integrated approach to human/natural systems, gender perspectives, rights of indigenous people, priority to women and disable and sick people) (Section 3.3).
- The Theory of Change (TOC) of the interventions, contains the basic strategy of the project and pathways: causal pathways from project outputs through outcomes towards impacts were clearly described. Impact (Chapter 0).
- The Results Matrix was well designed and contained most of the required information for monitoring and evaluation and, monitoring was carried out in a participatory approach with local partners and beneficiaries (Section 5.4.2, [Mangrove restoration in Haiti moves up a gear \(unep.org\)](https://www.unep.org/mangrove-restoration-haiti)).
- The project governance and supervision arrangements were clearly identified. The project governance and supervision model were comprehensive, clear and appropriate and roles and responsibilities within UNEP clearly defined (Section 3.4).
- The financial budget was according to planning, and modifications were adequate to accomplish the objectives. The resource mobilization strategy was reasonable/realistic (Section 3.6) and the project built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities (Section 3.3).
- The project did not have any negative environmental or social impact and carried out a risk identification and safeguards assessment (Section 5.9.5).
- The project integrated community-based organizations that provided credibility, confidence, and local support to the project (Sections 5.4.2 and 5.8.1).
- The project emphasized the participation of women in the beneficiary communities and included disadvantage people, giving them priority to participate in project activities (Section 5.9.4).
- The project made good use of adaptative management to deal with internal and external challenges, for example COVID-19, political unrest, and natural disasters (Section 5.3). For these challenges the project made use of project partner institutions and organizations at the local level in order to continue working and accomplish the project proposed results.
- The project accomplished most of its outputs (Section 5.4.1) and outcomes (Section 5.4.2). From seven outputs, the project completed six and one partially completed; for the outcomes, all seven outcome indicators were achieved. The long-term impact is rated "likely" because the project accomplished a transformational change among the target population and partner local organizations it worked with. However, the higher risk in the future is poverty and unemployment, which is spread all over the south region of Haiti. Local organizations will continue - despite limited resources - working in these issues

and sensitizing local communities about the advantages of better productive practices and sustainable use of natural resources. The only output not totally completed was related to the engagement of the private sector in the vetiver oil factories, which from the beginning were unwilling to participate in this project.

- The participation of beneficiaries and partners in the design, work planning, and monitoring was exceptional in this project, which strengthened its resilience to external factors such as political unrest, COVID-19, earthquake and other natural disasters ([Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)).

185. **Weaknesses** of the project are detailed below:

- The project presented many delays in contracting and disbursement of funds to beneficiaries that affected project timing and implementation (Section 5.6).
- A dissemination strategy at the end of the project is missing in the learning, communication and outreach strategy, so as to ensure funding to continue and scaling up the sustainability activities started by the project (Section 5.9.7).
- In relation to sustainability, the final report does not refer to any exit strategy related to scaling up or replication, although the sustainability of the activities will continue to be supported by the partners' institutions/organizations (Section 5.8).

186. The project generated many quality outputs that were directly relevant to outcomes achievement and finally the Project Goal: observed results could be directly attributed to the project, helped by the enabling conditions in place. Both behavioural changes and policy changes were made possible by the project (Section 5.4.3).

187. In addition to the evaluation criteria discussed in the report, the Evaluation has also addressed the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution.

(i) With regard to the changes made in the project's results framework, to what extent have these changes been beneficial in enabling the project to achieve its intended objective and have there been any [significant] lost opportunities from the omission of activities that were originally included in the design?

188. The project was supposed to focus on the Disaster Risk Reduction through Ecosystem Management (DRR-Eco) approach. However, as designed, Component 4 contributed only marginally to this approach. Therefore, the project revised (rectified) the budget to improve impact and ensure that the new budget adequately reflects the objective of the project. With this change the project augmented its opportunities and improved results (par. 60, 63).

(ii) The involvement of local civil society organisations as executing partners is a key factor in successful project implementation and community participation. To what level of success has the selection and mobilisation of the key stakeholders (government, local organizations, communities, and other agencies) influenced project performance and what evidence exists, if any, to support the view that the relationship with the local population and authorities has evolved over time?

189. According to the interviews, partners took ownership of the project since the beginning, especially governmental institutions and local NGOs. The partners were diligent, cooperative, and assisted in all the trainings, field activities, and meetings. The project involved local and institutional partners in project implementation and monitoring, which strengthen their ownership of the field activities carried out (par. 155, 164; sections 0, 5.8.3). According to the interviews, the project work plan was participatory, and progress towards indicators was monitored with the support of local and institutional partners (par.158). The project designed a monitoring system with the participation of local and institutional partners, which encouraged ownership (par. 156, [Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)).

(iii) With regard to the sustainability of results attributed to this intervention, what opportunities exist / have been set in motion, that are likely to have a catalytic effect within the country and/or region? What does the evaluation find to be the most important aspects and/or gaps of the project's sustainability strategy?



190. According to the interviews carried out during field work, all the activities started by the project will continue being implemented by local and institutional partners, even in the presence of financial limitations, although there is no further evidence of this statement (par. 167). However, A dissemination strategy at the end of the project is missing in the learning, communication and outreach strategy, which have made the project weaker from a sustainability point of view, as well as the lack of any strategy related to scaling up and/or replication.

191. There is no evidence that, for example, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks are in place and strong enough to continue delivering the benefits associated with the project outcomes after project closure, but a transformational change perceived in the interviews carried out during fieldwork towards coastal/marine sustainability (par. 169).

(iv) What opportunities has the evaluation identified to further improve the integration of gender and human rights considerations in the implementation of activities post-project, and with what foreseeable benefit to the sustainability of results post-project?

192. Many of the initiatives promoted by this project were performed by women and youth, which, according to the field visits and interviews carried out during the field work of this evaluation, are very much motivated and have the willingness to work together to transform agricultural and marine products into value added demanded products for the benefit of their families and communities. Activities post-project should focus on strengthening and consolidating these initiatives and scaling them up to combat poverty in the South Region and transform unsustainable practices in the marine/coastal areas.

193. The following questions and responses are required for the **GEF Portal** and are based on the findings of this evaluation:

(i) What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?

194. According to the interviews, partners took ownership of the project since the beginning, especially governmental institutions and local NGOs. The partners were diligent, cooperative, and assisted in all the trainings, field activities, and meetings. The project involved local and institutional partners in project implementation and monitoring system, which strengthen their ownership of the field activities carried out (par. 155, 164; sections 0, 5.8.3). According to the interviews, the project monitored progress towards indicators with the support of local and institutional partners (par.158). The project designed a monitoring system with the participation of local and institutional partners, which encouraged ownership (par. 156, [Mangrove restoration in Haiti moves up a gear \(unep.org\)](#)).

(ii) What were the completed gender-responsive measures and, if applicable, actual gender result areas?

195. This project included a number of gender-responsive measures that led to concrete and quantified gender results. Gender-responsive measures entailed the conscientious involvement of women in: i) nurseries; ii) reforestation activities; iii) manufacture of fish concentration devices for fishing activities; iv) awareness activities on environmental issues; and v) transformation activities and marketing such as production of castor oil and cashew nuts, among others. The beneficiary families were selected taking into account those most in need due to the health of their members (par. 156, 175).

196. Another consideration made in this project to ensure environmental and social safeguards, was that women's voices be included from the design of the project to its completion. In order to ensure that it was not only men's livelihood interests that are met, women were targeted in surveys and consultations and the project established gender targets. The project also reported gender-disaggregated results to measure how women was being impacted.

(iii) What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval?

197. The project did not trigger any environmental concerns; other than building emergency shelters for boats and food, there was no infrastructure planned in this project. Similar shelters



had already been constructed in the Port Salut area through the assistance of UNEP and PADI, through Norwegian funds. They did not involve the use of materials that would be harmful to communities, or create any pollution on the islands.

198. One of the social impacts sought by the project of supporting sustainable harvesting of vetiver was to increase the labour involved in the harvesting. These methods achieve a higher price when being sold to factories and require only being harvested once a year. Moreover, they prevent soil erosion, thereby maintaining the soil’s fertility. It was thus determined that the sustainable harvesting of vetiver would be much more beneficial than the hours involved in cleaning the roots of soil.

199. One thing to remain cognizant of for future interventions is that although this project was not planning for any resettlement of people, the vulnerability of those residing on isles is so extreme, that at some point in the future re-settlement will have to be considered. Although this did not fall within the scope of this project, it is an important element to flag (Section 5.9.5).

**(iv) What were the challenges and outcomes regarding the project's Knowledge Management Approach?**

200. Outreach activities served to raise awareness of biodiversity issues and increase buy-in for the the project. This factor was mutually reinforcing with stakeholder engagement and country ownership. Overall, knowledge management was a key feature of the project that facilitated the flow of data from national to global and vice versa. However, according to the interviews carried out during the final evaluation, there was no dissemination strategy at the end of the project to provide information about the project accomplishments, steps ahead, and the necessity to continue funding the reinforcing and scaling up of these activities in the country (par. 182).

201. The project published the necessary information to declare a MMA, carried out many training sessions with stakeholders, validated management plans with communities and authorities, developed awareness sessions, carried out public broadcasting in radio stations, technically reinforced associations in the communes, made exchange visits (knowledge and experience sharing), prepared and disseminated a document related to environmental laws and policies in the South, celebrated the world biodiversity day and the world environmental day for awareness raising among schoolchildren, students, and general public, and organization of cleaning campaigns, among many other activities (Section 5.4). A success story of this project is published in the following link [Mangrove restoration in Haiti moves up a gear \(unep.org\)](https://www.unep.org/mangrove-restoration-haiti)

202. The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project demonstrates a rating of **Satisfactory**.

Table 19: Summary of project findings and ratings

Criterion	Summary assessment	Rating
<b>Strategic Relevance</b>	<b>Proven strategic relevance and coherence</b>	<b>HS</b>
1. Alignment to UNEP MTS, POW and Strategic Priorities	Very strong alignment to the ‘Ecosystem Management’ Sub-program of UNEP’s Medium-Term Strategy 2014-2017	<b>HS</b>
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	This GEF- 5 project responds to Objectives 1 (Improve Sustainability of Protected Area Systems) and 2 (Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors), in correlation with its two corresponding components	<b>HS</b>
3. Relevance to global, regional, sub-regional and national environmental priorities	This project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011–2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas	<b>HS</b>
4. Complementarity with existing interventions/ Coherence	It was complementary to GEF and other project in the area	<b>HS</b>

Criterion	Summary assessment	Rating
<b>Quality of Project Design</b>	<b>Project design was technically-sound.</b> Theory of Change was lacking detail. Through re-construction exercise, edits were made and a more accurate TOC was displayed	<b>MS</b>
<b>Nature of External Context</b>	The project was hindered by internal and external factors and challenges	<b>U</b>
<b>Effectiveness</b>	The external context was challenging, but the project managed to reach results	<b>S</b>
1. Availability of outputs	Most of the project outputs and indicators were accomplished	<b>S</b>
2. Achievement of project outcomes	Most of the project outcomes and indicators were accomplished	<b>S</b>
3. Likelihood of impact	The project made an important contribution to the long-lasting changes represented by the Sustainable Development Goals and the strategic priorities of the GEF	<b>L</b>
<b>Financial Management</b>	All reports presented and adherence to UNEP policies	<b>S</b>
1. Adherence to UNEP's financial policies and procedures	Adherence to UNEP financial management policies was granted by UHO signed agreements	<b>S</b>
2. Completeness of project financial information	The project had fairly good financial information	<b>S</b>
3. Communication between finance and project management staff	Communications were most of the time good, between UNEP Task Manager and fund management staff	<b>S</b>
<b>Efficiency</b>	The project performed in an efficient way, even in the face of its three-month extension, except for delays in payments from UNEP	<b>MS</b>
<b>Monitoring and Reporting</b>	M&E was well designed and followed	<b>S</b>
1. Monitoring design and budgeting	Existence of a sound monitoring plan	<b>S</b>
2. Monitoring of project implementation	The monitoring system was operational and facilitated the timely tracking of results and progress	<b>S</b>
3. Project reporting	GEF, UNEP and donor reporting commitments were fulfilled	<b>S</b>
<b>Sustainability</b>		<b>ML</b>
1. Socio-political sustainability	The project included considerations that promoted the continued achievement of its objectives and outcomes after direct implementation	<b>ML</b>
2. Financial sustainability	Activities will continue being implemented by project partner, even in the presence of financial limitations	<b>ML</b>
3. Institutional sustainability	Implementation of effective communication strategies and training programs	<b>ML</b>
<b>Factors Affecting Performance</b>	Some delays but good ownership	<b>S</b>
1. Preparation and readiness	Some delays at the beginning of the project	<b>S</b>
2. Quality of project management and supervision	Management and supervision were carried out adequately	<b>S</b>
2.1 UNEP/Implementing Agency:	<i>Some delays</i>	<b>MS</b>
2.2 Partners/Executing Agency:	<i>Timely</i>	<b>HS</b>
3. Stakeholders' participation and cooperation	Stakeholder participation was very good	<b>HS</b>
4. Responsiveness to human rights and gender equality	This project included a number of gender-responsive measures	<b>HS</b>

Criterion	Summary assessment	Rating
5. Environmental and social safeguards	The project did not trigger any environmental/social concerns	HS
6. Country ownership and driven-ness	The partners took ownership of the project since the beginning	HS
7. Communication and public awareness	Outreach activities served to raise awareness of biodiversity issues and increase buy-in to the process carried out by the project	S
<b>Overall Project Performance Rating</b>	<b>The project reached almost all its objectives, outcomes, outputs and activities</b>	<b>S</b>

## 6.2 Lessons learned

<b>Lesson Learned #1:</b>	<b>Transformational change should be based on real and validated needs</b>
<b>Context/comment:</b>	For the design of this project, the context of the South Region was analysed and, institutions, non-governmental organizations and beneficiaries were consulted in order to respond to the real needs for sustainability. Then, it is possible to accomplish a transformational change, which was the case perceived through stakeholders’ interviews, when projects are based on the logic of the development needs identified, along with a significant consultation of stakeholders (Section 5.1).
<b>Lesson Learned #2:</b>	<b>The Theory of Change of a project should be adapted during project implementation to respond to a changing context</b>
<b>Context/comment:</b>	From project design to implementation there are always several years of difference, then projects should apply adaptative management to respond to a changing context. The causal paths identified in the project’s theory of change at design are not rigid and should be assessed/modified to obtain the desired results during the implementation of the project (Section 3.5).
<b>Lesson Learned #3:</b>	<b>Significant consultation of stakeholders is key for project success</b>
<b>Context/comment:</b>	This project applied a significant consultation of stakeholders since its design, which is a key to appropriation and empowerment. Participation of relevant actors, especially including women, in the identification of the development problems was the initial step for the project’s success, along with adequate indicators to measure progress towards the desired impacts, and participatory management during implementation (Section 5.13.3).
<b>Lesson Learned #4:</b>	<b>Participation of key actors in implementation ensures sustainability</b>
<b>Context/comment:</b>	This project wisely involved local partners in the design, planning, and implementation stages, thereby making it resilient to external factors that could have hindered the project’s progress toward its goals. Involvement of community-based organizations, including women associations and institutions, resulted in awareness and appropriation of the activities carried out by the project, which may provide continuity after its completion (Section 5.1, 5.8.1).
<b>Lesson Learned #5:</b>	<b>Environmental awareness must be linked to beneficiaries’ income</b>
<b>Context/comment:</b>	The project was successful in linking awareness for environmental issues and the sustainable use of natural resources with communities’ needs in order to increase project acceptance and have a real impact in the life of beneficiaries and reduction of risk (Section 5.15.4.3).
<b>Lesson Learned #6:</b>	<b>Ecosystems does not respond to political borders</b>

<b>Context/comment:</b>	The project responded to the before-project existent ecosystem vulnerabilities due to overfishing, natural disasters, and poverty, among others (par. 41-46). The ecosystem-based approach is the right way to approach marine-coastal habitats, because they behave as a unified entity that transcends political borders or protected area delimitations. (Section 5.13.2)
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<b>Lesson Learned #7:</b>	<b>Public nature of products: the information developed by internationally funded projects should be available to the general public to provide credible information for adequate decision-making</b>
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<b>Context/comment:</b>	Haiti and the South Region suffer profound poverty and limited resources to invest in research; therefore, the information developed by internationally funded projects - like this one - should be available to the general public to provide credible information for adequate decision-making. Products produced during project implementation must be available to the general public and published electronically (Section 5.15.4.3).
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<b>Lesson Learned #8:</b>	<b>Mismatch between outcomes and their indicators make it rather difficult to make a precise assessment of outcome achievement</b>
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<b>Context/comment:</b>	In several cases the Outcomes and their indicators of achievement are mismatched - making it rather difficult to make a more precise assessment of outcome achievement -, which was not corrected during project implementation and monitoring (Section 5.4.1 and Section 5.4.2).
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### 6.3 Recommendations

<b>Recommendation #1:</b>	<b>Continuing the support of projects dealing with the use of living natural resources at the local, regional, and national levels to reach the sustainable development of marine and coastal resources.</b>
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<b>Challenge/problem to be addressed by the recommendation:</b>	Haiti and the South region suffer the destruction of livelihoods, assets, illnesses and even death of coastal populations (Section 3.1), and because of generalized poverty and dependency on the marine-coastal resources of the country it lacks the necessary resources to invest in long-term strategies.
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<b>Priority Level:</b>	High
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<b>Type of Recommendation</b>	Funding agencies
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<b>Responsibility:</b>	UNEP, IDB, World Bank, FAO
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<b>Proposed implementation time-frame:</b>	5 years
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<b>Recommendation #2:</b>	<b>The project’s impact/results indicators should be updated and refined by follow on projects to better reflect the impact of the activities carried out and be easily measured for monitoring, management and decision making.</b>
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<b>Challenge/problem to be addressed by the recommendation:</b>	This project did not measure income increase due to the promotion of alternative livelihood initiatives, then it is necessary to improve reporting and measuring of, especially, impact on women (Section 5.7.3, par. 113)
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<b>Priority Level:</b>	Opportunity for improvement
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<b>Type of Recommendation</b>	Project level
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<b>Responsibility:</b>	Biodiversity and Land Degradation Unit / UNEP Ecosystem Division
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<b>Proposed implementation time-frame:</b>	UNEP initiatives in Haiti that are ongoing or in the pipeline
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<b>Recommendation #3:</b>	<b>In general, new project designs need to prioritize hiring of local-based personnel and organizations in order to build trust, reduce risks during implementation, and increase ownership of project activities, which is the driver of</b>
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	<b>transformational change and sustainable development that is sought to be achieved with the project.</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	The project was hampered by external factors and challenges (par.106), the risks of which must be minimized by promoting better acceptance and ownership of the project at the local level, including community-based organizations (Section 5.8.1, 5.1).
<b>Priority Level:</b>	Opportunity for Improvement
<b>Type of Recommendation</b>	Implementing agencies
<b>Responsibility:</b>	UNEP Project and Divisional Staff
<b>Proposed implementation time-frame:</b>	UNEP initiatives in Haiti that are ongoing or in the pipeline

<b>Recommendation #4:</b>	<b>A further project phase is required to promote wide-scale uptake of these projects’ successful approaches, the design of any new phase should place a strong emphasis on attaining self-sustaining mechanisms (i.e. project sustainability and exit strategies)</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	The project-initiated activities in vulnerable pilot communities in the South towards sustainable development, which are successful but insufficient to address the broader problem of depletion of living resources. There should be a way to promote broader sustainability actions and scale-up the activities initiated by the project (Section 5.8)
<b>Priority Level:</b>	Medium
<b>Type of Recommendation</b>	Implementing agencies
<b>Responsibility:</b>	Decision-makers
<b>Proposed implementation time-frame:</b>	2 years

## **7 ANNEXES**



## Annex 1 : Evaluation Terms Of Reference

### Section 1: PROJECT BACKGROUND AND OVERVIEW

#### 1. Project General Information

Table 1. Project summary

<b>GEF Project ID:</b>	5531	<b>UNEP ID:</b>	01167
<b>Implementing Agency:</b>	UNEP	<b>Executing Agency:</b>	Ministry of Environment (MDE) & UNEP
<b>Relevant SDG(s) and indicator(s):</b>	<p><b>SDG Target 13.1:</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p><b>SDG Indicator 13.1.1</b> Number of countries with national and local disaster risk reduction strategies</p> <p><b>SDG Target 15.3:</b> By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.</p> <p><b>SDG Indicator 15.3.1</b> Proportion of land that is degraded over total land area</p> <p><b>SDG Target 15.1:</b> By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.</p> <p><b>SDG Indicator 15.1.2</b> Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p> <p><b>SDG Target 15.2:</b> By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p> <p><b>SDG Indicator 15.2.1</b> Progress towards sustainable forest management</p>		
<b>GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)</b>	To be provided by project team		
<b>Sub-programme:</b>	Climate Change	<b>Expected Accomplishment(s):</b>	Expected accomplishments (a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation (c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions, as well as social and environmental benefits
<b>UNEP approval date:</b>	May 2016	<b>Programme of Work Output(s):</b>	UNEP PoW 2016-2017, 2018-2019, and 2020-2021
<b>GEF approval date:</b>	December 2015	<b>Project type:</b>	Full-size Project
<b>GEF Operational Programme #:</b>	GEF - 5	<b>Focal Areas:</b>	Climate Change, Biodiversity, Land Degradation
<b>Expected start date:</b>	January 2016	<b>Actual start date:</b>	June 2017
<b>Planned operational completion date:</b>	December 2021	<b>Actual operational completion date:</b>	2023
<b>Planned project budget at approval:</b>	US\$ 48,885,700	<b>Actual total expenditures reported as of June 2022:</b>	US\$ 5,373,213.28
<b>GEF grant allocation:</b>	US\$ 5,411,170.00	<b>GEF grant expenditures reported as of June 2022:</b>	US\$ 1,786,050.00
<b>Project Preparation Grant - GEF financing:</b>	US\$ 1,786,050.00	<b>Project Preparation Grant - co-financing:</b>	US\$ 2,776,935.64
<b>Expected Full-Size Project co-financing:</b>	US\$ 42,669,700	<b>Secured Full-Size Project co-financing:</b>	US\$ 37,678,376.72
<b>Date of first disbursement:</b>	June 2017	<b>Planned date of financial closure:</b>	September 2022
<b>No. of formal project revisions:</b>	1	<b>Date of last approved project revision:</b>	May 2020
<b>No. of Steering Committee meetings:</b>	3	<b>Date of last/next Steering Committee meeting:</b>	March 11th, 2020
<b>Mid-term Review/ Evaluation (planned date):</b>	November 2019	<b>Mid-term Review/ Evaluation (actual date):</b>	May 2020
<b>Terminal Evaluation (planned date):</b>	Q1 2022	<b>Terminal Evaluation (actual date):</b>	Q2 2022
<b>Coverage - Country:</b>	Haiti	<b>Coverage - Region:</b>	Latin America and Caribbean
<b>Dates of previous project phases:</b>	n/a	<b>Status of future project phases:</b>	

#### 2. Project Rationale

203. The southern peninsula of Haiti houses highly vulnerable ecosystems and biodiversity both on land and in the sea. However, there is currently little capacity within the government to manage these vulnerable sites or address the anticipated impacts of climate

change on communities and the environment. Given the inherent fragility of the ecosystems, as well as their key role in reducing vulnerability and building resilience to the impacts of climate change, the rapid pace of infrastructure development, and deforestation, it is critically important to protect remaining environmental resources.

204. Haiti is particularly vulnerable to climate change. Haiti is also subject to extreme weather events related to climate variability; due to its location, the southwestern coast of Haiti in particular, is exposed to extreme weather events and natural risks. These include hurricanes, cyclones, floods, droughts, landslides, earthquakes and tsunamis, all of which have major impacts undermining economic growth and recovery efforts and causing widespread damage. The impacts directly affect fisheries and agriculture, the two main sources of livelihoods in the area, leading to severe negative impacts on food security and a general increase in poverty.

205. The ability to plan, manage, adapt to, and respond to these risks is very low and each year results in destruction of livelihoods, assets, illnesses and even deaths. While protected areas (PAs) have recently been decreed through the support of UNEP Haiti’s office, there remains an urgent need to build institutional capacity at the local level to enforce and monitor these protected areas, to implement sustainable natural resource management schemes, and to protect remaining biodiversity, including from the effects of climate change.

206. UNEP has a strong relationship and presence with the Haiti government and it has also been active in contributing to environmental findings, policy development and legislative changes. In developing the National Adaptation Programme of Action (NAPA) and National Communications with Haiti, UNEP has fostered positive working relationships with national teams and various stakeholders, and with other multilateral institutions. UNEP also has a country office in Haiti which allows it to provide support to national entities and liaise with other project management in order to avoid duplication. With its office in the Southern region, UNEP is directly implicated in regional matters and has strong relationships with NGOs, CBOs, local communities, researchers, universities and with regional government staff which UNEP seeks to strengthen.

207. The project “Ecosystem approach to Haiti Cote Sud” was designed to expand on proven Ecosystem-based Adaptation methodologies to enhance resiliency and reduce disaster risk to address the vulnerable South Department - as prioritized by the Government of Haiti and indicated partners, including UNDP. The project integrated ecosystem-based adaptation operations with climate change mitigation interventions as well as sustainable forest management and biodiversity conservation activities – made possible by synergies across multiple GEF focal areas

208. While the project had broader national implications, the project took place in four main sites, namely: **La Cahouane, Port Salut-Pointe Abacou, Ile-a-Vache and surrounding islands** (three sites located in Departement du Sud) and **Jérémie-Abricots** (located in Grand’Anse) where there is an urgent need to address the impacts of climate change while protecting fragile remaining mangrove forests, dry forests, coastal and marine ecosystems, and impoverished coastal communities who are at regular yearly risk of hurricanes, cyclones, flash floods, strong winds and rains. The population is extremely vulnerable to severe climate events as the area is made up of coastal communities living directly next to the sea. The land tenure system in the region also contributes to the degradation of the land, especially the mangroves, as several self-declared “private” landowners demand payment for fuelwood cutting and charcoal production within the mangrove itself, although it is a government-declared marine protected area.

209. The communities concerned by this project are small, often isolated villages, who are living in and around the declared protected sites. These communities have been living in a state of permanent extreme vulnerability due to their location (coastal zones, low-lying areas, small islands) as well as to their extreme poverty. Ensuring that their livelihoods are not only sustainable but can be maintained in the face of anticipated climate change, is a major challenge. Failure to do so will mean that these communities risk disappearing or being dislodged by large-scale private sector development that is bound to arise as a result of the infrastructural developments in the area, who, if unmitigated, will over-extract remaining natural resources.

210. There are a number of other international projects and initiatives underway within the country. It was intended that this project would build upon these interventions to avoid duplication, and ensure value addition, use of lessons learned, and a complementary approach to these other projects, and to ensure that resources invested are maximized to the most possible extent. The project would add significant investments for climate change adaptation, support the rehabilitation of lands and reforestation with climate-resilient species, promote the use energy alternatives to decrease GHG emissions and decrease the rate of deforestation, which will in turn reduce vulnerability to climate change.

211. Co-financing was mobilized through UNEP from the initiatives and donors under the Cote Sud Initiative (CSI), which is a UN coalition taking a coordinated approach towards promoting food security, access to basic services such as water, sanitation, health, and energy, as well as support for sustainable natural resource management, particularly in the food crop and livestock sub-sector.

212. The project activities fall under two UNDAF thematic areas: ‘management of the environment and natural risks’, and ‘sustainable human development’. These UNDAF thematic priorities are underpinned by national priorities to improve the management of the environment and safeguard ecosystems that support life.

### 3. Project Results Framework

213. The project **goal** is to rehabilitate the Haitian environment and reduce poverty. The project’s **specific objective** is increasing resilience to climate change risks and decreasing disaster risk using an ecosystem management approach targeting protected areas and fragile ecosystems in the southwestern peninsula of Haiti.

214. The project’s objective was to be achieved through activities and results that were categorised under the following Components:

- *Component 1: Extension and management of the protected area (PA) system in the South.*
  - This component focuses on the extension and management of the PA system to promote resilience, greater protection of biodiversity, and sustainable livelihoods.
- *Component 2: Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula.*
  - Component 2 seeks to improve land use and forestry practices resulting in carbon savings
- *Component 3: Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape*
  - Component 3 seeks to increase ecosystem and livelihood resilience through an EBA approach and strengthen local capacity to anticipate and rapidly respond to extreme weather events
- *Component 4: Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain*
  - Component 4 seeks to promote the adoption of improved land use practices in the vetiver value-chain leading to significant carbon sequestration and GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products.
- *Component 5: Enforcement, knowledge management & awareness*

- Component 5 seeks to ensure Environmental laws are known and enforced adequately and establish an environmental surveillance system to support better environmental management, including guard and control points.

215. It was anticipated in the Project Document that the project would lead to the following outcomes:

- **Outcome 1:** The national network of Protected Areas is augmented and under effective management
- **Outcome 2:** Improved land use and forestry practices resulting in carbon savings
- **Outcome 3:** Increased ecosystem and livelihood resilience through an EBA approach
- **Outcome 4:** Strengthened local capacity to anticipate and rapidly respond to extreme weather events
- **Outcome 5:** Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration
- **Outcome 6:** GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products
- **Outcome 7:** Environmental laws are known and enforced adequately

216. The basic premise underpinning this project was that the government of Haiti had succeeded in legally establishing protected areas but did not have the capacity or the know-how to effectively protect vulnerable natural resources and the communities that depend on them. This meant that while the intention and commitment was strong, implementation and enforcement capacity had remained quite weak, particularly at decentralized level. This provided an entry point for the proposed project: through its intervention, the project could promote an ecosystems-based approach and demonstrate positive impacts on climate resilience, biodiversity, land degradation, and people’s livelihoods. The basic assumptions that fed into this logic were:

- If profitable and resilient livelihoods that provide viable alternatives to the trade-offs that people have to make are demonstrated to local communities, they will opt for sustainable practices.
- When local communities are involved in the management and cooperative structuring of their landscape, they will be more inclined at maintaining their own guidelines with regards to natural resources.
- The project will have the greatest impact if it supports the greening of the value chains that are most profitable not just at the farmer level but to the private sector and to the national economy as well.
- If the value of ecosystem services is properly demonstrated, people will have an incentive to protect natural resources.

217. Table 2. below presents the condensed version of the project’s Results framework, showing the planned Outputs and Outcomes by component, as was designed in the approved Project Document:

Table 2. Results Framework (abridged)

Component	Outcome	Output
<b>Component 1:</b> Extension and management of the PA system in the South	<b>Outcome 1.</b> The national network of Protected Areas is augmented and under effective management	<b>Output 1.1.</b> Climate adapted management plans are developed and conditions in place for sustainable management of the Ile a Vache National Park, Port Salut/Pointe Abacou Protected Landscape and the La Cahouane Protected Area.
		<b>Output 1.2.</b> Capacity in place for sustainable management of the Ile a Vache NP, Port Salut/Pointe Abacou Protected Landscape, and La Cahouane PA, including climate-adapted management plans.
<b>Component 2:</b> Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula	<b>Outcome 2.</b> Improved land use and forestry practices resulting in carbon savings	<b>Output 2.1.</b> 400 hectares (ha) of land reforested
		<b>Output 2.2.</b> Improved technologies and increased efficiency in charcoal production and consumption
<b>Component 3:</b> Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape	<b>Outcome 3.</b> Increased ecosystem and livelihood resilience through an EBA approach	<b>Output 3.1.</b> rehabilitated and resilient coastlines providing local communities with productive and protective coastal ecosystem services (including Eco-Disaster Risk Reduction)
		<b>Output 3.2.</b> Resilient livelihoods promote good ecosystem use practices
<b>Component 4:</b> Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain	<b>Outcome 4.</b> Strengthened local capacity to anticipate and rapidly respond to extreme weather events	<b>Output 4.1.</b> Early warning and disaster preparedness is in place for 10 extremely vulnerable and heavily populated small islands and cays in the Departments of Sud and Grand’Anse
	<b>Outcome 5.</b> Improved Land use practices adopted in the vetiver value-chain leading to significant carbon sequestration	<b>Output 5.1.</b> Increased sustainability and productivity in the vetiver production value chain
<b>Component 5:</b> Enforcement, knowledge management and awareness	<b>Outcome 6.</b> GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products	<b>Output 6.1.</b> Private Sector engaged in emissions-responsible production of vetiver oil factories in the broader southwest peninsula
	<b>Outcome 7.</b> Environmental laws are known and enforced adequately	<b>Output 7.1.</b> Environmental agents are deployed to enforce environmental laws, policies, codes and norms

#### 4. Executing Arrangements

218. The GEF **Implementing Agency** for this project was the GEF Biodiversity and Land Degradation Unit of UNEP Ecosystem Division which was responsible for overseeing and monitoring the project implementation process, including technical back stopping. The overall **Executing Agency** was the Haiti Ministry of Environment (referred to as MDE), in collaboration with the UNEP Haiti Country Office, Post Conflict and Disaster Management Branch through a Project Cooperation Agreement. MDE was responsible for the overall achievement of project outputs and outcomes, day-to-day management and coordination of project activities and inputs, as well as for the consolidated reporting on achievement of project objectives with the support of the UNEP Haiti country office.

219. A **Project Steering Committee** (PSC) was appointed at the beginning of the project to play an oversight role, and provide support, policy guidance and supervision for the project. Specifically, the PSC had the mandate to approve and validate the project’s annual workplans, budgets and procurement plans, as well as all progress, monitoring, evaluation and final reports. The steering committee was expected to have at least two meetings a year and perform two main functions: (i) Orientation of the project; and (ii) Monitoring of the project.

220. Project execution was led by a **Project Coordination Unit** (PCU) comprised of a Technical Advisor, Project Manager, and a Financial and Administrative assistant. The PCU was a joint MDE-UNEP project structure responsible for ensuring the proper management of the project and the monitoring of the project activities, as well as developing synergies with the various stakeholders related to the project.

221. A **Project Director** was appointed to ensure continued cohesion between the project and the mandate of the MDE and provide additional linkages and interactions with high-level policy components within the Government. In addition, the NPD also chaired and supported the Project Steering Committee (PSC).

222. A full time **Project Manager** (PM), under the direct supervision of the Project Director, provided leadership to the PCU and was responsible for the day-to-day execution and management including the financial management of the project, and the preparation of all due reports. In addition, the PM reported to the UNEP Task Manager on progress and challenges during execution.

223. A **Technical Advisor** was appointed to will the technical soundness of project deliverables, and act as the liaison between the Executing Agencies’ technical and administrative records within the PCU. Other responsibilities included the accompaniment, monitoring and support of the management of all technical, administrative and financial activities of the project.

224. **Technical advisory groups** were established to provide guidance and direction on thematic areas that require technical know-how and experience. They were comprised of local civil society organizations, non-governmental organizations, relevant ministries and private sector actors with local knowledge.

225. The diagram overleaf presents a graphical presentation of the implementation arrangements for this project.

## 5. Project Cost and Financing

226. The project falls under the Full-size Project (MSP) category, with an overall budget of USD 48,885,700 made up of a GEF allocation of USD 6,216,000, and an expected co-financing of USD 42,669,700 to support the achievement of results. Table 3 below shows the estimated project budget and sources of funding as per the project design documentation.

Table 3. Planned project budget at Project Approval

Source of funding	Type	Amount	Percentage
Cost to the GEF Trust Fund	Grant	\$6,216,000	13%
Co-financing			
UNEP (Norwegian Funds)	Grant	\$10,585,000	22%
IADB	Grant	\$27,000,000	55%
Ministry of Environment (sus)	In-Kind	\$650,000	1%
UNEP	In-kind	\$1,200,000	2%
UNDP*	In-kind	\$3,234,700	7%
Co-financing Total	Cash and In-kind	\$42,669,700	
<b>Grand Total</b>		<b>\$48,885,700</b>	<b>100%</b>

## 6. Implementation Issues

227. The overall progress towards the achievement of outcome was rated ‘Satisfactory’ in the Final PIR Report (FY2022). The project managed to close with overall strong results despite challenges in the broader political and environmental contexts.

228. According to progress reporting on the GEF Portal, the security situation deteriorated significantly over the project’s last semester. In July 2021, President Jovenel Moise was assassinated. Besides, an earthquake ensued a month after that. The earthquake’s impact was not too severe in the Western part of the South Department where most project sites are located, which enabled project partners to resume activities a few weeks after the natural disaster. Still, the overall socio-political situation deteriorated considerably. The UNEP project team put a business continuity plan in place. Most activities were concluded successfully.

229. A was not pursued because designated consultant was unwilling to travel to Haiti in view of the overall security situation. A few activities did not manage to conclude to satisfactory levels, including: efficient charcoal production, revised vetiver value-chain activities (low-emission production and water management with women’s engagement).

Part of Outcome 4 (*Strengthened local capacity to anticipate and rapidly respond to extreme weather events*) was not undertaken as there were issues with emission reduction accounting. Further, one of the planned activities under Component 4 (Activity# 24) on the protocol for the establishment of a vetiver pilot plant of low CO2 emission was cancelled due to structural difficulties with undertaking this activity. Sustainable charcoal production and sale pilot could not be implemented before project end. The same applies to the introduction of improved kilns for improve fuelwood consumption

230. Outcome 5 (*Improved land use practices adopted in the vetiver value-chain leading to significant carbon sequestration*) was also only partially completed due to implementation challenges that will be explored in greater detail during the evaluation.

231. Outcome 6 (*GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products*) was cancelled following unavailability of the consultant in charge to travel to Haiti under the circumstances that were prevalent at that time. Challenges with decision-making relating to financial reporting and budget led to delays in the disbursement of funds. The UNEP Haiti Office undertook direct execution of funds, a task that was previously executed by UNOPS from July 2020, and there were delays associated with the reorganization of accounts that ultimately adversely impacted the execution of some project activities.

There are changes noted in the formulation of the Components and Expected Outcomes in the results framework presented in progress reporting in the GEF Portal, as compared to what was originally presented in the approved Project Document (see table below). The circumstances surrounding the decision to make these changes, and the consequences thereof, shall be explored in greater detail during the evaluation. A consensus will have to be met as to which results the evaluation will use to assess project performance.

Table 4. Comparison of changes noted in the original and revised results framework

Component	Outcome	Revised Components	Revised Outcomes
Component 1. Extension and management of the PA system in the South	Outcome 1. The national network of Protected Areas is augmented and under effective management	Component 1. Ecosystem sustainability and resilience in the identified Protected Areas of South Department in Haiti’s Southwestern Peninsula	Outcome 1.1 Establishment and effective management of Ile a Vache National Park and Port Salut Protected Landscape (20,253 hectares).

Component	Outcome	Revised Components	Revised Outcomes
Component 2: Ecosystem sustainability and resilience in the identified Protected Areas of the South Department in Haiti’s Southwestern Peninsula	Outcome 2. Improved land use and forestry practices resulting in carbon savings		Outcome 1.2 Improved forest and land use climate resilient practices in five protected areas (9910 hectares) resulting in GHG emission reduction of 408,226 CO <sub>2</sub> tons/year. Potential total carbon benefit of 2,041,128 CO <sub>2</sub> over 5 years. Additional restoration of 460 hectares of woodlands, resulting in GHG emission reduction of 10,102 CO <sub>2</sub> tons/year. Potential total carbon benefit of 505,508 tons CO <sub>2</sub> over 5 years
Component 3: Disaster Risk Reduction achieved through an ecosystem management approach in the broader southwestern peninsula landscape	Outcome 3. Increased ecosystem and livelihood resilience through an EBA approach	Component 2: Disaster Risk Reduction through an ecosystem management approach in the broader Southwest Peninsula landscape (Departments of Sud, Grande Anse and Nippes)	Outcome 2.1 Increased ecosystem and livelihood resilience through an Eco-DRR approach in 2,500 hectares along the southern coast landscape. Restoration of 400 hectares of mangrove will result in GHG emission reduction of 2,928 tons/year. Potential total carbon benefit of 14,640 tons CO <sub>2</sub> over 5 years
	Outcome 4. Strengthened local capacity to anticipate and rapidly respond to extreme weather events		
Component 4: Reducing land degradation and climate change impacts by introducing improvements in the vetiver value chain	Outcome 5. Improved Land use practices adopted in the vetiver value-chain leading to significant carbon sequestration	Component 3. Reducing Land degradation and climate change impact by introducing improvements in the vetiver value chain	Outcome 3.1 Improved land use practices adopted in the Vetiver value chain within the Port Salut Protected Landscape (7000 ha), leading to significant carbon sequestration
	Outcome 6. GHG emission reduction benefits through vetiver supply chain efficiencies, including new use of by-products		Outcome 3.2 GHG emission reduction benefits through vetiver supply chain efficiencies, inc new use of by-products
Component 5: Enforcement, knowledge management and awareness	Outcome 7. Environmental laws are known and enforced adequately		

## Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

### 7. Objective of the Evaluation

232. In line with the UNEP Evaluation Policy<sup>14</sup> and the UNEP Programme Manual<sup>15</sup>, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (these included governmental, international and local partner organization such as DDAS, DDS, Reef Check, AVSF, PADI, ORE, FNGA). Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

### 8. Key Evaluation Principles

233. Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

234. **The “Why?” Question.** As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of

<sup>14</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>15</sup> <https://wecollaborate.unep.org>

the consultants' minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of "what" the project performance was and make a serious effort to provide a deeper understanding of "why" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

235. **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

236. **Communicating evaluation results.** A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

#### 9. Key Strategic Questions

237. In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE.

- (iv) **Q1:** With regard to the changes that were effected in the project's results framework, to what extent have these changes been beneficial in enabling the project to achieve its intended objective and have there been any [significant] lost opportunities from the omission of activities that were originally included in the design?
- (v) **Q2:** The involvement of local civil society organisations as executing partners is a key factor in successful project implementation and community participation. To what level of success has the selection and mobilisation of the key stakeholders (government, local organizations, communities, and other agencies) influenced project performance and what evidence exists, if any, to support the view that the relationship with the local population and authorities has evolved over time?
- (vi) **Q3:** With regard to the sustainability of results attributed to this intervention, what opportunities exist / have been set in motion, that are likely to have a catalytic effect within the country and/or region? What does the evaluation find to be the most important aspects and/or gaps of the project's sustainability strategy?
- (vii) **Q4:** What opportunities has the evaluation identified to further improve the integration of gender and human rights considerations in the implementation of activities post-project, and with what foreseeable benefit to the sustainability of results post-project?

238. **Address the questions required for the GEF Portal** in the appropriate parts of the report and provide a summary of the findings in the Conclusions section of the report:

(a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided<sup>16</sup>).

(b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)

(c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)

(d) Under Factors Affecting Performance/Environmental and Social Safeguards:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)

(e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)

#### 10. Evaluation Criteria

239. All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

##### A. Strategic Relevance

<sup>16</sup> This is not applicable for Enabling Activities



240. The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

**i. Alignment to the UNEP Medium Term Strategy<sup>17</sup> (MTS), Programme of Work (POW) and Strategic Priorities**

241. The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building<sup>18</sup> (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

**ii. Alignment to Donor/GEF/Partner Strategic Priorities**

242. Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

**iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities**

243. The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

**iv. Complementarity with Relevant Existing Interventions/Coherence<sup>19</sup>**

244. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization<sup>20</sup>, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

*Factors affecting this criterion may include:*

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

**B. Quality of Project Design**

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating<sup>21</sup> should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

*Factors affecting this criterion may include (at the design stage):*

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality

**C. Nature of External Context**

245. At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval<sup>22</sup>). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

**D. Effectiveness**

<sup>17</sup> UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

<sup>18</sup> <http://www.unep.fr/ozonaction/about/bsp.htm>

<sup>19</sup> This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

<sup>20</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<sup>21</sup> In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

<sup>22</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

**i. Availability of Outputs<sup>23</sup>**

246. The Evaluation will assess the project’s success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

*Factors affecting this criterion may include:*

- Preparation and readiness
- Quality of project management and supervision<sup>24</sup>

**ii. Achievement of Project Outcomes<sup>25</sup>**

247. The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed<sup>26</sup> Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project’s resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP’s intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP’s ‘substantive contribution’ should be included and/or ‘credible association’ established between project efforts and the project outcomes realised.

*Factors affecting this criterion may include:*

- Quality of project management and supervision
- Stakeholders’ participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

**iii. Likelihood of Impact**

248. Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office’s approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, ‘Likelihood of Impact Assessment Decision Tree’. Essentially the approach follows a ‘likelihood tree’ from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

249. The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Evaluation will consider the extent to which the project has played a *catalytic role<sup>27</sup> or has promoted scaling up and/or replication* as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

250. Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP’s Expected Accomplishments and the strategic priorities of funding partner(s).

*Factors affecting this criterion may include:*

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders’ participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

<sup>23</sup> Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

<sup>24</sup> In some cases, ‘project management and supervision’ will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

<sup>25</sup> Outcomes are the use (*i.e. uptake, adoption, application*) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

<sup>26</sup> All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of ‘reconstruction’ needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

<sup>27</sup> The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. *Catalytic effect* is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. *Scaling up* and *Replication* require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. *Scaling up* suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while *Replication* suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

- Communication and public awareness

#### **E. Financial Management**

251. Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

#### **F. Efficiency**

252. Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

253. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

254. The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities<sup>28</sup> with other initiatives, programmes and projects etc. to increase project efficiency.

255. The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

#### **G. Monitoring and Reporting**

256. The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

##### **i. Monitoring Design and Budgeting**

257. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART<sup>29</sup> results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

##### **ii. Monitoring of Project Implementation**

258. The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

259. The **performance at project completion against Core Indicator Targets should be reviewed**. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

##### **iii. Project Reporting**

260. UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g. disaggregated indicators and data)

#### **H. Sustainability**

261. Sustainability<sup>30</sup> is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that

<sup>28</sup> Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

<sup>29</sup> SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

<sup>30</sup> As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

**i. Socio-political Sustainability**

262. The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

**ii. Financial Sustainability**

263. Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

**iii. Institutional Sustainability**

264. The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

*Factors affecting this criterion may include:*

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

**I. Factors Affecting Project Performance and Cross-Cutting Issues**

*(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)*

**i. Preparation and Readiness**

265. This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

**ii. Quality of Project Management and Supervision**

266. In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects<sup>31</sup>, it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

267. The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

**iii. Stakeholder Participation and Cooperation**

268. Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

269. The progress, challenges and outcomes regarding engagement of stakeholders in the project/program reviewed. (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).

**iv. Responsiveness to Human Rights and Gender Equality**

270. The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment<sup>32</sup>.

<sup>31</sup> For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provide an overall rating for Quality of Project Management and Supervision

<sup>32</sup> The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time.

271. In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

272. Note that the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document then the driver/assumption should also be specific to the described intentions.

273. The completed **gender-responsive measures and, if applicable, actual gender result areas should be reviewed**. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

**v. Environmental and Social Safeguards**

274. UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements<sup>33</sup> were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

275. The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

276. Implementation of the **management measures against the Safeguards Plan submitted at CEO Approval should be reviewed**, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

**vi. Country Ownership and Driven-ness**

277. The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

**vii. Communication and Public Awareness**

278. The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

279. The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

**Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES**

280. The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultants maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultants will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

281. The findings of the Evaluation will be based on the following:

(viii) A desk review of:

- Relevant background documentation;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project deliverables;
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/reviews of similar projects.

(ix) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropriate;
- UNEP Fund Management Officer (FMO);

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[https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender\\_equality\\_and\\_the\\_environment\\_Policy\\_and\\_strategy-2015Gender\\_equality\\_and\\_the\\_environment\\_policy\\_and\\_strategy.pdf.pdf?sequence=3&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y)

<sup>33</sup> For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including Ministry of Environment (MDE), Ministry of Agriculture (MARNDR), Interministerial Committee for Territorial Planning (CIAT), Norway, UNDP, among other relevant resource persons;
- Representatives from civil society and specialist groups;
- (x) **Surveys** – as deemed appropriate;
- (xi) **Field visits** – as will be deemed appropriate during the evaluation inception phase;
- (xii) Other data collection tools as appropriate

#### 11. Evaluation Deliverables and Review Procedures

282. The Evaluation Team will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

283. An **Evaluation Brief**, (a 2-page overview of the evaluand and key evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

284. **Review of the Draft Evaluation Report.** The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

285. Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

286. The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

287. At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

#### 12. The Evaluation Consultant

288. For this evaluation, one independent consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager (Pauline Marima) in consultation with the UNEP Task Manager (Thais Narciso) Fund Management Officer (Gloritzel Frangakis Cano) and the Sub-programme Coordinator of the UNEP Sub-programmes on Climate Change (Niklas Hagelberg), and other relevant colleagues in UNEP. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the evaluation. It is, however, the consultant’s individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The UNEP Task Manager and project teams will, where possible, provide logistical support (formal introductions, meetings etc.) allowing the consultant to conduct the evaluation as efficiently and independently as possible.

289. The consultant will be hired over a period of **6 months [May 2023 to October 2023]** and should have the following qualifications: a university degree in environmental sciences or other relevant social sciences area is required; an advanced degree in the same areas is desirable; a minimum of 8 years of professional experience is required; evaluation experience is required, preferably using a Theory of Change approach; a broad understanding of ecosystems management (more specifically in protected areas) as well as familiarity with ecosystem-based approaches, is desired. English and French are the working languages of the United Nations Secretariat. For the Evaluation Consultant, fluency in oral and written **English** and **French** is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The consultant will be responsible, in close consultation with the Evaluation Office of UNEP, for overall management of this evaluation and timely delivery of the outputs described in Section 11 Evaluation Deliverables, above. The consultant will ensure that all evaluation criteria and questions are adequately covered. Detailed guidelines for the Evaluation Consultant can be found on the Evaluation Office of UNEP website: (<http://web.unep.org/evaluation/working-us/working-us>).

#### Specific Responsibilities:

In close consultation with the Evaluation Manager, the evaluation consultant will be responsible for the overall management of the evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

##### Inception phase of the evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager



Data collection and analysis phase of the evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission in the project country, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the evaluation consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluation and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

**13. Schedule of the Evaluation**

290. The table below presents the tentative schedule for the Evaluation.

**Table 5. Tentative schedule for the Evaluation**

Milestone	Tentative Dates
Evaluation Initiation Meeting	May 2023
Inception Report	May 2023
Evaluation Mission	June 2023
Interviews, surveys, etc.	May -June 2023
PowerPoint/presentation on preliminary findings and recommendations	June 2023
Draft report to Evaluation Manager (and Peer Reviewer)	July 2023
Draft Report shared with UNEP Project Manager and team	August 2023
Draft Report shared with wider group of stakeholders	September/October 2023
Final Report	October 2023
Final Report shared with all respondents	November 2023

**14. Contractual Arrangements**

Evaluation Consultant will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP /UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Evaluation Consultant:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP’s information management systems (e.g. GEF Portal, UNEP Open Data, UNEP’s SharePoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP’s quality standards.

If the consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants’ fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard<sup>34</sup>.

**Annex 1: Tools, Templates and Guidance Notes for use in the Evaluation**

<sup>34</sup> This may include contract cancellation in-line with prevailing UN Secretariat rules.

The tools, templates and guidance notes listed in the table below, and available from the Evaluation Manager, are intended to help Evaluation Managers and Evaluation Consultants to produce evaluation products that are consistent with each other and which can be compiled into a biennial Evaluation Synthesis Report. The biennial summary is used to provide an overview of progress to UN Environment and the UN Environmental Assembly.

This suite of documents is also intended to make the evaluation process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the evaluation needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the evaluation process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultants in order to produce evaluation reports that are both useful to project implementers and that produce credible findings.

ADVICE TO CONSULTANTS: As our tools, templates and guidance notes are updated on a continuous basis, kindly [download](#) documents from the link provided by the Evaluation Manager during the Inception Phase and use those versions throughout the Evaluation.

#### List of tools, templates and guidance notes available:

Document #	Name
1	00_Tools Description and Mapping (Word file)
2	00a_UNEP Glossary Results Definitions (PDF file)
3	00b_List of Documents Needed for Evaluations (Word file)
4	01_Evaluation Criteria (Word file)
5	02_Criterion Rating Descriptions Matrix (Word file)
6	03_Evaluation Ratings Table ONLY (Word file)
7	04_Weighed Ratings Table (Excel file)
8	05_Project Identification Table ONLY (Word file)
9	06_Inception Report Structure and Contents (Word file)
10	07_Main Evaluation Report Structure and Contents (Word file)
11	08_TOC Reformulation Justification Table ONLY (Word file)
12	09_Quality of Project Design Assessment (Word file)
13	09a Quality of Project Design Assessment Template.xlsx (Excel file)
14	10_Stakeholder Analysis Guidance Note (Word file)
15	11_Gender Methods Note for Consultants (Word file)
16	12_Safeguards Methods Note for Consultants (Word file)
17	13_Use of Theory of Change in Project Evaluations (Word file)
18	14_Financial Tables (Word file)
19	15_Likelihood of Impact.xlsm (Excel file)
20	15a_Likelihood of impact Test Case (Excel file)
21	16_Recommendations Quality Guidance Note (Word file)
22	16a_In Report Template Presenting Recommendations and Lesson Learned (Word file)
23	17_TE-MTE GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
24	18_TE-MTE Non GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
25	19_Quality of Evaluation Report Assessment FINAL ONLY (Word file)
26	20_Evaluation Methodology Structure (Word file)
27	Process 1_Evaluation Process Guidelines for Consultants (Word file)
28	Process 2_Template for Attestation Letter (Word file)
29	Process 3_Evaluation Consultants Agreement Form (Word file)
30	Process 4_Guidelines for Field Work During Coronavirus (Word file)
31	Process 5_Evaluation Consultants Team Roles (Word file)
32	Process 6_Template for Reference Checks (Word file)

#### GEF portal inputs

<p><b>Question:</b> What was the performance at the project’s completion against <b>Core Indicator Targets</b>? (For projects approved prior to GEF-7<sup>35</sup>, these indicators will be identified retrospectively and comments on performance provided<sup>36</sup>).</p>
<p><b>Response:</b> (Might be drawn from Monitoring and Reporting section)</p>
<p><b>Question:</b> What were the progress, challenges and outcomes regarding <b>engagement of stakeholders</b> in the project/program as evolved from the time of the MTR? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</p>
<p><b>Response:</b> (Refer to Section V. I: Factors Affecting Performance)</p>
<p><b>Question:</b> What were the completed <b>gender-responsive measures</b> and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)</p>
<p><b>Response:</b> (Refer to Section V. I: Factors Affecting Performance)</p>
<p><b>Question:</b> What was the progress made in the implementation of the management measures against the <b>Safeguards Plan submitted at CEO Approval</b>? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)</p>
<p><b>Response:</b> (refer to Section V. I: Factors Affecting Performance)</p>

<sup>35</sup> The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE.

<sup>36</sup> This is not applicable for Enabling Activities

<b>Question:</b> What were the challenges and outcomes regarding the project's completed <b>Knowledge Management</b> Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? <i>(This should be based on the documentation approved at CEO Endorsement/Approval)</i>
<b>Response:</b> <i>(Refer Section V. D: Effectiveness, Component 4 and Section V. I: Factors Affecting Performance)</i>
<b>Question:</b> What are the <b>main findings</b> of the evaluation?
<b>Response:</b>

## Annex 2: Evaluation itinerary

### Agenda consolidé des missions d'évaluation des projets MGS2, GEF côte sud et AFD 21 au 26 août 2023

Date	Lieu (Commune)	Heure	Description des activités (visites et rencontres)	Partenaires ou personnes conc.	Consultants concernés	Remarques
Lundi 21 août	Cayes (centre-ville)	9h00-10h30	<ul style="list-style-type: none"> <li><b>Rencontre avec l'équipe PNUE en Haïti</b></li> </ul>	Judex et Max (en présentiel) Paule, Régine et Dario (par vidéoconférence)	Tous les consultants	Salle conférence DDAS ou à l'hôtel des consultants
		11h00-13h00	<ul style="list-style-type: none"> <li><b>Rencontre avec les partenaires du gouvernement.</b> Equipe de la Direction Départementale Agricole Sud du Ministère de l'Agriculture des Ressources Naturelles et du Développement Local (Hugues Surfin + Aubourg Marcelin DDAS/MARNDR)</li> </ul>	Marcelin Aubourg Directeur départemental Et Hugues Surfin Point focal DDAS/UNEP	Tous les consultants	Salle conférence DDAS
		13h00-14h30	<ul style="list-style-type: none"> <li>Lunch</li> </ul>			
		14h30-16h00	<ul style="list-style-type: none"> <li><b>Rencontre avec les partenaires du gouvernement.</b> Equipe de la Direction Départementale Sud du Ministère de l'Environnement (Nozile + Jonas DDS/MDE)</li> <li><b>Agence Nationales des Aires Protégées ANAP, Parc National Macaya Grand Sud (Jean Nathan + Ducsonn Visene + Prenor Coudo)</b></li> </ul>	Jean Marc Cherisier Directeur départemental Et Nozile Clausel, Point focal DDS/UNEP	Tous les consultants	Bureau DDS/MDE
Mardi 22 août	Torbeck (Ferme le Blanc)	9h00-11h30 <b>Départ : 8h00</b>	<ul style="list-style-type: none"> <li><b>Rencontre avec partenaire locale AYTIKA</b> Activité : Moyen de subsistance durable. Agroforesterie à base de cacao + visite sur une parcelle d'agroforesterie à base de cacao</li> </ul>	Jean Chesnel Président Directeur Général AYITIKA	Tous les consultants	Bureau AYITIKA
		11h30-12h30	<ul style="list-style-type: none"> <li><b>Rencontre avec la Coopérative producteur de Cacao « Rasin AYITIKA »</b> - Activité : Moyen de subsistance durable - Renforcement Org. : Coopérative de cacao</li> </ul>	Stephany Laforest Direction Innovation	Tous les consultants	Bureau AYITIKA
	Camp Perrin (Levy)	13h00-14h30	<ul style="list-style-type: none"> <li>Lunch</li> </ul>			
		14h30-16h00	<ul style="list-style-type: none"> <li><b>Rencontre avec partenaire locale ORE</b> - Activité : Moyens de subsistance durable. - Agroforesterie à base de noix d'acajou et ricin.</li> </ul>	Eliassaint Magloire, Directeur et Patrick Condé, Coordonnateur technique	MGS2, GEF	Bureau ORE

Date	Lieu (Commune)	Heure	Description des activités (visites et rencontres)	Partenaires ou personnes conc.	Consultants concernés	Remarques
			- Autonomisation des femmes avec des activités de transformation agricole			
		14h30-16h00	<ul style="list-style-type: none"> <li><b>Rencontre avec partenaire locaux AVSF</b></li> <li>- Activité : structure antiérosive dans les zones de vétiver (paquet technique, mise en place des parcelles test, formation des producteurs, visites d'échanges).</li> <li>- Projet GEF</li> </ul>	Launay Louis – Responsable projet Filye Vet	AFD	Par téléphone ou visioconférence, car ce partenaire n'a pas de bureau actuellement dans le Sud
Mercredi 23 août	Port Salut (Macabee et Favette)	9h30-11h30 Départ : 8h00	<ul style="list-style-type: none"> <li><b>Visite de terrain avec les partenaires d'implémentation dans les zones de vétiver</b></li> <li>- Activités d'infrastructures : impluvium et route rurale + rencontres avec bénéficiaires</li> </ul>	UEPLM	Tous les consultants	
		11h30-12h30	<ul style="list-style-type: none"> <li><b>Rencontres avec les coopératives de vétiver de Port Salut : COPVEPA et COPVIAPS au local de COPVIAPS (UEPLM et I</b></li> </ul>	UEPLM + représentants Coopératives	Eric Gardette AFD	
		13h00	<ul style="list-style-type: none"> <li>Lunch</li> </ul>			
		15h30-16h30	<ul style="list-style-type: none"> <li><b>Rencontres avec les coopératives de vétiver: COPVECA (Carvaillon), COPVED (Lorent, cayes), CAPROV (Lorent, Cayes), KOPRODPAS (Carvaillon, Cayes).</b></li> </ul>	UEPLM + représentants Coopératives	Eric Gardette AFD	
		14h00-16h30	<ul style="list-style-type: none"> <li><b>Visite de terrain avec cooperative Macabee:</b></li> <li>- Activité Jaden lakou (DDAS/MARNDR)</li> <li>- Activité lots boisés (DDS/MDE)</li> <li>- Rencontres avec bénéficiaires directement sur les sites à visités</li> </ul>	DDAS/MARNDR et DDS/MDE	Consultants MGS2 et GEF	
Jeudi 24 août	Saint Jean du Sud (Pointe Abacou et Nan Moindre)	10h00-13h00 Départ : 8h00	<ul style="list-style-type: none"> <li><b>Visite de terrain avec 3 partenaires d'implémentation (plusieurs activités)</b></li> <li>- Activités de subsistance durable (centre de transformation de noix d'acajou + activité apicole et miellerie (PADI ET ORE)</li> <li>- Activité : restauration des écosystèmes de mangrove + Forêt énergétique (Lots boisés) avec MDE</li> <li>- Activités : pêche durable + apiculture + Gestion des Risques de Désastre + Visite chez un apiculteur avec PADI</li> <li>- Rencontres avec les bénéficiaires pendant les visites de terrain</li> </ul>	Patrick Condé pour ORE, Ernest et Jolin pour PADI et Jonas pour DDS/MDE	MGS2, GEF	
		13h00-14h00	<ul style="list-style-type: none"> <li>Lunch</li> </ul>			

Date	Lieu (Commune)	Heure	Description des activités (visites et rencontres)	Partenaires ou personnes conc.	Consultants concernés	Remarques
	A déterminer	A partir de 14h00	<ul style="list-style-type: none"> <li>Libre pour d'autres rencontres aux besoins</li> </ul>	A déterminer par les consultants	MGS2, GEF	
	Cayes (centre-ville)	8h30 et 11h00 <b>Départ : 8h15</b>	<ul style="list-style-type: none"> <li><b>Rencontres avec les distillateurs de vétiver</b> : FRAGER et UniKode</li> <li><b>Visite d'un usine de transformation de vétiver (FRAGER)</b></li> </ul>	Pierre Leger-Président de FRAGER  Jean JOSEPH Jerry-Manager General de UniKode	AFD	
		13h00-14h00	<ul style="list-style-type: none"> <li>Lunch</li> </ul>			
		14h00 et 15h00	<ul style="list-style-type: none"> <li><b>Rencontre avec le secteur privé engagé dans le secteur de la commercialisation du cacao pour export (coopérative cacao) : FECCANO</b></li> </ul>	Jean Guillaume Célestin, Président CA	AFD	En ligne, car cette coopérative est située dans le Nord d'Haiti
	A déterminer	A partir de 15h00	Libre pour d'autres rencontres aux besoins	A déterminer par les consultants	AFD	
Vendredi 25 août	Jérémie (Déspagne)	10h00-13h00 <b>Départ des Cayes : 8h00</b>	<ul style="list-style-type: none"> <li><b>Visite de terrain avec partenaire locale dans la Grande Anse (FNGA)</b></li> </ul> Activités : Parcelles agroforesteries, activités de conservation de sol, bande de béton, ... etc.	Judes Saint Gille FNGA	Prioritaire pour MGS2 et GEF  Pas obligatoire pour AFD	
		14h00	<ul style="list-style-type: none"> <li><b>Lunch à Déspagne</b></li> </ul>			
		16h30	<ul style="list-style-type: none"> <li><b>Rencontre avec le directeur départemental de la DDGA/MDE à l'Hotel</b></li> </ul>	Kelly Maxcia, Directeur Départemental DDAG/GA		
		10h00-11h00	<ul style="list-style-type: none"> <li><b>Rencontre avec le secteur privé engagé dans la commercialisation du cacao pour export (coopérative cacao) : ODEFCAGA</b></li> </ul>	Fignole Jean Claude Carmond, Président CA	AFD	Lieu à déterminer avec la coopérative
		11h00-13h00 et 13h00-16h00	<ul style="list-style-type: none"> <li><b>Rencontres en ligne avec les responsables de l'AFD, UEPLM, ANAP, MDE, IRAM et autres organisations et agences UN dans "PIMS contact list stakeholders"</b></li> </ul>	Voir "PIMS contact list stakeholders"	AFD	Rencontres en ligne planifiées à l'avance (avant d'entrer en Haïti)
	Jérémie (Anse d'Azur ou Calasse)	18h00-19h30	<ul style="list-style-type: none"> <li><b>Débriefing des consultants avec l'équipe PNUE à l'Hôtel</b></li> </ul>	Consultants + Equipe PNUE	Tous les consultants	Hébergement à Jérémie (Place Charmant).



## **B. Résumé des interventions des partenaires d'exécution du PNUE en Haïti**

### **1. Domaines d'intervention des partenaires d'exécution**

ORE	Agroforesterie, transformation des produits agricoles (ricin et noix d'acajou), protection de berges, production de bois énergétiques
PADI	Filaires apiculture, aquaculture, pêche durable et Gestion des Risques et des Désastres (GRD)
DPC	GRD en accord avec PADI dans le cadre du projet GEF
MDE	Réhabilitation de l'environnement (Réhabilitation Ecosystème Mangrove, réhabilitation écosystème énergétique)
MARNDR	Aquaculture et régulation de la pêche en accord avec PADI
FNGA	Agroforesterie, protection de sol, structures de protection de berges, structures de conservation d'eau
Reef check	Inventaire physique (#), biologique (types et caractéristique) et analyse état de santé des récifs inventoriés
AYITIKA	Agroforesterie à base de cacao, renforcement organisationnel (coopérative de cacao)
AVSF	Efficiences énergétiques dans le secteur du vétivers, structure antiérosive dans les zones du vétiver
UEPLM	SOS Un Enfant Par La Main
ANAP	Agence Nationale des Aires Protégées (sous tutelle du MDE)

### **2. Ecosystèmes d'intervention des partenaires d'exécution**

Ecosystème Marin	Reef Check, PADI, DDAS, ANAP
Ecosystème Côtier	MDE, PADI, DDAS, ANAP
Ecosystème Terrestre	ORE, FNGA, MDE, AYITIKA, AVSF, UEPLM, ANAP

**Annex 3: List of documents consulted**

1. Terms of Reference for the Terminal Evaluation
2. UNEP Evaluation Tools/Guidelines
3. UNEP PRODOC
4. Project PIRs and half-year implementation reports
5. MTR report
6. GEF review sheet
7. Project budget appendix 1 and 2
8. Compte rendu 3eme comite de pilotage 12032020 Final
9. Evaluation methodology Structure
10. TE-MTE Non GEF Cover page prelims and style sheet main Evaluation Report
11. Cofinance reports consolidated
12. SAH GEF
13. Evaluation criteria

## Annex 4 : Evaluation Framework

Table 20 General questions in the evaluation framework

EVALUATION QUESTIONS		METHODS	SOURCES OF INFORMATION
<b>A. Relevance</b>			
1	To what extent is the project in alignment with UNEP’s MTS and Programme of Work (POW)?	Document review, Interviews	Project documents, UNEP and Programme of Work, SDGs UNEP staff, PSC members, representatives of donor agencies
2	To what extent are project’s objectives and implementation strategies consistent with global, regional and national environmental priorities?		
3	To what extent is the project in alignment with the requirements of the EU Association Agreement?		
4	To what extent is the project in alignment with the targets of SDGs?		
5	To what extent has the project explored and built complementarity with other existing initiatives? (Assessment of coherence/Level of alignment with initiatives by national and local government agencies and donor funded projects)		
<b>B. Quality of Project Design</b>			
	See Annex 3 of this report	Desk study, interviews	Project document; Progress reports Project team
<b>C. Nature of External Context</b>			
6	How did the political, environmental, social, institutional context change, if at all, and how did it affect project implementation?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
7	What were, if any, the adaptive management measures planned and implemented in response?		
<b>D. Effectiveness</b>			
<b>Availability of Outputs</b>			
8	How successful was the project in delivering the planned outputs and in a timely manner? In case of delays or modifications to the outputs, what were the reasons?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
9	How participatory was the delivery of outputs?		
10	What were the factors influencing the delivery of outputs – both facilitating and hindering factors, such as quality of project management and supervision, preparation and readiness, etc.?		
11	How useful and relevant were the delivered outputs to intended beneficiaries?		
12	How satisfactory was the quality of generated knowledge products content-wise (incl. studies, training and other information materials, etc.) in terms of communicating clearly key findings / concepts, relevant issues, etc. and considering the existing knowledge and capabilities of target audiences?		
<b>Achievement of Project Outcomes</b>			
13	To what extent the capacities were built of various stakeholders: farmers/fishermen, community members, including women, local and national government representatives, and other important stakeholders?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
14	How successful were pilot projects in terms of demonstrating economic and environmental benefits?		
15	To what extent did the marine-coastal management planning processes improve at selected local communities’ level?		
16	How participatory was the development? How local stakeholders were involved in their development? How meaningful was local populations’ participation in decision-making processes, including of women and young people?		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
<p>17 To what extent did the marine-coastal management planning processes improve at a local/regional level?</p> <p>18 To what extent were the planning processes and developed documents responsive to the needs of women and other marginalized groups?</p> <p>19 How participatory were the planning processes at the local/regional level?</p> <p>20 To what extent were the proposed changes considered/adopted?</p> <p>21 To what extent EBAM/IBEAM into the legal and policy framework?</p> <p>22 How the changes in the institutional set-up and mechanisms facilitate EBAM/IBEAM?</p> <p>23 To what extent the developed legal mechanisms support the application of laws related to EBAM/IBEAM? Provide incentives for the adoption of EBAM/IBEAM?</p> <p>24 To what extent did the policy, legal and institutional framework improve overall?</p>		
<b>Likelihood of impact</b>		
<p>General questions:</p> <p>25 To what extent did the project achieve the most important outcomes to attain intermediate states and the impact?</p> <p>26 To what extent did the assumptions for the change processes from outputs to project outcomes hold?</p> <p>27 To what extent are the drivers to support transition from project outcomes to intermediate states in place?</p> <p>28 To what extent did the capacity building activities address the capacity building needs of participants/ were tailored to their needs, involved the right type of participants for capacity building?</p> <p>29 To what extent did the capacity building activities consider prior knowledge and existing capabilities of target audiences?</p> <p>30 To what extent do the trained national and local government representatives remain in the system? <i>(The above three questions linked to institutional sustainability)</i></p> <p>31 To what extent did the relevant stakeholders, including women, participate in the project planning and implementation processes (for ensuring ownership/sustainability of results)? <i>(Linked to financial sustainability)</i></p> <p>32 To what extent do the land use plans identify the sources of financing for implementing L-SLM measures? Are the adequate resources allocated for 2021 for implementing those plans?</p> <p>33 What is the willingness/readiness of local and national stakeholders to invest in EBAM/IBEAM measures?</p> <p>34 To what extent do various stakeholders have continued access to knowledge products on EBAM/IBEAM issues?</p> <p>35 To what extent were the pilot projects tailored to local circumstances to support the transition from project outcomes to intermediate states and impacts?</p> <p>36 To what extent are the pilots replicated in the neighboring areas?</p> <p>37 To what extent are the incentives mechanisms developed to ensure the application of EBAM/IBEAM principles and practices, to ensure the upscale of results?</p> <p>38 To what extent EBAM/IBEAM issues are covered by the media?</p> <p>39 Did any unintended negative effects result from project interventions?</p> <p>40 What is the extent of any positive changes at relevant communities, municipalities levels - i.e. in the</p> <ul style="list-style-type: none"> <li>a) productivity of soils and fisheries,</li> <li>b) reduction in the levels of anthropogenic pressures,</li> <li>c) reduction in the numbers of people negatively affected by ecosystem degradation,</li> <li>d) improving resilience of local populations to the effects of climate change,</li> <li>e) cost-savings due to employing preventive measures?</li> <li>f) improving incomes of local populations?</li> </ul> <p>41 To what extent has the management of EBAM/IBEAM issues improved at municipal and national levels?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
<b>E. Financial Management</b>		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
42 To what extent did the financial management of the project adhere to UNEP’s financial policies and procedures? 43 How complete was the financial information of the project? 44 How adequate was the amount of financing for achieving stated outcomes/project objective? 45 How sound was the budget planning and execution? (Did expenditures match the approved budget / work-plan? What were the reasons for under/overspent budget, if any?) 46 To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance? 47 What levels of co-financing did the project obtain (Percent of planned)?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>F. Efficiency</b>		
48 To what extent was the implementation of project activities compliant with the original plan, both with regards to time and financial budgets? If not, were there any impacts on planned outputs and outcomes? 49 To what extent was the project cost-effective? 50 To what extent did the project utilize/build on the existing data sources, structures, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery project results? 51 To what extent the partnerships/synergies were established with similar initiatives?	Desk study, interviews	Project documents, project team, interviews with key stakeholders, case studies
<b>G. Monitoring and Reporting</b>		
<b>Monitoring design and budgeting</b>		
52 How adequate was the project’s M&E plan in terms of completeness of indicators, indicator definitions (SMART), frequency of data collection, and resource allocation (both human and financial). 53 To what extent were the project’s indicators and methods for data collection relevant and appropriate for tracking progress?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>Monitoring of project implementation</b>		
54 To what extent was the monitoring system operational - indicators measured timely, with indicated frequency and methods of data collection - throughout the project’s implementation? 55 To what extent is the gathered baseline data relevant, accurate and appropriately documented? 56 To what extent was the monitoring the representation and participation of disaggregated groups (incl. women, marginalized, vulnerable groups) in project activities conducted? 57 What was the quality of the information generated by the monitoring system and how it was used to adapt and improve project execution, achievement of outcomes and for ensuring sustainability? 58 What was the performance at the project’s completion against Core Indicator Targets? 59 To what did the project implement MTR recommendations?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>Project reporting</b>		
60 To what extent were the reporting requirements fulfilled - vis a vis the taken obligations (PIR, progress reports, financial reports, etc.) and with respect to the effects of the project on disaggregated groups?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>H. Sustainability</b>		
<b>Socio-political sustainability</b>		
61 To what extent do social and political factors support the continuation and further development of project outcomes? 62 To what extent the individual and/or institutional built capacities, if any, are sustained or have a potential to be sustained, considering the socio-political stability, staff turnover, and other factors. 63 To what extent do the trained national and local government representatives remain in the system?	Desk study, interviews	Project documents, project team, interviews with key stakeholders

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
64 What is the level of readiness of national government stakeholders to continue work on the project’s-initiated policy and legal changes, and on strengthening the institutional arrangements.		
<b>Financial sustainability</b>		
65 To what extent are the project outcomes financially sustainable at pilot sites’, communities, and national levels?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
<b>Institutional Sustainability</b>		
66 To what extent the sustainability of project outcomes (esp. policies and laws) dependent on issues related to institutional frameworks and governance?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
67 To what extent are the institutional capacity development efforts likely to be sustained?		
<b>I. Factors affecting project performance and cross cutting issues</b>		
<b>Preparation and readiness</b>		
68 What changes were made to the project design after the project approval?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
69 To what extent the documents promised in the design were developed: e.g. communication and stakeholder engagement plan?		
70 What was the extent and quality of engagement of the project team with all the relevant stakeholder groups (how well those groups were identified)?		
<b>Quality of project management and supervision</b>		
71 How effective was the project management in terms of: - Planning and implementing activities for delivering the stated results, supervising the project performance? - Ensuring the participation of all the relevant stakeholders in project activities? - Ensuring coordination, knowledge sharing among the involved parties / similar initiatives - Responding to and overcoming challenges, managing risks?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>Stakeholder participation and cooperation</b>		
72 To what extent the stakeholder engagement plan was implemented?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
73 To was extent did the project involve all the relevant stakeholders in its implementation?		
74 How effective were the mechanisms for stakeholder participation and cooperation		
75 To what extent was the engagement of different - gendered, marginalized groups, etc. – was ensured?		
76 What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?		
<b>Responsiveness to human rights and gender equity</b>		
77 To what extent has the project applied the UN Common Understanding in the human-rights based approach (HRBA) and the UN Declaration on the Rights of Indigenous People	Desk study, interviews	Project documents, project team, interviews with key stakeholders
78 To what extent does the intervention adhere to UNEP’s Policy and Strategy for Gender Equality and Environment?		
79 To what extent has project implementation and monitoring taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation?		
80 What were the completed gender-responsive measures and, if applicable, actual gender result areas?		



EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
<b>Environmental and social safeguards</b>		
81 To what extent did the project address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage? 82 To what extent did the project assess and manage risks (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project activities? How the identified risks were addressed? 83 To what extent UNEP requirements <sup>37</sup> were met to: review risk ratings on a regular basis; monitor project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken? 84 To what extent were the pilot projects screened for any safeguarding issues and environmental and social risk assessments conducted? 85 To what extent did the project management of the project minimize the project’s environmental footprint? 86 What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>Country ownership and drivenness</b>		
87 To what extent was the momentum built among the project’s stakeholders for them to take the results from outcomes to intermediate states and impacts. 88 How committed are the stakeholders (incl. gov. representatives across different ministries) to implement the developed plans and adopt the suggested changes to the legal framework?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
<b>Communication and public awareness</b>		
89 What was the effectiveness of communication of learning and experience sharing between project partners and interested groups arising from the project during its life? 90 What were the challenges and effectiveness of the knowledge management approach (knowledge gaps identification, knowledge generation, transfer, application), including: knowledge and learning deliverables (e.g. website/platform development); knowledge products/events; communication strategy; lessons learned and good practice; adaptive management actions? 91 What is the sustainability of the communication channels established under the project? 92 What was the effectiveness of public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behavior among the target stakeholders? 93 How effectively were the existing communication channels and networks used, including meeting the differentiated needs of gendered or marginalized groups? 94 How the feedback was gathered from the involved stakeholders? What was the effectiveness of feedback channels? of grievance redress mechanisms, if available?	Desk study, interviews	Project documents, project team, interviews with key stakeholders

<sup>37</sup> For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

## Annex 5: GEF Portal Inputs

**Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7<sup>38</sup>, these indicators will be identified retrospectively and comments on performance provided<sup>39</sup>).**

**Response:** (Might be drawn from Monitoring and Reporting section)

The project accomplished most of its outputs (Section 5.4.1) and outcomes (Section 5.4.2). From seven outputs, the project completed six and one partially completed and, for the outcomes all seven outcome indicators were achieved. The long-term impact is highly-likely because the project accomplished a transformational change in the population and partner local organizations, although, the higher risk in the future is poverty and lack of work, which is spread all over the south region of Haiti, local organizations will continue working in these issues and sensitizing local communities about the advantages of better productive practices and sustainable use of natural resources. The only output not totally completed was related to the engagement of the private sector in the vetiver oil factories, which from the beginning were unwilling to participate of the project.

**Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the FE?**

**Response:**

291. In general, the project identified unusual challenges during operation, such as ongoing/high likelihood of conflict, natural disasters, and change in national government, therefore the project frequently updated the risk matrix and hire local partners to avoid/diminish delays (Section 3.1)

292. The project implementation was hindered by internal and external factors and challenges, namely (paragraph 12):

**Internal**

- Delays in the transfer of cash advances that made it difficult to recruit partners, individuals (beneficiaries), and organizations, and caused delays in the starting of key project activities.
- A high staff turnover rate during the first three years of project implementation, which hindered a continuous path towards achieving activities, products and results.
- Weaknesses in communication between the project team and other offices and individuals involved in project oversight within UNEP that cause delays in project implementation.

**External**

- Covid 19 hindered field activities.
- Vetiver private sector (industry) did not want to cooperate with the project, then Component 4 was partially achieved.
- Political problems that hindered the activities in the field.

293. In relation to sustainability, the final report does not refer to any strategy when the project ends and/or related to scaling up or replication, although the sustainability of the activities will continue to be carried out by the partners' institutions/organizations (Section 5.8).

**Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)**

**Response:**

The project emphasized women participation, which provided more identification by the beneficiary communities and included disadvantage people with a priority to participate in project activities (Section

<sup>38</sup> The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

<sup>39</sup> This is not applicable for Enabling Activities

5.9.4). At least 500 people are benefitting from resilient livelihoods, of which at least 50% were women (Paragraph 111 "For Component 3").

*518 people out of 450 (the target), including 284 women (55%) benefited from new economic activities (paragraph 127).*

**Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.**

**Response:**

The project did not trigger any environmental concerns; other than building emergency shelters for boats and food, there was no infrastructure planned in this project. Similar shelters had already been constructed in the Port Salut area through the assistance of UNEP and PADI, through Norwegian funds. They did not involve the use of materials that would be harmful to communities, or create any pollution on the islands.

One of the social impacts sought by the project of supporting sustainable harvesting of vetiver was to increase the labour involved in the harvesting. These methods achieve a higher price when being sold to factories, and require only being harvested once a year. Moreover, they prevent soil erosion, thereby maintaining the soil's fertility. It was thus determined that the sustainable harvesting of vetiver would be much more beneficial than the hours involved in cleaning the roots of soil.

Another consideration made in this project to ensure environmental and social safeguards, was that women's voices be included from the design of the project to its completion. In order to ensure that it was not only men's livelihood interests that are met, women were targeted in surveys and consultations and the project established gender targets. The project also reported gender-disaggregated results to measure how women was being impacted.

One thing to remain cognizant of for future interventions is that although this project was not planning for any resettlement of people, the vulnerability of those residing on isles is so extreme, that at some point in the future re-settlement will have to be considered. Although this did not fall within the scope of this project, it is an important element to flag.

Rating for Environmental, social and economic safeguards was highly satisfactory

**Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)**

**Response:**

The project successfully carried out, driven by the research and knowledge gathered, the activities planned under Component 1, in order to augment and put under an effective management the key protected areas of the South, among others, gather and publish information on the marine and coastal area of Jérémie-Bonbon-Les Abricots, as required to declare a new MMA in the region; training for decentralized staff, driven by learning by doing, in the Ministry of Environment (MDE), Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) and Service Maritime et de Navigation (SEMANAH), along with small equipment and signage to support PA management and oversight; develop climate-adapted management plans for Ile-a-Vache National Park, Port Salut/Pointe Abacou Protected Landscape and La Cahouane PA through consultation with key stakeholders and local communities, which along all the activities of the project was driven by women participation, including cross-site management; and deploy an awareness raising campaign through local media, schools and NGOs to sensitize communities about the rationale and significance of PAs/MMAs, their boundaries, as well as on the economic activities that can be sustainably undertaken within PA boundaries.

Outreach activities served to raise awareness of biodiversity issues and increase buy-in to the process carried out by the project. This factor was mutually reinforcing with stakeholder engagement and country ownership. Overall, knowledge management was a key feature of the project that facilitated the flow of data from national to global and vice versa. However, according to the interviews carried out during the final evaluation, there was no dissemination strategy at the end of the project to provide information about the project accomplishments, steps ahead, and the necessity to continue funding the reinforcing and scaling up of these activities in the country

The legal instruments to protect the environment in the country are mainly oriented towards limiting the negative impacts of human activities on natural resources and consequently the health and welfare of the population. However, these laws do not take into account the promotion of behaviors and activities to combat poverty or ensure sustainable development. The lack of the poverty-environment linkage has resulted in limited success of these instruments at the local level. Moreover, a general lack of knowledge by the population of existing laws and the absence of enforcement mechanism has resulted in poor adherence of the laws.

To adequately enforce laws under Component 5, the project established community-based enforcement schemes and systems, driven by reporting engagement between MDE and the Judiciary, including community-based natural resources management and monitoring systems; trained local leaders on environmental laws and policies; established and equipped checkpoints for Environmental Enforcement Agents; and developed capacity of the coast guard, government staff, local authorities and communities on monitoring and enforcement of protected areas including through training, knowledge sharing, data coordination and south-south cooperation with Caribbean countries. Additionally, to disseminate to the public and share with national structures the knowledge generated by the project, some activities were carried out such as to develop and deploy a comprehensive awareness raising campaign aimed at schoolchildren and the general public; and gather, publish and share lessons learned with partners, including Table Sectorielle Environnement et Agriculture in Grande Anse, ANAP, MDE and local authorities.

Capacity was created at the central government level to apply trainings and knowledge to other parts of the country. Trainings on improved enforcement, enhanced public awareness of protected areas and effective dissemination of information on environmental threats and strategies were provided to both central level units at MDE and regional officers. Relation-ships between regional entities and the central government were supported so as to model effective information flows and management.

**Question: What are the main findings of the evaluation?**

**Response:**

The project exhibited the following strengths:

- Identified unusual challenges during operation, such as ongoing/high likelihood of conflict, natural disasters, and change in national government, therefore the project frequently updated the risk matrix and hire local partners to avoid/diminish delays (Section 3.1).
- The project entailed clear and adequate problem and situation analysis, stakeholder analysis, stakeholder consultation/participation, and concerns with respect to human rights including in relation to sustainable development (e.g. integrated approach to human/natural systems; gender perspectives, rights of indigenous people) (Section 3.3).
- The reconstructed Theory of Change (TOC) of the interventions, contains the basic strategy of the project and pathways: causal pathways from project outputs through outcomes towards impacts clearly and convincingly described. Impact drivers and assumptions are clearly described for each key causal pathway (Chapter 0).
- The Results Matrix was well designed and contained most of the required information for monitoring and evaluation (Section 5.4.2).
- The project governance and supervision arrangements were clearly identified. The project governance and supervision model was comprehensive, clear and appropriate and roles and responsibilities within UNEP clearly defined (Section 3.4).

- The financial budget was according to planning, and the resource mobilization strategy reasonable/realistic (Section 3.6). And, the project is built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities (Section 3.3).
- The project did not have any negative environmental or social impact and carried out a risk identification and safeguards assessment (Section 5.9.5).
- The project integrated community-based organizations that provided credibility, confidence, and local support to the project (Sections 5.4.2 and 5.8.1).
- The project emphasized women participation, which provided more identification by the beneficiary communities and included disadvantage people with a priority to participate in project activities (Section 5.9.4).
- The project made good use of adaptive management to deal with internal and external challenges, for example COVID-19, political unrest, and natural disasters (Section 5.3). For these challenges the project made use of project partner institutions and organizations at the local level in order to continue working and accomplish the project proposed results.
- The project accomplished most of its outputs (Section 5.4.1) and outcomes (Section 5.4.2). From seven outputs, the project completed six and one partially completed and, for the outcomes all seven outcome indicators were achieved. The long-term impact is highly-likely because the project accomplished a transformational change in the population and partner local organizations, although, the higher risk in the future is poverty and lack of work, which is spread all over the south region of Haiti, local organizations will continue working in these issues and sensitizing local communities about the advantages of better productive practices and sustainable use of natural resources. The only output not totally completed was related to the engagement of the private sector in the vetiver oil factories, which from the beginning were unwilling to participate of the project.

Weaknesses of the project are detailed below:

- The project presented many delays in contracting and disbursement of funds to beneficiaries that affected project timing and implementation (Section 5.6).
- A dissemination strategy at the end of the project is missing in the learning, communication and outreach strategy, so as to ensure funding to continue and scaling up the sustainability activities started by the project (Section 5.9.7).
- In relation to sustainability, the final report does not refer to any strategy when the project ends and/or related to scaling up or replication, although the sustainability of the activities will continue to be carried out by the partners' institutions/organizations (Section 5.8).
- The project generated a many quality Outputs that were directly relevant to Outcomes achievement and finally the Project Goal: observed results could be directly attributed to the project, helped by the enabling conditions in place. Both behavioural changes and policy changes were made possible by the project (Section 5.4.3).

The project responds well to the 'Ecosystem Management' Sub-program of UNEP's Medium-Term Strategy 2014-2017 and the expected accomplishments (EA) under which it was approved. The project was also found to align with the Bali Strategic Plan for Technology Support and Capacity Building, adopted by UNEP's Governing Council to strengthen the capacity of governments to coherently address their needs, priorities and obligations in the environmental field. It also responds to UNEP's Policy and Strategy for Gender Equality and the Environment, and is in line with the UN Declaration on the Rights of Indigenous People. The project also responds to the Program of Work 2020-2021 Subprogram 1: Climate change. Globally, this project was designed to contribute to the Aichi Targets set out in the CBD Strategic Plan for Biodiversity 2011-2020, most notably, Target 12 on species conservation, and Target 11 on Protected Areas.

The project document (PRODOC) is a comprehensive document that includes an adequate problem and situation analysis, including stakeholder analysis and consultation/participation process carried out during project design.

The project implementation was hindered by internal and external factors and challenges, namely:

**Internal**

- Delays in the transfer of cash advances that made it difficult to recruit partners, individuals (beneficiaries), and organizations, and caused delays in the starting of key project activities.

- A high staff turnover rate during the first three years of project implementation, which hindered a continuous path towards achieving activities, products and results.
- Errors made in the allocation of expenses against budget lines and results, which required a long procedure to solve them.
- Weaknesses in communication between the project team and other offices and individuals involved in project oversight within UNEP that cause delays in project implementation.
- There were initial problems with the monitoring system due to the lack of definition of adequate project indicators.

#### **External**

- Covid 19 hindered field activities.
- Vetiver private sector (industry) did not want to cooperate with the project, then Component 4 was partially achieved.
- Political problems that hindered the activities in the field.

Nine out of nine new protected areas were declared; the project contributed to the declaration of one and carried out 41 theoretical and practical (16 + 25) training sessions. Three management plans were validated by Agence Nationale des Aires Protégées (ANAP) and various awareness-raising activities were carried out for the general public on mitigation measures. Dissemination of a manual and trainings on environmental education were conducted by the project.

The project carried out a Climate Impact Study Report on Coastal Species and in total, 595 of the target 400 ha were reforested and 359 of the 500 ha of fast-growing, climate-resilient native trees were planted. At least 500 people are benefitting from resilient livelihoods, of which at least 50% were women. Furthermore, at least 300 hectares of coastal agricultural lands, at least 700 hectares of mangrove, and at least 20 km of shoreline and riverbank were rehabilitated.

More than 39,000 people were sensitized in Disaster Risk Reduction (DRR), about 5% of the population of the South department, and 275 people were trained in a subject related to Civil Protection. The project realized four risk assessment studies (4 out of 1 planned) and one characterization study of vulnerable islands, five contingency plans were updated for the two hurricane seasons, and one shelter structure was rehabilitated.

The project also established test plots in eight ha of land, implemented technological packages for 21 farmers who are members of vetiver cooperatives (8 ha in total), carried out field visits with all the local players in the vetiver sector and trained 258 (of 250 goal) vetiver producers on an anti-erosion cultivation system.

A document on environmental laws and policies and brochures were developed. In addition, the project carried out various awareness raising campaigns, and conducted compilation, training, and awareness on environmental law for local's authorities and communities. The project ensured the placement of 27 environmental control points and the information is transmitted to the project partners.

In conclusion, the project achieved all of its expected results and could account for the majority of its outcome indicators. The results were reported and provided a strong narrative of how the project influenced or drove change along its causal pathways. The documented evidence supporting this narrative was clear in most cases. Both behavioral and policy changes are attributed to the project. The project also made an important contribution to the long-lasting changes represented by the Sustainable Development Goals and the strategic priorities of the GEF.

#### **Lessons learned**

Below are the main lessons learned of this project:

- i. Transformational change should be based on real validated needs: the project identified well the necessities of the country to reach sustainable development of marine-coastal resources, then developed a strategy to tackle its barriers.
- ii. TOC should be adapted during implementation: the TOC at design should be reviewed and adapted during implementation, in order to account for contextual changes.
- iii. Significant consultation of stakeholders is key for project success: this project was significantly consulted to experts, national institutions, local partners, and communities, whose points of views were incorporated into the project.



- iv. Participation of key actors during implementation ensures sustainability, because at the end national institutions and local partners are the ones that will deal with sustainability issues, when the project ends.
- v. Environmental awareness must be linked to beneficiaries' income: food, shelter, and health are primary necessities, among others. Poor communities cannot afford to invest in environment if it does not translate into a lower cost and/or higher income for them, which was proved by the long-term activities promoted by this project.
- vi. Ecosystems does not respond to political borders, therefore, sustainable activities developed should be based on an ecosystem-based approach and not on political/departmental borders.
- vii. Public nature of products: in order for the whole Haitian society to adopt sustainable practices, the information generated by development projects should be readily available for consultation and replication.

#### **Recommendations**

Following are the main recommendations of the evaluation.

- i. Because of high dependency on marine-coastal resources by the local populations, high degradation, and generalization of non-sustainable practices in the south region of Haiti, it is a high priority to continue the support of projects dealing with the sustainable use of these living natural resources at the local, regional, and national levels to reach sustainable development of these resources.
- ii. The project's impact/results indicators should be updated and refined during implementation to better reflect the impact of the project and be easily measured for monitoring, management and decision making: related to the above one, project indicators should be reviewed to better take into account the context in which the project is developing, for example, account for a monetary gain (lower costs and/or higher income) by project beneficiaries in the adoption of sustainable development good practices.
- iii. In general, projects need to prioritize work and hiring of personnel and local-based organizations in order to build trust, reduce risks during implementation and ownership of activities, which is the driver of transformational change and sustainable development that is sought to be achieved with the project: this project proved the value of local involvement to avoid delays by contextual limitations, for example, this project was able to continue activities in the context of Covid-19 and political unrest.
- iv. The execution of projects' activities should include the design of proposals for searching financing to continue with and upscale the activities started - by the project - and ensure a solid foundation for the long-term and sustainable development.

## Annex 6: Quality Assessment of the Evaluation Report

Terminal Evaluation of the UNEP/GEF Project "Ecosystem Approach to Haiti Cote Sud" (GEF ID 5531)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
<b>Substantive Report Quality Criteria</b>		
<p><b>Quality of the Executive Summary:</b></p> <p>The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.</p>	The summary is complete and provides a good overview of the main findings, project performance, lessons and recommendations	5
<p><b>I. Introduction</b></p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?</p>	The Introduction is complete and covers all the key elements expected in the introduction chapter	5
<p><b>II. Evaluation Methods</b></p> <p>A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. <i>Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have</i></p>	The section is complete and covers the main elements required for the description of the approach and methods used, including limitations and consideration for gender and human rights.	6

<p>been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.</p>		
<p><b>III. The Project</b> This section should include:</p> <ul style="list-style-type: none"> <li>• <i>Context</i>: Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses).</li> <li>• <i>Results framework</i>: Summary of the project’s results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders</i>: Description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners</i>: A description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation</i>: Any key events that affected the project’s scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing</i>: Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>	<p>The section is complete and covers the main elements required for the description of the context, results framework, stakeholders, implementation arrangements and changes, as well as project financing.</p>	<p>6</p>
<p><b>IV. Theory of Change</b> The <i>TOC at Evaluation</i> should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.  This section should include a description of how the <i>TOC at Evaluation</i><sup>40</sup> was designed (who was involved etc.) and applied to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project’s intentions or do not follow UNEP’s definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project’s results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the <i>TOC at Evaluation</i>. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results ‘goal posts’ have not been ‘moved’</i>. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>The section is complete. It provides a diagrammatic and narrative description of the TOC at evaluation. A comparison of the original results statements as shown in the Prodoc and the reconstructed TOC is presented in a table. The causal pathways are not explicitly described; the relationships between the different results levels (Output-Outcome-Intermediate State-Impact) are not articulated in robust manner. Drivers and Assumptions influencing the change process are not adequately expounded upon. The narrative presented is more summative than it is analytical.</p>	<p>4</p>
<p><b>V. Key Findings</b> <u>Findings Statements</u>: The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. <b>A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.</b> In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into ‘how’ and/or ‘why’ questions.</p>	<p>These are captured under the responses to the ‘key strategic questions’ presented in the Conclusions chapter. They are also covered in the GEF Portal Questions in annex 5</p>	<p>5</p>

<sup>40</sup> During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

<p><b>A. Strategic relevance:</b></p> <p>This section should include an assessment of the project’s relevance in relation to UNEP’s mandate and its alignment with UNEP’s policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation<sup>41</sup>), with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ol style="list-style-type: none"> <li>i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>ii. Alignment to Donor/GEF/Partners Strategic Priorities</li> <li>iii. Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>iv. Complementarity with Existing Interventions</li> </ol>	<p>The section is complete and covers all the required aspects of relevance in depth</p>	<p>6</p>
<p><b>B. Quality of Project Design</b></p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>The design weaknesses and strengths have been presented in a summarised manner.</p>	<p>5</p>
<p><b>C. Nature of the External Context</b></p> <p>For projects where this is appropriate, key <u>external</u> features of the project’s implementing context that limited the project’s performance (e.g. conflict, natural disaster, political upheaval<sup>42</sup>), and how they affected performance, should be described.</p>	<p>The section is complete and the external situation under which the project was being implemented are described.</p>	<p>6</p>
<p><b>D. Effectiveness</b></p> <p><b>(i) Outputs and Project Outcomes:</b> How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention?</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>The section is complete. It presents each Output and Outcome separately, and their respective assessments.</p>	<p>5</p>
<p><b>(ii) Likelihood of Impact:</b> How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>The analysis is supported by an analysis of the likelihood that impact will be achieved. The assessment is supported with examples/ sources of evidence. The status of Intermediate States is also included in the assessment.</p>	<p>5</p>
<p><b>E. Financial Management</b></p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed ‘financial management’ table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• <i>Adherence</i> to UNEP’s financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> </ul>	<p>This section is complete and covers the three aspects of financial management recommended in the guidance provided.</p>	<p>5</p>

<sup>41</sup> A project’s inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<sup>42</sup> Note that ‘political upheaval’ does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project’s design and addressed through adaptive management of the project team.

<ul style="list-style-type: none"> <li>• <i>communication</i> between financial and project management staff</li> </ul>		
<p><b>F. Efficiency</b> To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> <li>• Implications of delays and no cost extensions</li> <li>• Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>• Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> <li>• The extent to which the management of the project minimised UNEP’s environmental footprint.</li> </ul>	The section is complete in its analysis of the implications of delays, time- and cost-saving measures employed by the project, synergies with pre-existing initiatives, etc. Evidence of efficiency using actual examples included.	6
<p><b>G. Monitoring and Reporting</b> How well does the report assess:</p> <ul style="list-style-type: none"> <li>• Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>• Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>• Project reporting (e.g. <i>PIMS and donor reports</i>)</li> </ul>	The section is complete and the assessment of the monitoring and reporting is sufficient	5
<p><b>H. Sustainability</b> How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> <li>• Socio-political Sustainability</li> <li>• Financial Sustainability</li> <li>• Institutional Sustainability</li> </ul>	All the three aspects of sustainability have been covered in this section with corroborating evidence to support the assessments.	5
<p><b>I. Factors Affecting Performance</b> These factors are <u>not</u> discussed in stand-alone sections but are <b>integrated in criteria A-H as appropriate</b>. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> <li>• Preparation and readiness</li> <li>• Quality of project management and supervision<sup>43</sup></li> <li>• Stakeholder participation and co-operation</li> <li>• Responsiveness to human rights and gender equality</li> <li>• Environmental and social safeguards</li> <li>• Country ownership and driven-ness</li> <li>• Communication and public awareness</li> </ul>	All these aspects are covered in the report as stand-alone sections. The extent to which this are discussed is sufficient enough to provide some insights as to how these factors affected the project’s performance	5
<p><b>VI. Conclusions and Recommendations</b></p> <p><b>i) Quality of the conclusions:</b></p> <p>Conclusions should be summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during an evaluation process. It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line.</p> <p>The key strategic questions should be clearly and succinctly addressed within the conclusions section. This includes</p>	The conclusions section is complete, although it is brief, mostly in bullet point format. It highlights the main successes and failures of the project. The key strategic questions are addressed. The GEF Portal questions have been responded to in annex 5 of the report.	5

<sup>43</sup> In some cases ‘project management and supervision’ will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<p>providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p> <p>Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly.</p> <p>Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>		
<p><b>ii) Quality and utility of the lessons:</b> Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>The lessons learned statements as formulated are quite general. and applicable to projects even in a wider context. They are based on actual findings in the report.</p>	5
<p><b>iii) Quality and utility of the recommendations:</b> To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p> <p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p>The section is complete. The recommendations as formulated: - specify the remedial action being proposed to improve/correct the identified problem - identify specific agents for the recommended action - state the priority level</p>	5
<b>VII. Report Structure and Presentation Quality</b>		
<p><b>i) Structure and completeness of the report:</b> To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?</p>	<p>The report is complete and follows the guidelines given by the Evaluation Office in order to meet an acceptable level of quality.</p>	5
<p><b>ii) Quality of writing and formatting:</b> Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?</p>	<p>The report is written in English that is considerably well written; the quality and tone of the language used is acceptable for an official document. Formatting guidelines have been adhered to</p>	5
<b>OVERALL REPORT QUALITY RATING</b>		<b>5.2 Satisfactory</b>

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.