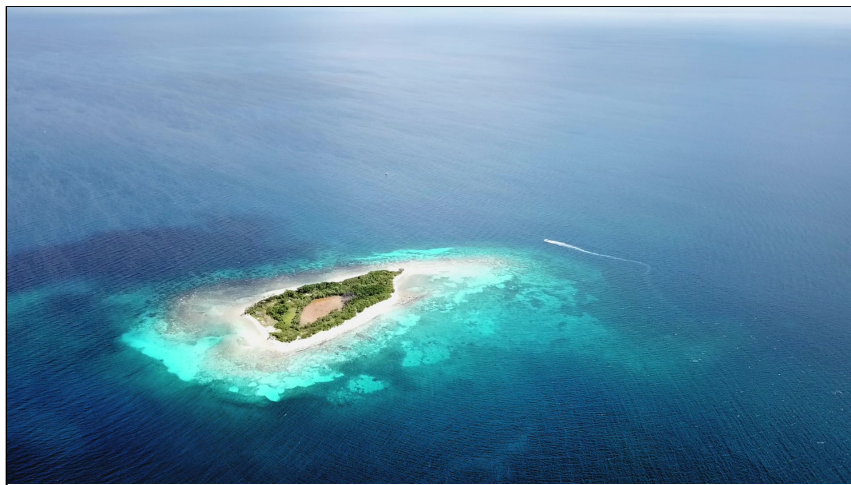


**Terminal Evaluation of the UNEP/GEF Project  
“Developing Core Capacity for MEA Implementation in  
Haiti”, GEF ID #: 5557”**

(2015-2021)



**Evaluation Office of the United Nations Environment Programme**

**Distributed: May 2023**



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(5557)  
(Date 04/23)  
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## **Acknowledgements**

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This Terminal Evaluation was prepared for UNEP by Stephanie Robert Oksen, as an independent consultant, working in an Evaluation Team led by Kris B. Prasada Rao.

The evaluator would like to express his gratitude to all persons consulted and who contributed to this evaluation, as listed in Annex II.

The evaluation team would like to thank the project team and in particular Mr Jochem Zoetelief (Portfolio Manager), Mr Francesco Gaetani (Task Manager), Ms Florence Kapiro (Fund Management Officer) and Fabien Monteils (UNEP Haiti Office Chief) and Mr. Paul Judex Edouarzin (Project Manager) for their contribution and collaboration throughout the evaluation process. Sincere appreciation is also expressed to the Project Board/Steering Committee who took time to review the draft report. The evaluator would also like to thank the Ministère de l'Environnement in Haiti.

Special acknowledgements to Mr Myles Sven Hallin (Evaluation Manager).

The evaluation consultant hopes that the findings, conclusions, and recommendations will contribute to Haiti environmental management and governance systems and to the strengthening of similar projects in Haiti and in other countries.

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### **Evaluation Office of UNEP**

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### **Principal Evaluator**

Dr. Stephanie Robert Oksen. is an independent consultant with more 15 years of professional experience related to development cooperation and sustainability issues, with a main focus on sustainable energy, impacts of infrastructure development (incl. job creation and gender equality), climate change and more generally the green transition. She has been engaged in advisory and consultancy services around renewable energy for climate change mitigation, barriers and opportunities to climate finance, green energy transition for development and growth and more recently on international environmental governance. She is well experienced in project/programme formulation, evaluation, and review. This includes global thematic evaluation, strategic evaluation, as well as project and programme evaluation. Through evaluation, monitoring impacts and project formulation. She has developed strong competencies in assessing and designing project/programme theory of changes and intervention logic, assessing, and designing project/programme results framework and defining SMART M&E indicators. Stephanie has also worked on good management practices and social responsibility in the extractives industries. She was part of a World Bank study on social and gender impact of large electricity infrastructure development projects, streamlining social and gender impact monitoring indicators for inclusion in the bank energy programs and projects portfolio. She also conducted several socio-economic impact assessments of mining operations in Laos and supported the development of Community Participatory Plans within the Mines Environmental and Social Management Plans.

### **Evaluation Team Lead**

Kris B. Prasada Rao holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries for a broad range of multilateral institutions including UNEP, UNDP, FAO, and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult.

## 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 Evaluation of the UNEP/GEF Developing Core Capacity for MEA Implementation in Haiti project implemented between 2015 and 2021. The project's overall development goal was to *enhance the capacities of GoH for environmental decision-making & implementation of Multilateral Environmental Agreements (MEAs) in line with national priorities (with an emphasis on cross-sectoral issues such as coastal zone management and the protection of water sources and riverbanks)*. 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:** Small Island Developing States; SIDS; Small Islands; Multilateral Environmental Agreements; MEAs; Environmental Conventions; UNFCCC; CBD; UNCCD; United Nations Framework Convention on Climate Change; United Nations Convention on Biological Diversity; United Nations Convention to Combat Desertification; Environmental Monitoring; Environmental Data; Environmental Information System, Information Management and Reporting; Governance.

**Primary data collection period:** 10 September – 04 November 2022

**Field mission dates:** N/A

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## List of acronyms and abbreviations

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AFD	Agence française de développement
ANAP	Agence Nationale des Aires Protégées
BNEE	Bureau National des Évaluations Environnementales
CBD	United Nations Convention on Biological Diversity
CBF	Caribbean Biodiversity Fund
CIAT	Conseil Interministériel sur l'Aménagement du Territoire
CNIGS	Centre Nationale De l'Information Géospatiale
CSOs	Civil Society Organisations
DSD	Department of Sustainable Development
EA	Environmental Audit
EIS	Environmental Information System
EQ	Evaluation Question
FCS	Fragile and Conflict-Affected States
FHB	Fond Haïtien pour la Biodiversité
FMO	Fund Management Officer
GoH	Government of Haiti
GEF	Global Environment Facility
IADB	Inter-American Development Bank
ICA	Internal Cooperation Agreement
IFIs	International Financial Institutions
M&E	Monitoring and Evaluation
MARNDR	Haiti Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural
MCPE	Haiti Ministère de la Planification et de la Coopération Externe
MDE	Haiti Ministère de l'Environnement
MPD	Haiti Ministère du Plan
MEA	Multilateral Environmental Agreement
MTR	Mid-term Review
MTS	Medium Term Strategy
NCSA	National Capacity Self-Assessment
ONEV	Observatoire National de l'Environnement et de la Vulnérabilité
PAE	Plan d'Action pour l'Environnement
PCA	Project Cooperation Agreement
PCU	Project Coordination Unit
PIF	Project Identification Form
PIT	Plan d'Investissement Triennal
PIR	Project Implementation Review
PMU	Project Management Unit
PoW	Programme of Work
PSC	Project Steering Committee
SEA	Strategic Environmental Assessment
SIDS	Small Island Developing States

SIE	System d'Information Environmental
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
TE	Terminal Evaluation
TNC	The Nature Conservancy
TSE	Table Sectorielle pour l'Environnement
ToC	Theory of Change
ToR	Terms of Reference
UHM	Unité HydroMétéorologique
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNOPS	United Nations Office for Project Services
UNFCCC	United Nations Framework Convention on Climate Change
VoIP	Voice over Internet Protocol
WB	World Bank



## Project identification table

Table 1: Project Identification Table

<b>GEF Project ID:</b>	5557		
<b>Implementing Agency:</b>	UNEP: Science Division <sup>1</sup> , Climate Services & Capacity Building Unit, Capacity Development & Innovations Branch	<b>Executing Agency:</b>	Govt. of Haiti: Ministry of Environment, with support from the UNEP Haiti Office
<b>Relevant SDG(s) and indicator(s):</b>	13) Climate Action, indicators: 13.2.1, 13.b.1 15) Life on Land, indicators: 15.6.1, 15.9.1 16) Peace, Justice and Strong Institutions, indicators: 16.7.1, 16.10.2 17) Partnerships for the Goals, indicators: 17.14.1, 17.16.1, 17.18.1		
<b>Sub-programme:</b>	2020-2021 UNEP SP7 – Environment under Review	<b>Expected Accomplishment(s):</b>	EA(a): Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action through UNEP
<b>UNEP approval date:</b>	February 2015	<b>Programme of Work Output(s):</b>	EA(a)(ii) Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP
<b>GEF approval date:</b>	29 May 2015	<b>Project type:</b>	Medium Size Project
<b>GEF Operational Programme #:</b>	GEF-5 Cross-Cutting Capacity Development Strategy	<b>Focal Area(s):</b>	Multi Focal Areas (MFAs)
		<b>GEF Strategic Priority:</b>	CD-2: 2.1) Institutions and stakeholders have skills and knowledge to research, acquire and apply information for collective actions. CD-2: 2.3) Public awareness raised and information management improved. CD 3: 3.1) Enhanced institutional capacities to plan, develop policies and legislative frameworks for effective implementation of global conventions CD-4: 4.1) Enhanced institutional capacities to manage environmental issues and implement global conventions

<sup>1</sup> Formerly the Early Warning and Assessments Division (DEWA)

<b>Expected start date:</b>	N/A	<b>Actual start date:</b>	15 February 2016	
<b>Planned completion date:</b>	31 December 2019	<b>Actual operational completion date:</b>	31 Dec 2021	
<b>Planned project budget at approval:</b>	USD 4,048,000	<b>Actual total expenditures reported as of 2022:</b>	USD 1,257,447.63	
<b>GEF grant allocation:</b>	USD 1,298,000	<b>GEF grant expenditures reported as of [date]:</b>		
<b>Project Preparation Grant - GEF financing:</b>	USD 65,000	<b>Project Preparation Grant - co-financing:</b>	USD 35,000 (in-kind)	
<b>Expected Medium-Size Project/Full-Size Project co-financing:</b>	USD 2,750,000	<b>Secured Medium-Size Project/Full-Size Project co-financing:</b>	USD 2,750,000	
<b>First disbursement:</b>	21 July 2016	<b>Planned date of financial closure:</b>	30 June 2022	
<b>No. of formal project revisions:</b>	5	<b>Date of last approved project revision:</b>	04 March 2020	
<b>No. of Steering Committee meetings:</b>	3	<b>Date of last/next Steering Committee meeting:</b>	<b>Last:</b> 20 January 2020	<b>Next:</b> N/A
<b>Mid-term Review/ Evaluation (planned date):</b>	N/A	<b>Mid-term Review/ Evaluation (actual date):</b>	N/A	
<b>Terminal Evaluation (planned date):</b>	31 December 2021	<b>Terminal Evaluation (actual date):</b>	June-March 2023	
<b>Coverage - Country(ies):</b>	Haiti	<b>Coverage - Region(s):</b>	Latin America and the Caribbean	
<b>Dates of previous project phases:</b>	N/A	<b>Status of future project phases:</b>	N/A	

## Executive Summary

### Project background

1. The project was developed as a mechanism for addressing core capacity needs expressed in Haiti National Capacity Self-Assessment (2007, updated in 2014). It addressed the core cross-cutting capacity needs for Haiti to implement its commitments to the major environmental conventions, the UN Framework Convention on Climate Change, the UN Convention on Biodiversity, and the UN Convention to Combat Desertification, as well as national environmental and sustainable development priorities.
2. The project aimed to enhance the capacity of the Government of Haiti (GoH) for environmental decision-making and implementation of Multilateral Environmental Agreements (MEAs). The project focused on two cross-cutting areas: protection of water sources and riverbanks and integrated coastal zone management. The project consisted of two components: i) institutional strengthening for the development of effective governance mechanisms and policies and ii) facilitation of access and use of information and knowledge. The primary targeted stakeholders were technical staff from GoH and other government agencies with mandates related to environmental management and governance, civil society, development partners, and the private sector.
3. Implementation of the project was affected by several crises (natural events, and political instability) and the COVID-19 pandemic.

### This evaluation

4. This terminal evaluation covers the “Developing Core Capacity for MEA implementation in Haiti” project (henceforth referred to as “the project”). UNEP’s Science Division (formerly the Early Warning and Assessments Division - DEWA) was the GEF implementing agency for the project and the executing agency was the Haitian Ministry of Environment/Ministère de l’Environnement (MDE) with support from UNEP’s Haiti Office.
5. The terminal evaluation commenced in May 2022 and was completed in March 2023. Due to restrictions related to the COVID-19 pandemic, the Terminal Evaluation (TE) was carried out as a desk evaluation, based on a review of project documentation and remote interviews with key stakeholders.

### Key findings and conclusions

6. The project was well aligned with UNEP’s Medium-Term Strategy, Programme of Work, and strategic priorities as well as with UNEP/GEF/Donor Strategic Priorities. The project was also relevant to global, regional, sub-regional and national priorities, including Haiti’s commitment to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, and its Strategic Development Plan 2012-2030. The project was complementary to existing interventions and was synergetic with other development partners.
7. The quality of project design was clear, and stakeholders were consulted, but the project was too ambitious in the Haiti context and there were gaps in causal links from outputs to outcomes.

8. The project developed three methodologies for riverbank protection, conducting Strategic Environment Assessment, and conducting Environmental Audits. The MDE was supported in the creation of an environmental governance roadmap and a Plan d'Action pour l'Environnement, but these were not adopted. The project supported the creation of the Haiti Biodiversity Fund/ Fonds Haitien pour la Biodiversité (FHB), but it is yet to finance projects. The project also trained 119 staff from public administration and civil society, but there is a need for further training and the training received may not have been fully used due to a lack of resources and turnover. The project improved the coordination for managing environmental data for Rio Conventions and supported the setting and strengthening of MEAs focal points. The Systeme d'Information Environmental (SIE) is online, but still under development with the support of UNDP, which in a second phase, is further institutionalising the inter-agency collaboration and strengthening capacities for data collection, quality assessment and analysis. Finally, the project raised awareness on environmental issues through a documentary: 'Thus spoke the sea'.
9. The project implementation was severely affected by extreme natural events and the Haiti political context, and the project outcomes were only partly achieved. The FHB set-up created a platform for further strengthening of MDE capacities through the collaboration with development partners, International Financial Institutions (IFIs) and civil society members of the FHB Commission. It is therefore likely to contribute to positioning and enforcing the legitimacy of MDE, even though the other components of institutional strengthening may have been weakened by the political and instability context. As a result of the project, there was an increased appreciation among project participants of the value of collecting and using environmental data in development planning and implementation. While the project provided training, the TE has not come across any evidence of change in the participating agencies' use of environmental science and information in development planning. Still, the project contributed to ensuring delivery of MEAs commitments through the setting and strengthening of MEAs focal points. Furthermore, at the time of the TE, the FHB was in the process of collecting and assessing proposals to fund environmental projects and then contribute to implementation of environmental actions.
10. The sustainability of the project results is challenged by limited human and financial resources, as well as the lack of political commitment and changes in the MDE. The financial sustainability of the project is heavily dependent on external financial resources. Despite this challenge it has succeeded at putting some mechanisms in place to support the project outcomes, effectively institutionalising partner support.
11. The project implementation was slow and started 18 months after its approval in February 2015. It was affected by the complex setting, slow disbursement, change of project director and administrative/financial assistant recruitment. The project management was challenging due to the complex setup and changes in project director and national project manager. UNEP Haiti office increased its oversight over the project management and applied adaptive management in response to the context. Key government stakeholders were properly included, but the MDE Directions Departments were not enough engaged. Consultations were essential and UNEP Haiti office was proactive in stakeholder engagement.
12. Stakeholder participation was good, and the project management and implementation arrangements were embedded in the existing Government institutional framework. While collaboration among government agencies has been strengthened, engaging with private sector and NGOs, major actors for implementing environmental actions and monitoring

compliance as well as addressing violations of MEAs commitments, has been more limited (i.e. primarily through the FHB component).

13. Overall, the project is rated as **'Satisfactory'**. A table presenting all performance ratings can be found in Section 6.1.

### **Lessons Learned**

14. Lesson 1: Strengthening environmental management and governance requires a balance between technical support and political advocacy and working at different level and from different perspectives.
15. Lesson 2: Use more often story-telling approach in designing environmental awareness program.
16. Lesson 3: Large and broad stakeholders' engagement, dialogue, and collaboration is essential to bring about lasting results especially in Fragile and Conflict-Affected States (FCS).
17. Lesson 4: Consider co-execution of project in Fragile Conflict-affected Situations (FCS).

### **Recommendations**

18. Recommendation 1: Support UNDP at encouraging mobilising funding for, and implementation of, a second project phase, which specifically aims at:
  - Ensuring the use of the SIE in MEA reporting.
  - Further advocacy on environment and development, building synergies with other UNEP projects on Green Economy and Blue Economy.
  - Further capacity development support to the targeted institutions, and to the Directions Departments.
  - Enhancing public (e.g. academia, civil society, private sector) participation in the SIE – including inclusion of women and marginalised groups.
  - Further strengthening the institutional and financial mechanisms for post-project continuation.
19. Recommendation 2: Develop a proposal to support the establishment of a regional/sub-regional SIE for the Caribbean, the Lesser Antilles, or Eastern Caribbean region.

# 1 INTRODUCTION

20. This terminal evaluation covers the UNEP/GEF project “Developing Core Capacity for Multilateral Environmental Agreements (MEAs) Implementation in Haiti” (henceforth referred to as “the project”). The GEF implementing agency of the project was UNEP’s Science Division (formerly the Early Warning and Assessments Division - DEWA) and the executing agency was the Ministère de l’Environnement (MDE) with support from UNEP’s Haiti Office. There was an Internal Cooperation Agreement (ICA) between the UNEP Science Division and the UNEP Policy Division and a Project Cooperation Agreement (PCA) between the MDE and UNEP’s Policy Division - Post Conflict and Disaster Management Branch.
21. The project fell under the UNEP’s 2014-2017 and 2018-2021 Medium Term Strategies, aiming to contribute to the following expected accomplishment and output/indicator under Sub-programme 7 – environment under review:
- EA(a): *Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.*
  - EA(a)(ii): *Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP.*
22. The Project was endorsed by the GEF’s Chief Executive Officer (CEO) on the 29 May 2015. Implementation officially started on 15 February 2016, and the first disbursement was received by Government of Haiti (GoH) on 21 July 2016. The full project team was only on board by the second quarter of 2017, although implementation had already started. The project was scheduled for completion on 31 August 2019 but extended till 31 August 2021 due to several delays related to the very fragile political situation in the country, which resulted in violent social turmoil in the Capital city, as well as the occurrence of extremes meteorological events and disasters, which produced significant impacts on the activities of the GoH at technical and political level. The project also experienced a slow start due to its complex setting with the signing of two legal instruments (an Internal Cooperation Agreement/ICA between the UNEP Science Division - formerly DEWA - and the UNEP Policy Division and a Project Cooperation Agreement/PCA between MDE and UNEP Policy Division - Post Conflict and Disaster Management Branch), changes in the leadership of MDE, including the change of the designated Project Director, the adoption of UMOJA by UNEP, and delay in the recruitment of the administrative/financial assistant.
23. The total planned budget was USD 4,048,000, comprising of USD 1,298,000 from the GEF-4 Trust Fund and anticipated total co-financing of USD 2,750,000, comprising of USD 1,850,000 cash and USD 100,000 in-kind from UNEP, and USD 800,000 in-kind from the GoH. Reportedly, the cumulative co-financing realised as of 27 January 2021 was USD 6,233,725 from UNEP, largely exceeding the anticipated co-financing, due to the extension of the project from 36 months to 67 months<sup>2</sup>. As of 28 February 2019, the GoH had reported an in-kind contribution of USD 800,000.
24. **Objective and purpose of the terminal evaluation (TE):** The TE was undertaken at operational completion of the project to assess project performance (in terms of

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<sup>2</sup> UNEP GEF PIR FY2021.

relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The TE provides forward-looking and practicable recommendations provided vis-à-vis the planned next phases of the project. The TE has two purposes: a) to provide evidence of results to meet accountability requirements, and b) to promote operational improvement, learning and knowledge sharing through lessons learned among project partners and key stakeholders.

25. **TE Target audience:** The TE intends to inform staff from UNEP Science and Policy Divisions, UNEP Haiti and Latin America and the Caribbean Offices, MDE as well as the design of future UNEP implemented projects related to MEA capacity development. Moreover, the TE report will be made available to the public.

## 2 EVALUATION METHODS

26. The terminal evaluation (TE) adheres to UNEP/GEF evaluation guidelines. Due to restrictions related to the COVID-19 pandemic, the TE was carried out as a desk evaluation, which was initiated in May 2022. The inception report was completed on 6<sup>th</sup> September and data was collected (remote interviews) and documents reviewed between September and November 2022. The below combination of qualitative methods was used to gather and triangulate information and thereby ensure their solidity and reduce information gaps.
27. **Document review:** Available project documentation was reviewed, including: the CEO Endorsement Request and amendments, Project Implementation Reviews (PIRs), work plans, project budget, meeting minutes, the national environmental information system (NEIS)/Système d'Information Environnemental (SIE) website, publications, and workshop outputs. The assessment of results (outcomes) utilised the project's own indicators, targets and monitoring data as much as possible and when appropriate. See Annex III for a full list of the documents reviewed.
28. **Stakeholder consultation:** Remote interviews and discussions were held with key stakeholders identified by UNEP. A total of 17 (6 women, 11 men) people were interviewed, comprising staff from the UNEP Science Division, the UNEP Regional Office in Panama, MDE, and other Haiti government entities as well consultants as who participated to the project. . See Annex II for a list of interviewees.
29. **Analysis and reporting:** The analysis of findings was an iterative process throughout the TE. Information and data from different written and oral sources were compared and triangulated. Initial findings and recommendations were discussed with stakeholders as the TE progressed, to ensure their validity and appropriateness, as well as stakeholder participation and ownership. Key stakeholders in UNEP and MDE were provided with the opportunity to comment on the draft evaluation report. Due to the policy and capacity development nature of the project, most information and data was qualitative. Hence, the data was mainly analysed through a qualitative assessment.
30. The terms of reference (ToR) provided a comprehensive set of strategic questions and evaluation criteria for the TE<sup>3</sup>. These were further crystallised with indicators and data sources.
31. Performance ratings were assessed and calculated using the standard UNEP rating method, criteria, and calculation tools.
32. **Ethics and human rights:** Throughout the TE process and in the compilation of the TE report, effort was made to represent the views of all stakeholders. Data and information were collected with respect to ethics and human rights issues. All information was gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN Standards of Conduct.
33. **Limitations:** Stakeholder consultations were exclusively in the form of distance consultation. The TE consultant was not able to interview all stakeholders that participated in the project, but interviewed all key stakeholders that were available and willing to participate (17 of 24 identified stakeholders were interviewed, some did not respond, and others cancelled the appointments). A range of government stakeholders

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<sup>3</sup> See Annex VI - Evaluation ToR.



were interviewed, but civil society representatives were not reached. The TE consultant did not visit Haiti and was thus not able to make a fully triangulated assessment/verification of the application of the skills and capacities gained. Since the project started in 2016 and ended in August 2021, staff turnover affected the ability to reach stakeholders, and the ability of available stakeholders to recollect the project in detail, especially the earlier years of implementation. It was for example not possible to interview the first MDE national project coordinator. The assessment of outcomes and results achieved and the ability to quantify these, to a large extent depended on available baseline and monitoring data at outcome level and is challenged by the Haiti political crisis, which affected the occurrence of changes brought by the project.

## 3 THE PROJECT

### 3.1 Context

34. Haiti is a low-income country whose national economy depends mostly on agriculture. Two-fifths of the population depends primarily on small-scale subsistence farming for their livelihoods. Haiti's growth has been hampered by several political and environmental crises, including a devastating earthquake in 2010. Mass deforestation combined with poor environmental management have resulted in significant environmental issues; including extreme land degradation (e.g., erosion), and impacts on water resources (i.e. pollution of water resources, increased surface runoff, decreased amount of recharge to aquifers), which are further worsened by an increased frequency and magnitude of extreme weather events (e.g., drought, floods, and hurricanes) due to climate change.
35. Although most cities are located in coastal zones, little effort has been made to protect coastal and marine ecosystems. The destruction caused by hurricane Sandy in October 2012, though not the first one, highlighted the vulnerability of the coastal zones and emphasized the need for a sustainable management of coastal ecosystems.
36. By ratifying various Multilateral Environmental Agreements (MEAs)<sup>4</sup>, the Government of Haiti (GoH) has committed to address environmental issues, but despite ad hoc attempts to comply with their obligations, the capacity to do so remained insufficient at the time of the project design. This was mainly due to a low level of institutional capacity to develop and implement comprehensive, sustainable, and implementable legal and institutional frameworks, as well as due to the difficult access to and use of systematized information and knowledge on environmental issues and their links to development. As described in the 2010 National Capacity Self-Assessment (NSCA) of the Republic of Haiti, inadequate dissemination and uptake of information, weak synergies and coordination among institutions, lack of legal enforcement, insufficient knowledge and expertise both at national and local levels, and difficulty in accessing new environmentally sound technology limited the ability of GoH to meet its MEA commitments.
37. As such the proposed project sought to enhance the capacity of GoH for environmental decision-making to enable appropriate implementation of the MEAs to which the Haiti is a Party. In addition to institutional strengthening at different levels of environmental management, the project focused on two cross-cutting thematic areas: (1) protection of water sources and riverbanks, and (2) integrated coastal zone management. These two thematic areas have strong implications for biodiversity conservation, climate change adaptation, land degradation, as well as for social and economic aspects and are thus relevant for the implementation of the three Rio Conventions.
38. Project implementation was affected by several crisis, natural disasters, political crisis and insecurity as well as the COVID-19 pandemic, which contributed to delays (see section 3.5) and at times affected the ability to conduct the planned activities.

### 3.2 Results Framework

39. The project's **objective** was to "To enhance the capacities of GoH for environmental decision-making & implementation in line with national priorities (with an emphasis on

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<sup>4</sup> Convention on Biological Diversity, Convention to Combat Desertification and Drought, Convention on the Law of the Sea, Framework Convention on Climate Change.

cross-sectoral issues such as coastal zone management and the protection of water sources and riverbanks)".<sup>5</sup>

40. The project comprised two **components**:

- Component 1: Capacity-building for the development of effective governance mechanisms and policies.
- Component 2: Facilitation of access and use of information and knowledge.

41. The project had two intended **Outcomes**:

- Outcome 1: Enhanced institutional capacities to establish government structures for the effective implementation of international environmental conventions and environmental priorities.
- Outcome 2: Institutions and stakeholders have access to the skills and knowledge to conduct research, collect information and implement collective environmental actions.

42. The above outcomes were pursued through the outputs presented in table 2.

**Table 2: Project outputs**

Component	Outcome	Output
1	1.1	A set of methodologies and practical tools developed for at least two priority cross-cutting environmental issues for the country.
	1.2	Ministry of Environment has the legal, planning, strategic and human resources available at central and department levels to implement and enforce environmental laws and policies.
	1.3	Sustainable financing mechanisms developed by strengthening capacities at central government level in association with two micro-finance institutions.
2	2.1	An operational environmental information system is established and managed through institutional arrangements agreed between key stakeholders (including government agencies and research institutes and universities prioritizing South-South cooperation).
	2.2	Haiti's environmental information is available to users on an open platform, in French and Creole.
	2.3	Public awareness and environmental information program is deployed.

*Source: CEO Endorsement Request, 2015*

### 3.3 Stakeholders

43. The primary stakeholders were technical staff from a range of GoH ministries and government agencies with mandates related to environmental management and governance – in particular strategic divisions/Directions in the Ministry of Environment like the Observatoire National de l'Environnement et de la Vulnérabilité (ONEV), the Agence Nationale des Aires Protégées (ANAP), and the Bureau National des Evaluations Environnementales (BNEE). Other ministries and government agencies also participated to the project, such as the Ministère de la Planification et de la Coopération Externe (MCPE), the Centre National de l'information Spatiale (CNIGS), the Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR), and the Conseil Interministériel sur l'Aménagement du Territoire (CIAT). In addition, the project

<sup>5</sup> CEO Approval Request Document, 17 April 2015.

engaged with the civil society, other development partners and private sector stakeholders in relation to the establishment of the Fonds Haïtien pour la Biodiversité (FHB), and for the provision of environmental data, whereas other were targeted by awareness raising activities. Table 3 presents the main stakeholders, alongside their influence on and interest in the project.

**Table 3: Project stakeholders**

Stakeholder	Level of influence and interest	Role in project	Expected change in behaviour
UNEP	High influence High interest	Project oversight, technical support, disbursement of resources, approval of spending, control over financial resources, Steering Committee member	Integration of best practices and experiences in other projects
MDE	High influence High interest	Project management, day-to-day implementation Government entity responsible for environmental monitoring and SIE Member of the national commission for the establishment of the FBH Steering Committee member	Environmental monitoring, analysis of environmental data, use of environmental information in planning Increased coordination and engagement in environmental decision making and implementation of actions
GEF Secretariat	High influence High interest	Project funding, approval of spending	N/A
Government institutions (incl. MCPE, CNIGS, MARNDR, and CIAT)	High influence High-low interest	Key beneficiaries of tool development, training, and scenario building Members of the Technical Commission for the implementation and management of SIE Steering Committee members (i.e., CIAT)	Increased knowledge, data access and generation and analysis capacity, use of environmental information in planning Increased coordination and engagement in environmental decision making and implementation of actions
Academia (primarily CNIGS, while it was planned to engage universities and research centres)	Low influence High interest	Participation in data gathering and analysis and provide support to reporting	Provision and use of environmental information, analysis of environmental data
Civil society	Low influence High interest	Beneficiaries of awareness activities Access to information in SIE Member of the national commission for the establishment of the FBH (i.e., Société Audubon)	Use of environmental information, informed engagement with duty bearers and in environmental governance
Private Sector	Low influence Low interest	Beneficiaries of trainings on environmental issues (i.e., environmental audits), use of SEI and conventions	Enhanced environmental awareness, environment-friendly choices
Media	Low influence Low interest	Contribution to awareness activities, including film making	Improved coverage of environment in TV, radio, newspapers

Stakeholder	Level of influence and interest	Role in project	Expected change in behaviour
Citizens (incl. women and marginalised groups)	Low influence Low interest	Beneficiaries of awareness activities, e.g. through diffusion of the movie	Enhanced environmental awareness, environment-friendly choices

### 3.4 Project implementation structure and partners

44. The GEF was the main financing partner of the project. UNEP Policy Division was the GEF implementing agency (strategic oversight) and MDE was the executing agency (day-to-day implementation) with the support of the UNEP Haiti Office.
45. Project Steering Committee (PSC): The PSC was responsible for oversight of project implementation and approved annual work plans and budgets as well as major changes to the project. The PSC comprised representatives from UNEP, MDE, ministerial departments (covering the following sectors: water, agriculture, fisheries, public works, finance, economic planning and industrial development, tourism), regional authorities, civil society, and the private sector.
46. Project Coordination Unit (PCU): The PCU was responsible for day-to-day project management, implementation, and reporting. It comprised a technical project advisor, a Project Manager, a technical assistant, and a financial and administrative assistant. The PCU was also responsible for seeking complementarity and developing synergies with various stakeholders of relevance to the project.
47. Consultants: Consultants were engaged to provide technical inputs, in particular vis-à-vis the design, programming and maintenance of the SIE database and online user interface, and training on its use. Consultants were also engaged to provide support on the drafting of methodological guides.
48. SIE data/information providers and main users: A range of government sector ministries and divisions/Directions and selected non-governmental entities responsible for inputting data and information for their respective sectors to the SIE. They were also PSC members.
49. Other stakeholders: Expected users of SIE and target audience for awareness raising activities.

### 3.5 Changes in design during implementation

50. The project was scheduled for completion on 31 August 2019 but extended till 31 August 2021 due to several delays related to the very fragile political situation in the country, which resulted in violent social turmoil in the Capital city, as well as the occurrence of extremes meteorological events and disasters, which produced significant impacts on the activities of the GoH at technical and political level. The project also experienced a slow start due to i) its complex setting with the signing of two legal instruments (an Internal Cooperation Agreement/ICA between the UNEP Science Division – formerly DEWA and the UNEP Policy Division and a Project Cooperation Agreement/PCA between MDE and UNEP Policy Division), ii) changes in the leadership of MDE, including the change of the designated Project Director, iii) the adoption of UMOJA by UNEP, and iv) delay in the recruitment of the administrative/financial assistant.

51. No major changes were made to the project design, though the project activities were grouped and articulated differently than in the original design. With the slow start of the project and after the post-Matthew<sup>6</sup> period, the project had to reengage national stakeholders. Consultations during the first phase of 2017, resulted in the preparation by the two co-executing Agencies (i.e. MDE and UNEP Haiti Office) of a new road map, in line with the project outcomes and outputs, as well as consistent with the project expected results, phasing and executing partners. Eight group of activities were presented as a concept note, discussed, and validated by the PSC (May 2017)<sup>7</sup> and approved by the UNEP Project Task Manager. The eight groups of activities were:

1. National Fund for Protected Areas and Biodiversity
2. National Environmental Information System
3. National Environment Strategy and Coordination Mechanism
4. Capacity building program for MDE staff
5. Awareness Raising Program on a Ridge-to-Reef perspective
6. Environmental Audits & Strategic Environmental Assessments
7. Regulatory framework for coastal zone management
8. Guidance for riverbank strengthening via reforestation

### 3.6 Project financing

52. The project was supported by the GEF-4 Trust Fund with an allocation of USD 1,298,000. Table 4 provides an overview of the estimated and actual cost and spending. The GEF grant was almost fully spent by project closure with total expenditure of USD 1,257,448.<sup>8</sup>

**Table 4: Expenditure by component/outcome as of 31 December 2022**

<b>Component/sub-component/output</b> <i>All figures as USD</i>	<b>Estimated cost at design</b>	<b>Actual Cost/ expenditure</b>	<b>Expenditure ratio (actual/planned)</b>
Component 1/outcome 1	321,624	-	-
Component 2/outcome 2	584,275	-	-
Component 3/outcome 2	-	-	-
Project management	392,100	-	-
<b>Total</b>	<b>1,297,999</b>	<b>1,257,448</b>	<b>96.88%</b>

<sup>6</sup> A category 4 Hurricane, named Matthew, severely hit the country in October 2016.

<sup>7</sup> "It was not possible to have the meeting before due to the Presidential elections and the subsequent nomination of a new Minister of Environment and a new General Director in the Ministry during the first months of 2017" (PSC, 2017).

<sup>8</sup> At the end of the TE, the project finance was still under reconciliation, and the Evaluator was not able to consult the final financial reports. Several documents were shared, including the financial accounts of the project, but did not allow the Evaluator to determine the expenditures by component/outcomes.

53. The co-financing expected, and the reported co-financing realised is presented in table 5. The anticipated co-financing in the CEO Endorsement Request (at design) was USD 2,750,000 comprising USD 1,850,000 cash and USD 100,000 in-kind from UNEP, and USD 800,000 in-kind from the GoH. Reportedly, the cumulative co-financing realised as of 27 January 2021 was USD 6,233,725 from the UNEP, largely exceeding the anticipated co-financing, due to the extension of the project from 36 months to 67 months<sup>9</sup>. As of 28 February 2019, the GoH had reported an in-kind contribution of USD 800,000.

**Table 5: Co-financing table as of 27 January 2021<sup>10</sup>**

Co-financing (Type/Source)	UNEP own Financing		Government		Other*		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	1,850,000	6,233,725					1,850,000	6,233,725
Loans								
Credits								
Equity investments								
In-kind support	100,000	-	800,000	800,000 <sup>11</sup>			900,000	800,000
Other (*)								
<b>Totals</b>	<b>1,950,000</b>	<b>6,233,725</b>	<b>800,000</b>	<b>800,000</b>			<b>-</b>	<b>-</b>

<sup>9</sup> UNEP GEF PIR FY2021.

<sup>10</sup> The figures reported most of the budget as cash cofinance. Considering the level of funds (USD 6,233,725), it is probable that some of the budget line were primarily in-kind cofinance.

<sup>11</sup> MDE Cofinance Report, 2019.

## 4 THEORY OF CHANGE AT EVALUATION

54. A problem tree and Theory of Change (ToC) diagram was added to the project document as an annex. The overall logic and rationale of the ToC and the results framework were clear but with gaps in linking outputs to outcomes. There were also inconsistencies in the assumptions, of which some in reality were impact drivers, which the project could influence. Outcome 1, outcome 2 and the project objective include elements which in effect were not pegged at the right level in the pathway to change.
55. The TE has therefore elaborated a “reconstructed” ToC reflecting the above points (see also the explanations in Table 6 below); which is presented in figure 1. The changes compared to the original ToC are the reformulation of the long-term impact, objective and outcomes, a sharpening and collation of the existing assumptions, and the transformation of some assumptions into impact drivers. The outputs of the results framework remain unchanged. The reconstructed ToC was included in the draft inception report, which was presented to key staff at the UNEP Science Division and UNEP Regional Office in Panama.

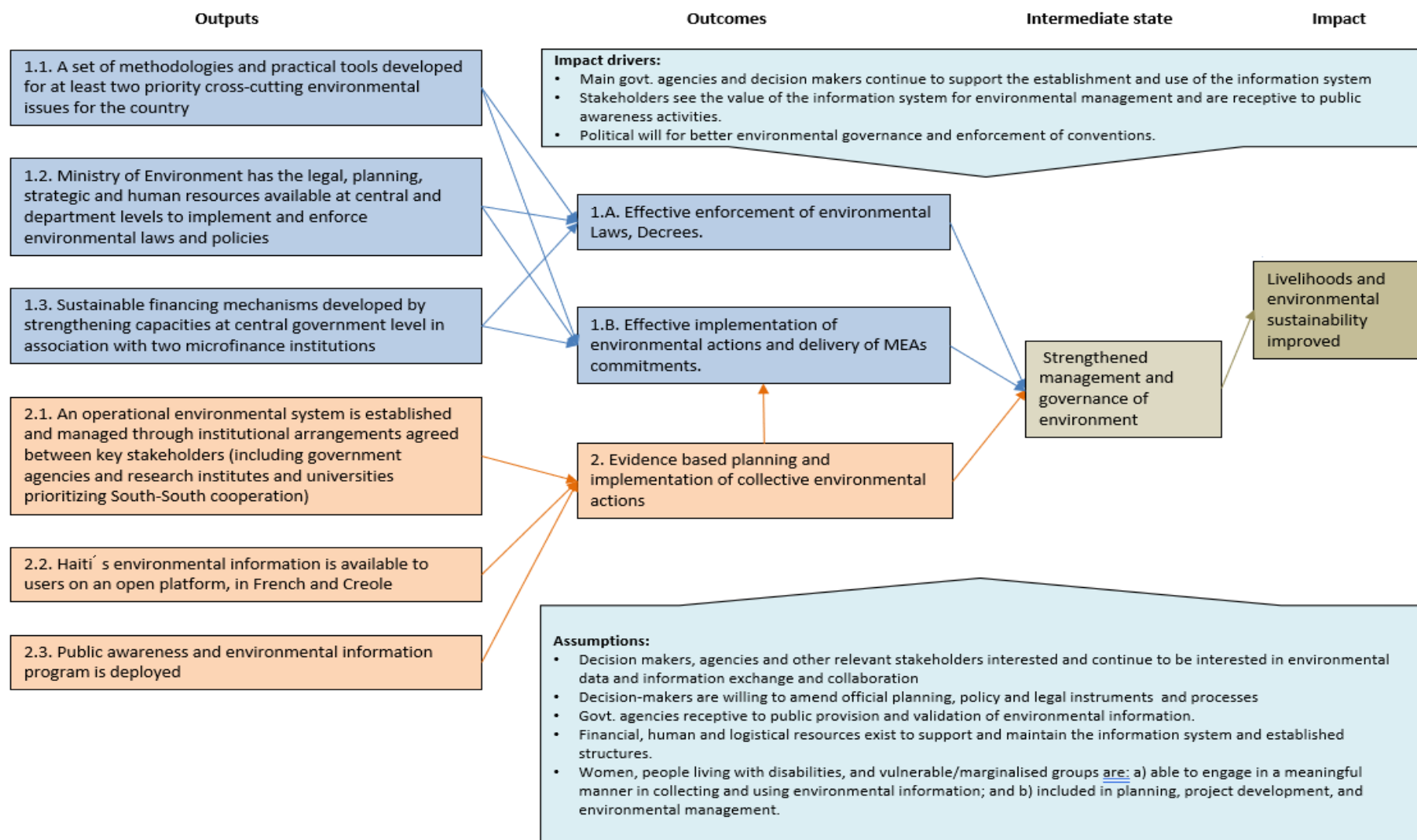
**Table 6: Justification for Reformulation of Results Statements**

Formulation in original project document	Formulation for reconstructed ToC at Evaluation	Justification for reformulation
LONG TERM IMPACT		
Increased local population’s well-being through improved environmental management	Livelihoods and environmental sustainability are improved	The second part is what the project aimed to directly contribute to, and is reflected in the objective
OBJECTIVE	INTERMEDIATE STATE	
To enhance the capacities of Haiti’s Government for environmental decision-making and implementation in line with national priorities, to ensure the appropriate implementation of the MEAs to which the country is a Party; (with an emphasis on cross-sectoral issues such as coastal zone management and the protection of water sources and riverbanks).	Strengthened management and governance of environment	<ul style="list-style-type: none"> <li>Capacity improvements are outputs.</li> <li>The appropriate implementation of the MEAs is more at outcome level and is then reflected in new outcome 2.</li> </ul>
PROJECT OUTCOMES		



Formulation in original project document	Formulation for reconstructed ToC at Evaluation	Justification for reformulation
<p>1. Enhanced institutional capacities to establish government structures for the effective implementation of international environmental conventions and environmental priorities</p>	<p>1.A Effective enforcement of environmental laws and decrees</p>	<ul style="list-style-type: none"> <li>• A reformulation is provided based on the expected outputs and activities planned. Furthermore, the formulation of outcome 1 put emphasis on establishing government structure, but this does not align with, nor fully cover what the expected outputs are contributing to.</li> </ul> <p>The expected outputs evolved around three main areas:</p> <ol style="list-style-type: none"> <li>1. Increased coordination for enforcement of environmental laws, etc. (through the development of tools and organisational mechanisms)</li> <li>2. MDE capacities trained and supported to implement and enforce environmental laws and policies.</li> <li>3. Mechanisms developed for environmental actions: roadmap, financing plans, etc.</li> </ol> <ul style="list-style-type: none"> <li>• Capacity improvements are outputs.</li> <li>• The outcome was in fact dual covering both national priorities and delivering upon MEA commitments</li> </ul>
	<p>1.B Effective implementation of environmental actions and delivery of MEA commitments.</p>	<ul style="list-style-type: none"> <li>• See above</li> </ul>
<p>2. Institutions and stakeholders have access to the skills and knowledge to conduct research, collect information and implement collective environmental actions.</p>	<p>2. Evidence based planning and implementation of collective environmental actions.</p>	<ul style="list-style-type: none"> <li>• Improved access to skills and knowledge is an output.</li> </ul>

Figure 1: Reconstructed Theory of Change



## 5 EVALUATION FINDINGS

### 5.1 Strategic Relevance

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

56. The project was well aligned with the UNEP's Medium-Term Strategy and Programme of Work, with a focus on under Sub-programme 7: environment under review (see Section 1).
57. The project also supported the Bali Strategic Plan for Technology Support and Capacity Building, by contributing to the establishment of a system for information management and reporting and providing the necessary equipment and capacity development. Though, the project only had a very limited contribution to enhanced South- South Cooperation, through a regional webinar with other Caribbean countries.

<b>Rating for Alignment to UNEP's MTS, POW and strategic priorities:</b>	<b>Highly Satisfactory</b>
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#### 5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

58. The project fell under the "Multi Focal Areas" of the GEF-4 and GEF-5 Cross-Cutting Capacity Development Strategy, responding directly to the following strategic priorities:
- CD-2: 2.1) Institutions and stakeholders have skills and knowledge to research, acquire and apply information for collective actions.
  - CD-2: 2.3) Public awareness raised and information management improved.
  - CD 3: 3.1) Enhanced institutional capacities to plan, develop policies and legislative frameworks for effective implementation of global conventions.
  - CD 4: 4.1) Enhanced institutional capacities to manage environmental issues and implement global conventions.
59. In particular, the project focused on CD-2: 2.1 and CD-4: 4.1, by supporting the establishment of a functional national environmental information system (SIE) for the three Rio Convention, covering the required institutional setup, equipment, and technical skills.

<b>Rating for Alignment to Donor/Partner strategic priorities:</b>	<b>Highly Satisfactory</b>
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#### 5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

60. As signatory to CBD, UNFCCC and UNCCD Haiti is obliged to report periodically on its progress on implementing its national commitments under the three Rio conventions. The NSCA identified key constraints faced by Haiti vis-à-vis its obligations, which the project directly addresses: i) weak institutional frameworks, ii) the lack of systematized information and knowledge on environmental issues and their links to development. The project was also designed to facilitate reporting to the Rio Conventions, through the establishment of a functional SIE as well as awareness raising (see sections 3.1 and 3.2).
61. Furthermore, Haiti is a signatory to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement) and has thus committed to providing its citizens access to information about the environment and enable public participation in environmental decision-making.

62. The project was also aligned with Haiti Strategic Development Plan/ Plan Stratégique de Développement (PSDH) 2012-2030, where environment was the second of five key priority areas, which included environmental management. The project document highlights that several key outputs of the project were also GoH priorities such as the SIE and the establishment of the FHB (the latest being corroborated by interviewees).
63. The MDE was created in 1995, but had until 2020 no clear mandate, nor ratified statutes, with potentially competing attributions with the Ministry of Agriculture and Natural Resources. Still, the MDE was supervising the implementation of the Rio Conventions and lacked the institutional capacities to do so. As such the project was aligned with the need for strengthened environmental governance.

**Rating for Relevance to regional, sub-regional and national issues and needs: Highly Satisfactory**

#### 5.1.4 Complementarity with Existing Interventions/ Coherence

64. The project built on previous UNEP-GEF support for the preparation of the NCSA, helping implementation of NCSA priorities (see sections 3.1, 3.2 and 5.1.3).
65. The project was complementary with existing projects such as: the UNEP Cote-Sud Initiative, UNDP support for capacity building of the MDE, UNDP-GEF Establishing Financially Sustainable National Protected Areas System, UNDP-GEF Addressing Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti, EU-supported Global Climate Change Alliance project (GCCA).
66. Finally, the project was synergetic with other development partners supporting the establishment of the FHB, e.g. the World Bank, the French Development Agency (AFD).

**Rating for Complementarity with existing interventions: Highly Satisfactory**

The overall rating for strategic relevance is highly satisfactory.

**Rating for Strategic Relevance: Highly Satisfactory**

## 5.2 Quality of Project Design

67. The underlying analysis was clear, as was the problem and partner identification. Stakeholders were consulted in the design. Gender issues were considered, but human rights links were not. The links to UNEP and GEF priorities were identified, but not always clearly spelled out (e.g., links to UNEP MTS and PoW). The project was designed specifically to address institutional and capacity constraints as identified in Haiti's NCSA (2010), however considering the Haiti context, the project was too ambitious. The implementation strategy was coherent and realistic but there was inconsistencies and gaps in causal links from outputs to outcomes. The results framework provided baselines and targets. Most assumptions were relevant, but some were in reality impacts drivers, and a few were too generic. A realistic and budgeted monitoring and evaluation (M&E) plan was prepared, and responsibilities were spelled out. The project had a well-defined and traditional project management setup, however, the distribution of roles between UNEP divisions and MDE was not clearly spelled out in the project design and the setting was complex, with the signing of two legal instruments (an ICA between the UNEP Science Division – formerly DEWA and UNEP Policy Division and a PCA between MDE and UNEP Policy Division). The budget was realistic, as were the co-financing

expectations. Links to, and synergies, with other interventions were clearly described. Risks were appropriately identified. Overall, the project design is rated as satisfactory.<sup>12</sup>

**Rating for Quality of Project Design: Satisfactory**

### 5.3 Nature of the External Context

68. The project operations have been repeatedly and severely affected by extremely challenging climatic conditions (hurricanes, droughts floods etc.) and extreme events, as well as by the Haiti political context and security.
69. In 2016, Haiti was hit by the category 4 hurricane Matthew and in 2021 a magnitude 7.2 earthquake struck, which resulted in significant damages. Other disasters occurred in 2018 and 2020. The Matthew hurricane affected the project operations, delaying the start of the project.
70. Since 2015, Haiti has encountered political instability leaving the country in a political and economic turmoil, and extreme insecurity. This has challenged the functioning of Haiti institutions, including several changes in the leadership of the MDE, main project partner and executing agency, which for example translated into change of the designated Project Director (Government Official – Director of ONEV). Between 2015 and 2016, the GoH has had three different Ministers of Environment and two different project Government counterparts. This situation has produced substantial impacts on the project execution, with significant delays in the signature of the Cooperation Agreement between UNEP and the Government.<sup>13</sup> Several phases of unrest and insecurity also resulted in delays, such as in 2019.<sup>14</sup> The economic context and insecurity also impacted some institutions supported by the project, which were not in a position to fulfil their mandate, e.g., the BNEE could not conduct further environmental audits due to the risk of traveling in the country.
71. Extreme natural events and the political context led to reconsidering and merging some activities with MDE. In some cases, important activities such as training programs for parliamentarians, the judiciary, NGOs and the private sector on environmental issues, the SIE and conventions were not fully delivered, which affected results.
72. Moreover, the project faced slowdown in 2020-21 due to COVID-19, although it did not severely affect the project (see section 3.5)<sup>15</sup>.

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

### 5.4 Effectiveness

#### 5.4.1 Availability of Outputs

73. More than half the output targets were achieved among which two were exceeded, two fully achieved and two only partly achieved (see table 7). The following provides an overview of the performance and results under each output.

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<sup>12</sup> The assessment is taking into consideration the challenging and highly unfavourable operational context of the project.

<sup>13</sup> UNEP GEF PIR FY2017.

<sup>14</sup> UNEP GEF Half Year Progress Report 2019.

<sup>15</sup> UNEP GEF PIR FY2021.

74. The activities were revisited in 2017 to align with GoH priorities, but this did not lead to change in the outputs. The assessment of achievement of outputs is based on the revised activity plan, and in some cases new indicators and targets defined during the 2017 adjustments.

**Table 7: Overview of achievement of outputs**

Output		Target achievement			
		Exceeded	Fully	Partly	Not
1.1	A set of methodologies and practical tools developed for at least two priority cross-cutting environmental issues for the country.	X			
1.2	Ministry of Environment has the legal, planning, strategic and human resources available at central and department levels to implement and enforce environmental laws and policies.			X	
1.3	Sustainable financing mechanisms developed by strengthening capacities at central government level in association with two micro-finance institutions.	X			
2.1	An operational environmental information system is established and managed through institutional arrangements agreed between key stakeholders (including government agencies and research institutes and universities prioritizing South-South cooperation).			X	
2.2	Haiti's environmental information is available to users on an open platform, in French and Creole.		X		
2.3	Public awareness and environmental information program is deployed.		X		
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

**75. Output 1.1: A set of methodologies and practical tools developed for at least two priority cross-cutting environmental issues for the country.** Three methodologies were developed:

- A methodological guide for riverbank protection and stabilization through reforestation using native species.
- A methodological guide for conducting Strategic Environment Assessment (SEA) on coastal zone.
- A methodological guide for conducting Environmental Audits.

These methodological guides came as support to decision-making and as support for Ministry Directions strengthening (i.e., respectively the ANAP and BNEE). They were found by users/beneficiaries of good quality and useful. Furthermore, interviewees emphasized the consultation process and engagement of users/beneficiaries in the process of defining the methodologies/tools. The methodological tools, as support to the BNEE, were accompanied by two draft decrees related to the administrative procedures to carry-out environmental audits and the pricing system for BNEE services, validated by the government. Though the decree on pricing was not adopted, which is limiting the capacities of BNEE to conduct SEAs and Environmental audits (See Section 5.4.2). *(Target of two methodological guides and agreement on procedures, text and content of tools and methodologies: exceeded. This target was further defined during implementation. The original design had no fixed number)*

- 76. Output 1.2: Ministry of Environment has the legal, planning, strategic and human resources available at central and department levels to implement and enforce environmental laws and policies.** Some activities under this output were abandoned in 2017 as they were no longer relevant: i.e., the operationalisation of the Conservatoire du Littoral. Instead, the project focused on supporting the MDE in the design of an environmental governance roadmap to better integrate multilateral conventions, and the development of a Plan d'Action pour l'Environnement (PAE) to guide the operation of the Table Sectorielle Environnement (TSE). The project supported the creation of the FHB and revived the TSE. While the FHB is operational, but has not yet financed projects, there are indication that the TSE is not fully operational. Government stakeholders mentioned that *"considering the actual political context it is challenging to engage, and as such the TSE is not working"*. The PAE was drafted but was not adopted by MDE. Furthermore, it should also be noted that the FHB is an output accounted twice (See output 1.3). Though, the creation of the fund is an important output to support the implementation and enforce the environmental laws and policies. While it is expected to facilitate mobilisation of finance for environmental projects, the fund set-up is also creating a platform for transparency of use of resources as well as for further strengthening of MDE capacities, through the collaboration with development partners, International Financial Institutions (IFIs) and Civil Society members of the FHB Commission. It is an opportunity to continue the positioning and enforcement of the legitimacy of MDE, which was a focus at project design. Then according to the project Final Report *"119 staff from public administration and civil society received training on environmental Audit guidelines/methodology (36), on riverbanks reforestation guidelines methodology (29), on tools, spatial data and analyses to support decisions for resilient landscapes and SEA (47), on management and use of SIE (7)"*<sup>16</sup>. The TE did not access any survey on satisfaction and use of the training. While most of the interviewees were satisfied with the training, there were also indications that the training was not fully used. For example, the use of trainings on Strategic Environmental Assessment (SEA) and Environmental Audits have been limited by i) the lack of resources, ii) high staff turnover, iii) access to projects, and overall, iv) the insecurity and Haiti context. Furthermore, most of the interviewees pointed out the need for further training (i.e., all government stakeholders interviewed). *(Target: At least 2 operational government structures created and at least at least 96 staff trained – partly achieved. This target was adjusted during implementation.)*
- 77. Output 1.3: Sustainable financing mechanisms developed by strengthening capacities at central government level in association with two micro-finance institutions.** The activities have been adapted to seize the existing opportunities. The FHB has been established, mobilising civil society organisations (i.e., The Nature Conservancy (TNC) and the Société Audubon Haiti (SAH), with USD 26 million endowment from several donors (AFD, KW and WB). The output is considered exceeded as a trust fund has been established and is fully operational.<sup>17</sup> *(Target of "A Sustainable financing plan for environmental management is adopted": exceeded)*
- 78. Output 2.1: An operational environmental information system is established and managed through institutional arrangements agreed between key stakeholders (including government agencies and research institutes and universities prioritizing South-South cooperation)** At the end of the project, the SIE was collaboratively managed by the ONEV/MDE and the Centre National de l'Information Géo-Spatiale (CNIGS)/MDP, where MDE was responsible for the administrative aspects (e.g.,

<sup>16</sup> GEF CCCD Projects. Final Project Report, 2021.

<sup>17</sup> GEF CCCD Projects. Final Project Report, 2021; Interviews.

stakeholders/institutions mobilisation, data sharing and update), while MDP was responsible for the technical aspects (e.g., indicator development and geographic information system). A Technical Implementation Commission was also established, regrouping seven national institutions and organizations<sup>18</sup>, collaborating for enhancing data sharing and information co-production. Though by the end of the project, it remained to formally organised protocols of data sharing between institutions, which the UNDP second phase is currently working on. (Target: At least 2 government agencies are coordinated for the operational environmental system and At least 5 organizations or institutes collaborate at central level and in each region of Haiti on environmental information management. The target is partly achieved)

79. **Output 2.2: Haiti's environmental information is available to users on an open platform, in French and Creole.** A total of 11 indicators were collaboratively defined and validated by MDE. The SIE Haiti is online as an open platform with environmental information available in French and English. It was found impossible within the project timeframe and to some extent within the project budget to have a version of the SIE in Creole, as published and available material to feed in the SIE are not available in Creole.<sup>19</sup> A validated list of common indicators was identified for the reporting and monitoring on environmental information and notably on the implementation of the 3 Rio conventions (UNFCCC, UNCCD, UNCBD) in Haiti. A training session for 3 Rio Conventions Focal Points at the MDE was held. A Team of 3 staff and a SIE focal point were identified for the implementation and management of the system. Training sessions were held for CNIGS and ONEV staff for the proper management of the SIE platform. The SIE development, including additional indicators, signature of MoUs with other institutions for data retrieving is further continued in a second phase supported by UNDP. The target is fully achieved.
80. **Output 2.3: Public awareness and environmental information program is deployed.** While the original target was more ambitious (i.e., "training programs and public awareness activities have developed and carried out in different parts of the country with a variety of stakeholders"), the project team adapted the approach to public awareness through the production of a documentary related to the three Rio Conventions, with a focus on the Haitian coast, to enhance public awareness. The project ensured local public screenings, broadcast on social media, and participation in relevant film festival, and won several awards. The documentary is accessible for free and then can continue to be used for public awareness in schools, CSOs, etc. No clear target was provided for this output, but considering the positive feedback from interviewees, the opportunities to continue using the documentary for awareness purpose, the output is assessed as fully achieved.
81. **Overall assessment:** The project delivered most of the intended outputs, despite the challenges of the context and the delays in implementation. Stakeholders interviewed expressed satisfaction with the quality and appropriateness of the activities and output delivered, including the training received, the appropriateness of the SIE platform for Haiti, and the documentary. More than 100 people were trained. However, there are strong indication that the uptake of the knowledge and skills has been uneven. Moreover, with the broad and diverse scope of activities under the outputs, which required engagement of many different stakeholders at different level, the links and synergies

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<sup>18</sup> Those institutions are : Ministry of Environment (ONEV), Ministère de la Planification et de la Coopération Externe- MPCE (CNIGS), Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural- MARNDR (through the Coordination Nationale de la Sécurité Alimentaire - CNSA), the Unité Hydro Météorologique (UHM), the Conseil Interministériel sur l'Aménagement du Territoire (CIAT), and the 2 NGOS Société Audubon Haiti (SAH), and Fondation Pour La Protection de La Biodiversité Marine (FoProBIM).

<sup>19</sup> GEF CCCD Projects. Final Project Report, 2021.



between engagements at the national and sub-national would have deserve more attention, especially considering the political context<sup>20</sup>. Information on the scale of activity at sub-national and field activities, is too often missing.

**Rating for Availability of outputs:** **Satisfactory**

#### 5.4.2 Achievement of Project Outcomes

82. The assessment of outcomes is based on the reconstructed ToC, and when available and appropriate, is made against the targets as defined in the project annual reports.
83. **Outcome 1.A Effective enforcement of environmental Laws, Decrees.** A National Environmental Action Plan (PAE) and a Three-Year Investment Plan (PIT) were drafted but were not adopted. Although some MDE directions were strengthened, there are strong indications that further work remains in terms of human resourcing and training. (*Targets: At least 2 frameworks, plan or policies are produced; the MDE's enforcement capacity is visibly strengthened – Partly achieved*)
84. **Outcome 1.B:** It is too early to fully assess the project contribution to an **effective implementation of environmental actions and delivery of MEAs commitments**. Moving from institutional strengthening to actions takes time, and the Haiti context did not favour accelerated changes, and delays due to extreme events and political instability have strongly affected the deployment of planned activities (See Sections 5.3). While collaboration among government agencies has been strengthened, engaging with private sector and NGOs, major actors for implementing environmental actions and monitoring compliance as well as addressing violations of MEAs commitments, has been more limited (i.e., primarily through the FHB component). Still, the project contributed to ensuring delivery of MEAs commitments through the setting and strengthening of MEAs focal points. Furthermore, at the time of the TE, the FHB was in the process of collecting and assessing proposals to fund environmental projects. The upcoming MEA reporting will provide more information/evidence to assess the project contribution to this outcome. (Target: *a sustainable financing plan for environmental management is adopted –Achieved*) *Outcome partly achieved.*
85. **Outcome 2: Evidence based planning and implementation of collective environmental actions.** There was an increased appreciation among project participants of the value of collecting and using environmental data in development planning and implementation. While the project provided training, the TE has not come across any evidence of change in the participating agencies' use of environmental science and information in development planning. The progress reports and interviewees did not report on agencies' use of science and information, but there were expectations that the system will be used for the next MEA reporting. The SIE is online, but still under development with the support of UNDP, which in a second phase, is further institutionalising the inter-agency collaboration (See Section 5.4.1) and strengthening capacities for data collection, quality assessment and analysis. (*Targets: Fully operational Environmental Information System; and fully operational inter-ministerial coordination mechanism that allows a flow of environmental information – Partly achieved*)
86. Validity of assumptions:

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<sup>20</sup> Most of the Haiti stakeholders highlighted the missed opportunity to work more at decentralised level. See further Section 5.9.

- *Decision-makers and agencies interested in environmental data and information exchange and collaboration.* There is reportedly a strong ownership of MDE for the SIE. Furthermore, the project established a joint management between MDE and MDP; as well as a technical implementation commission regrouping seven institutions.  
The assumption holds.
- *Decision-makers are willing to amend official planning, policy and legal instruments and processes.* Decision-makers proved willing to engage in environmental data management and inter-agency collaboration. There is no evidence found of neither willingness nor lack thereof vis-à-vis amending instruments and processes.  
The assumption is likely to hold.  
*Govt. agencies receptive to public provision and validation of environmental information.* There was willingness to allow the public access to environmental information and to increase public awareness of the availability of information. No evidence found of neither willingness nor lack thereof vis-à-vis engaging the public in validating environmental information.  
The assumption is likely to hold.
- *Financial, human, and logistical resources exist to support and maintain the information system and established structures.* Despite the project and continued support from development partners, a third phase is expected to ensure that human resources and logistical resources will be available to support and maintain the information system.  
The assumption does not fully hold.
- *Women, people living with disabilities, and vulnerable/marginalised groups are: a) able to engage in a meaningful manner in collecting and using environmental information; and b) included in planning, project development, and environmental management.* The project did not specifically target women, people living with disabilities, and vulnerable/marginalised groups. Furthermore, the SIE was not made available in Creole, which limits potential use of the information system.  
Insufficient information available.

87. Presence of drivers:

- *Main government agencies and decision-makers continue to support the establishment and use of SIE.* UNDP is supporting a second phase to further institutionalize the SIE. Interviewees all emphasised MDE engagement in the SIE.  
The driver is likely to be in place.
- *Stakeholders see the value in using SIE for environmental management.* Stakeholder interviews demonstrate appreciation of the SIE, though at the moment it is unclear who has used the platform. Furthermore, the UNDP second phase is in the process of identifying the potential users.  
The driver is not yet in place.
- *Political will for better environmental governance and enforcement of conventions.* According to interviewees, the project lacked political traction, and environment is still not a main priority considering the Haiti context.  
The driver is not yet in place.

88. **Overall assessment:** The external context significantly affected project operations, and it is likely that in a more stable political context and with limited delays due to extreme natural events, the full project's efforts would have led to further results in terms of strengthening MDE institutional capacities for environmental law enforcement and advancing towards more effective implementation of environmental actions and delivery of MEAs commitments. As such, the achievement of project outcomes is assessed as satisfactory,

**Rating for Achievement of project outcomes: Satisfactory**

### 5.4.3 Achievement of Likelihood of Impact

89. The assessment of likelihood of impacts is based on the reconstructed theory of changes, and when available and appropriate, is made against the targets.

90. **Intermediate state: Strengthened management and governance of environment.** At the end of the project, the project had improved the coordination for managing environmental data for Rio Conventions with the involvement of seven institutions (see Sections 5.4.1), although this is still under formalisation with the second phase. The SIE has not yet been used in MEA reporting or development planning and implementation processes, though interviewees reported that it will be used for the 2023 report. Furthermore, the project supported the setting and strengthening of MEAs focal points which is a direct contribution to strengthened implementation of MEAs.<sup>21</sup> There remain a lot to organise the data collection, data quality assurance and data analysis processes, in a context of weak capacities and lack of institutional coordination. Even so, all interviewees agree that this project has brought important results in terms of awareness of environmental problems and the MEAs, and it has advanced the work on coordination and sharing information and data on environment. They also pointed out that the project contribution to strengthened management and governance of environment has been limited due to i) the Haiti context, ii) the project limited work on important areas such as advocacy and political influence, iii) and its limited engagement with decentralised institutions and organisations (i.e., local communities, CSOs).

*(Target 1: At least 5 organizations or institutes collaborate at central level and each region of Haiti on environmental information management. – partly achieved)*

*(Target 2: At least 2 sectoral plans make reference to and/or adopt environmental information management tools promoted by the project – partly achieved)*

91. **Impact: Livelihoods and environmental sustainability improved.** The project has likely made an indirect contribution to increased consideration of the environment and ecosystems in Haiti's development priorities. However, considering the context, interviewees pointed out that environmental sustainability still does not appear as a main priority. *(Target: No target defined- Insufficient information available)*

92. **Catalytic effect/replication:** The project engaged other development partners to sustain the efforts towards strengthened management and governance of environment. The UNDP is directly engaged in the second phase of the SIE (See Section 5.4.1) and other partners engaged too either for the SIE (IADB, WB, UE Delegation are collaborating with the SIE Technical Commission<sup>22</sup>) or within the Commission of the FHB (See Section 5.4.1)

93. **Unintended effects:** No evidence was found of unintended positive or negative effects.

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

The overall rating for effectiveness is satisfactory.

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<sup>21</sup> Interviews; UNEP GEF Pir FY 2021.

<sup>22</sup> GEF CCCD Projects. Final Project Report, 2021.

## 5.5 Financial Management

### 5.5.1 Adherence to UNEP's Financial Policies and Procedures

94. Overall, the project adhered to UNEP's financial policies and procedures (see table 8). Project audit reports largely indicate compliance, with UNEP's requirements, even though shortcomings were reported. Most disbursements were made in a timely manner, but the first disbursement from UNEP was delayed due to UNEP's transition to the Umoja financial management system. A second major disbursement delay occurred in 2020, due to the impact of COVID-19 on UNEP HQ. Furthermore, disbursements from GoH were sometimes delayed<sup>23</sup>. Financial reports were submitted regularly, but often the reporting from DSD was delayed. Spending was within the budget and budget amendments were duly approved.

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<sup>23</sup> GEF CCCD Projects. Final Project Report, 2021.

**Table 8. Financial Management Table**

Financial management components:		Rating	Evidence/ Comments
<b>1. Adherence to UNEP's/GEF's policies and procedures:</b>		<b>MS</b>	
Any evidence that indicates shortcomings in the project's adherence <sup>24</sup> to UNEP or donor policies, procedures, or rules		No	Audits report unsupported expenditures between 2016 and 2019 (total of \$ 39,250 for the period) and question "the internal control structure of the executing agency disclosed certain deficiencies, which in our opinion could affect their ability to record, process, summarize and report financial data consistent with the assertions of management in the Financial Statements. Recommendations from audits were partially implemented. The first disbursement from UNEP was delayed due to transition to Umoja. Financial reports were submitted regularly, but sometimes with delays. <sup>25</sup> Spending was within the budget.
<b>2. Completeness of project financial information:</b>		<b>S</b>	
Provision of key documents to the evaluator (based on the responses to A-H below)		<b>Yes</b>	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	The co-financing budget indicates co-financing by source, component, and budget line.
B.	Revisions to the budget	Yes	Revisions made in 2018 and 2019 provided.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCA, ICA MoU and contracts provided.
D.	Proof of fund transfers	Yes	Proof of Fund Transfers for a total of USD 476,045 out of a total of US\$ 501,100. According to UNEP Team: "The rest of the funds of the project has been expensed directly in Umoja by the Executing entity (PCDMB) for the programme activities".
E.	Proof of co-financing (cash and in-kind)	No	Annual co-financing report provided by UNEP for 2020. No information provided on Government in kind co-financing from 2018
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	A summary by component has been provided. Quarterly financial statements for 2016-2018 are provided; these are broken down by budget line and from second quarter 2018 by component. Missing financial statements for 2019. The last expenditure report (2021) does not provide expenditures by component
G.	Copies of any completed audits and management responses (where applicable)	Yes	Audit reports provided

<sup>24</sup> If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

<sup>25</sup> The project complex setting also explains delays in submission of the Financial Reports. Any delay in submission, error to be corrected in the reporting from one party would then affect the chain of financial reporting.

Financial management components:		Rating	Evidence/ Comments
H.	Any other financial information that was required for this project (list):	N/A	
<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.	S	The UNEP Haiti Office had to establish coordination mechanisms with MDE and take oversight on the funds and budgeting. Once established it was said to work well.
	Fund Management Officer's knowledge of project progress/status when disbursements are done.	S	Regular dialogue between the Project Manager and FMO UNEP Panama
	Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	S	Transition to Umoja was a challenge due to uncertainty about Umoja reporting requirements. Guidance provided but it took a long time. Issues with unsupported expenditures from MDE. See above a system was discussed and put in practice between MDE and UNEP Haiti Office.
	Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	Regular dialogue between PM and UNEP Panama. No direct communication between PMU and UNEP HQ. UNEP Panama and HQ had regular dialogue, albeit with occasional delays in responses due to time difference
	Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process	HS	Requested information was readily provided, whenever available.
<b>Overall rating</b>		<b>MS</b>	

**Rating for Adherence to UNEP's policies and procedures: Moderately Satisfactory**

### 5.5.2 Completeness of Financial Information

95. The required financial information is available (See table 8), although at the end of the TE, the budget reconciliation seemed still on-going. (See section 3.6). Quarterly financial statements between 2016 and 2018 are available, but only broken down by component between the 2<sup>nd</sup> quarter of 2018 and end of 2020. Budget revisions, audit reports, the project cooperation agreement (PCA), and Internal Cooperation Agreement (ICA), are available. Co-financing reports from the GoH are also available.

96. Financial summaries by component are partly available and the total project spending per Umoja class (cost categories) is fully available.

**Rating for Completeness of project financial information: Satisfactory**

### 5.5.3 Communication Between Finance and Project Management Staff

97. The project management setting was complex and did not facilitate communication. Based on the original agreements UNEP Geneva transferred the funds to the MDE. There were cases of unsupported expenditures from the MDE, which led the UNEP Haiti office to establish coordination mechanisms with MDE and take oversight on the funds and budgeting. This facilitated the communication around the financial management of the project and provided clarity.

**Rating for Communication between finance and project management staff: Satisfactory**

The overall rating for financial management is satisfactory.

**Rating for Financial Management: Satisfactory**

## 5.6 Efficiency

98. The project had one justified 'no cost extension' of two years, due to several delays related to the very fragile political situation in the country, which resulted in violent social turmoil in the Capital city, as well as the occurrence of extremes meteorological events and disasters, which produced significant impacts on the activities of the GoH at technical and political level. The project also experienced a slow start due to its complex setting with the signing of two legal instruments (an Internal Cooperation Agreement/ICA between the UNEP Science Division – formerly DEWA and the UNEP Policy Division and a Project Cooperation Agreement/PCA between MDE and UNEP Policy Division), changes in the leadership of MDE, including the change of the designated Project Director, the adoption of UMOJA by UNEP, and delay in the recruitment of the administrative/financial assistant.
99. Some activities were delayed by administrative delays, e.g., vis-à-vis project management setting and slow procurement. Interviewees highlighted for example the complex and slow recruitment process through UNDP and UNOPS.
100. Another cause of activity delays was change in key government counterparts (e.g., project director, change in Minister). The project had four national project coordinators, and interviewees mentioned that this was time consuming to reinform about the project and continue activities.
101. The project was embedded in the existing government institutional framework, and several institutions were part of the PSC (See section 5.5). Interviewees all highlighted the engagement of government institutions. Furthermore, the project expanded to other institutions to support the SIE, engaging the Ministère du Plan (MDP) who had additional technical capacities.

**Rating for Efficiency: Moderately Satisfactory**

## 5.7 Monitoring and Reporting

### 5.7.1 Monitoring Design and Budgeting

102. In the CEO Request for Approval, the results framework provided appropriate and measurable indicators for outputs, outcomes, and impact, baselines for most indicators, and targets, although targets were not always measurable and were specified during the implementation phase. Targets were not disaggregated by gender, minority, or stakeholder group, nor were there any gender indicators included.
103. A clear and budgeted monitoring and evaluation (M&E) plan specified different M&E activities each with an allocated budget and timeframe. Roles and responsibilities vis-à-vis reporting were clearly specified. Though, the M&E plan followed a standard template, which did not specify coverage and strategy for data collection methods or frequency of data collection by indicator.

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

### 5.7.2 Monitoring of Project Implementation

104. Despite the 2017 revisions on the project workplan and aggregation of / adjustment in activities, it was possible to track progress against outputs. The initial result framework was used, and efforts were made to systematically report on it. Though, it was found challenging to report on some indicators<sup>26</sup>, and sometimes the monitoring primarily focused on activity progress.
105. The instruments used for sharing monitoring information were the half-yearly progress reports, annual Project Implementation Reviews (PIRs), and the PSC meeting reports. The half-yearly progress reports indicated percentage of completion of the different activities and provided reasons for delays or any challenge faced during implementation. The PIRs covered the outcome and output indicators and provided information on baselines, targets, and progress rating, as well as gender disaggregated data on training participant.
106. Overall, the monitoring system facilitated the tracking of results at outputs level throughout the project implementation period. However, there were missing elements to consolidate the monitoring at outcome level, for example there was no material indicating the level of satisfaction and use of training, and it is unclear whether surveys were conducted.

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

### 5.7.3 Project Reporting

107. The following progress reports were prepared and submitted by the PM: quarterly financial reports (although missing for FY2019 and FY2021), half-yearly progress reports, annual PIRs, final report. The reporting provided a detailed account of implementation progress, as well as details on opportunities and challenges faced during implementation. Lessons were also captured in the PIRs. Overall, these reports provided the necessary information for project steering.
108. The narrative reporting was timely and engaged both the MDE and the Haiti Office. The financial reporting experienced delays partly due to the complex structure of the project, and the multiple financial reporting line as defined by the PCA and ICA. As mentioned in Section 5.5.1, there were also some issues in the MDE financial reporting which was addressed throughout the chain of reviews by UNEP Haiti Office, and UNEP Latin America and Caribbean Regional Office, leading to delays.
109. Gender-disaggregation of data was given sometimes, such as women participation to trainings.

**Rating for Project reporting:** **Satisfactory**

The overall rating for monitoring and reporting is satisfactory.

**Rating for Monitoring and Reporting:** **Satisfactory**

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<sup>26</sup> Interviews.



## 5.8 Sustainability

### 5.8.1 Socio-political Sustainability

110. Overall, the dependency on social/political factors is high. The project design highlighted the importance of high-level political commitment for the sustainability of the project outcomes. Though most of the interviewees pointed out that the project had not worked enough on political traction and advocacy. The context, with several Environment Ministers being appointed during the project period, has limited opportunities for a strong and consistent political engagement and did not provide support to the projects continuity nor sustainability. However, the technical approach of the project has managed to largely mitigate the impact of political changes.
111. The ONEV/MED ownership of the SIE is reportedly strong and mechanisms are in place to ensure that other institutions can take it forward should institutional changes occur. (See section 5.4.1 on the SIE joint management agreement between MDE and MDP)
112. Despite a challenging socio-political context, key stakeholders (e.g., MDE, CNGIS, FHB governing bodies etc.) are, according to UNEP Haiti, proving particularly resilient and continue directing project development towards further sustaining and enhancing the outputs/outcomes of the project.

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

### 5.8.2 Financial Sustainability

113. MDE has limited financial resources to further develop and maintain the SIE, but the UNDP support for the second phase is considering the challenges of future resourcing. Overall, there appears to be a high dependency on external financial resources if the system is to be fully maintained.
114. The same can be observed with some of the MDE's Directions. The BNEE for example is under-resourced despite its potential role in environmental management and environmental sustainability; and the draft decree on financing its services was not adopted. (See Section 5.4.1)
115. Despite the MDE's limited financial resources, the establishment of the FHB and the coordination with other partners on the continuation of assistance/support has proven to be an important in terms of providing the government with mechanisms to support a sustainable financing plan for environmental management, enhancing financial sustainability within a challenging context.
116. Considering Haiti's fiscal space and socioeconomic context, humanitarian, and security situations, advancing the environmental agenda and information systems in general will have to rely on external resources for some times.

**Rating for Financial Sustainability: Moderately Likely**

### 5.8.3 Institutional Sustainability

117. The project design had put a large emphasis on modalities for institutional sustainability. However, it has largely been challenged as the reactivating of the TSE for coordination, and the non-adoption of the PAE by the government have largely

undermined the benefits of roadmaps, which government entities could then adapt to changing circumstances.

118. The methodological frameworks and guides developed during the project are elements of institutional sustainability. They can contribute to the capacity development of the country and the achievement of global environmental benefits/goals in the long term. Although, at the project closure there were indications that they were not use (See section 5.4), development partner support should be considered the context of Haiti. The Evaluation found that collaboration among government agencies has been strengthened in terms of engaging with the private sector and NGOs. Furthermore, UNDP follow-up on the SIE, is strengthening the institutional setting. (See Section 5.4.1 and Section 5.4.2). This was secured during the project through close coordination between UNEP and UNDP.

119. The SIE and the setting of the MEAs focal points, by aligning with international conventions and standards are also strong element of sustainability for strengthened environmental management and governance.

**Rating for Institutional Sustainability: Moderately Likely**

The overall rating for sustainability is moderately Likely.

**Rating for Overall Sustainability: Moderately Likely**

## 5.9 Factors Affecting Performance and Cross-Cutting Issues

### 5.9.1 Preparation and Readiness

120. The project start-up was slow. The project implementation commenced in September 2016, 18 months after the project was approved by UNEP (February 2015) due to the complex setting of the project, slow disbursement, change of the designated Project Director, and administrative/financial assistant recruitment (see sections 1 and 3.5). An inception workshop/first SC meeting was held on 8 September 2016. Though the project was suspended between September and December 2016, and the first PSC meeting took place in 2017 (see section 1)<sup>27</sup>.

121. The Request for CEO Approval included costed procurement plan and detailed, activity-based and costed multi-year work plan, which was adjusted in 2017.

122. Several agreements were signed: i) an ICA between UNEP Division of Early Warning and Assessment (DEWA) and UNEP DEPI on 15 February 2016; ii) and a PCA between UNEP DEPI and MDE was signed on 30 March 2016 and amended on 12 April 2019.

123. The NCSA started in 2007 and was finalised in 2010, while the project started implementation in 2016/2017. After six-seven years, needs had changed. Several consultations were organised with the MDE and other stakeholders, to analyse the project scope (goal and activities) and discuss the execution details, potential

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<sup>27</sup> The 2015-2016 period has been dominated by the political uncertainty (and associated insecurity) generated by the holding of general elections for the Presidency. Such a political instability had significant impacts on the Ministry of Environment and the start of the project with several changes of Minister and Government staff at the highest level within the institution. From 2015 to 2016, Haiti has had 3 different Ministers of Environment and, during the signature of the GEF CCCD agreement between UNEP and the Ministry, a change of Minister occurred which delayed the signature.

partnerships and technical adjustments in 2016 and 2017. Some activities were dropped as not relevant any longer, and others were aggregated to increase ownership and relevance (see section 3.5).

124. During the project preparation process an environmental and social impact screening was carried out. Due to the nature of the project, which exclusively dealt with data and information management and awareness raising, there was no need for further assessment. No information is available about UNEP Programme Review Committee (PRC) recommendations or the extent to which they were addressed.

**Rating for Preparation and Readiness: Moderately Unsatisfactory**

### 5.9.2 Quality of Project Management and Supervision

125. Although the project had a well-defined project management setup at design stage, it has been challenging to manage due to the project complex setup (see section 1 and 3.5), the changes in project director and national project manager, the lack of capacities in MDE (see section 5.5). The UNEP Office has thus progressively increased its oversight over the project management, with the Administrative and Financial assistant located at the UNEP Haiti Office.
126. The PSC met only three time during the project implementation (2017, 2018, and 2020) and the meetings were documented. UNEP Haiti office engaged into dialogue with the national PM, and according to interviews the project main result was to increase coordination between MDE Directions (see Section 5.4).
127. The interviewees highlighted that the change in national project manager and MDE leadership have affected the project management, as there was a need for the UNEP Haiti office to systematically manage the handover and reinstate MDE engagement. Between 2016 and 2021, there has been three national project managers.
128. UNEP task manager proactively engaged in supporting the project. There was no direct communication between UNEP HQ and the PM, but UNEP HQ supported UNEP Panama, who in turn conveyed information and guidance to the PM. Sometimes responses from UNEP took time, e.g. vis-à-vis Umoja (see section 5.5), as UNEP staff also had difficulties with Umoja. Government financial reporting could also be slow with inconsistencies (see section 5.6).
129. The UNEP Haiti office applied adaptive management in relation to the context, such as reorienting activities to ensure MDE ownership and mitigate delays in implementation caused by extreme climate and natural events and political instability and insecurity (see sections 3.4, 3.5 and 5.3). Interviewees highlighted the UNEP Haiti office engagement and efforts with the main strength perceived as maintained and consistent communication, flexibility, and responsiveness. For example, in response to the 2016 hurricane, the MDE and UNEP led the elaboration of the environmental chapter of the Post Disaster Needs Assessment (PDNA).<sup>28</sup> The UNEP Haiti office also established “informal” mechanisms for financial management and oversight as a response to the Audits reports (see section 5.5).

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<sup>28</sup> UNEP GEF PIR, 2017.

**Rating for Quality of Project Management and Supervision: Satisfactory**

### 5.9.3 Stakeholder Participation and Cooperation

130. A stakeholder mapping was carried out and presented. The key government stakeholders/agencies were properly included in the project, although there was indication that the MDE Directions Departmentales were not enough engaged considering their role in environmental protection and monitoring. The project established mechanisms to promote coordination for environmental governance such as the reactivation of the Table Sectorielle, and according to interviews its main result was to increase coordination between MDE Directions (see section 5.4).
131. Consultations have been highlighted as an essential factor of the project realisation. UNEP Haiti office was proactive in stakeholder engagement and consultation throughout the disruptions due to the context and change in MDE leadership. Though, interviewees pointed that it has been challenging to maintain MDE engagement.
132. The project strengthened collaboration with other stakeholders, pooling resources and increasing coherence. For example, the collaboration for the setup of the HFB engaged International Finance Institutions (IFIs), and CSOs; or the collaboration with UNDP to engage in a second phase for further operationalisation of the SIE.
133. Due to the highly unfavourable context, engagement with private sector and NGOs, major actors for implementing environmental actions and monitoring compliance as well as addressing violations of MEAs commitments, has been more limited (i.e. primarily through the FHB component).

**Rating for Stakeholder Participation and Cooperation: Satisfactory**

### 5.9.4 Responsiveness to Human Rights and Gender Equality

134. Human rights were not explicitly considered in the project design or implementation. Nonetheless, through the provision of access to environmental information, the project contributed to enhancing delivery of Haiti citizens' rights to information and transparency, as also spelled out in the Rio Conventions (incl. the transparency commitments under the Paris Agreement) and in the Escazú Agreement on access to information and public participation. (See section 5.1). Furthermore, the project support to strengthening capacities for implementation and enforcement of environmental laws and policies, through initiatives such as the environmental audits and their social component, is also likely to contribute to protecting vulnerable groups rights.
135. The project design integrated gender considerations, as follows:
- The Environmental Information System will seek to gather gender disaggregated data so as to obtain quantifiable metrics on the interrelationships between women and the environment.
  - Public awareness campaigns will both target women and include gender dimensions into awareness materials.
  - The cross-cutting methodological frameworks will integrate gender considerations.

- The project will ensure inclusion and participation of women’s organizations so as to ensure that women’s relations to environmental management and stewardship are included in the information gathered.

136. The project did to some extent address gender in some activities but could have gone steps further. It is for example expected that the SIE will include gender disaggregated indicator (e.g. access to drinking water). The documentary was gender sensitive and included women testimonials. Furthermore, one of the narrators is a well-known Haitian actress and an activist for gender equality in Haiti. The methodological guide for riverbank management and restoration through revegetalisation also included gender dimensions.<sup>29</sup>

137. Women were not always well represented in workshops and consultations (from 15pct. to 30 pct.)<sup>30</sup>. In trainings, their representation was slightly more important, it reached 40pct. of participants to the training in environmental audits.<sup>31</sup> Most PSC members were men.

**Rating for Responsiveness to Human Rights and Gender Equity: Moderately Satisfactory**

### 5.9.5 Environmental and Social Safeguards

Given the project’s focus on institutional strengthening at central level, data management and awareness raising, no environmental or social risks were identified at design, during implementation or by the TE. The only negative environmental impact of the project was fossil energy consumption and carbon emissions as well as the resource consumption and waste generation related to the use of computer equipment and office facilities. There was thus no need for implementing any environmental or social safeguards or mitigation measures. The move to virtual meetings and online awareness in response to the insecurity and COVID-19 reduced the carbon footprint of the project.

**Rating for Environmental and Social Safeguards: Highly Satisfactory**

### 5.9.6 Country Ownership and Driven-ness

138. The project implementation was affected by change in the MDE leadership and the project setting, and stakeholder remobilisation was necessary. From the interviews, there is indication that in some areas the project lacked political buy-in and traction, as well as and advocacy to achieve higher level results (e.g. Action Plan for the Environment, which was not adopted).

139. The weak institutional context also affected country ownership and drive-ness. For example, some interviewees mentioned that not all MDE Directions have the capacities and/or the formal legitimacy to drive changes. Furthermore, it was noted that the project was too centralised and did not engage enough with the Directions Départementales (local representation of the MDE).

140. In-kind contributions are challenging to follow as there was no final report. (see section 5.5)

<sup>29</sup> UNEP GEF PIR 2021. Documentary: Thus Spoke the Sea.

<sup>30</sup> UNEP GEF Half Year Progress Report, 2020. UNEP GEF PIR 2021.

<sup>31</sup> UNEP GEF Half Year Progress Report, 2020. UNEP GEF PIR 2021.

**Rating for Country ownership and driven-ness: Moderately Satisfactory**

### 5.9.7 Communication and Public Awareness

141. Component 2.3 was a dedicated communication, outreach and awareness component originally geared towards: a) enhancing public awareness about environmental issues, and MEAs, and b) creating awareness about the SIE, its added value for decision-making and the provision of public access to environmental information. A documentary (Thus Spoke the Sea) was produced<sup>32</sup> and disseminated in Haiti and internationally; and received several awards (see section 5.4). The project also supported communication around the SIE through an online launch event, the production of posters and promotional videos shared on social media (see section 5.4). Though there is not yet a monitoring of visits/consultations of the SIE website.

**Rating for Communication and Public Awareness: Satisfactory**

The overall rating for factors affecting performance and cross-cutting issues is satisfactory.

**Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory**

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<sup>32</sup> The documentary was available in Creole, French, and English.

## 6 CONCLUSIONS AND RECOMMENDATIONS

### 6.1 Conclusions

142. **Strengths:** The project responded directly to Haiti constraints for environmental management and governance and addressed major capacity gaps vis-à-vis meeting the country's reporting and transparency obligations under the Rio conventions and having environmental information available for informed planning and implementation of MEA commitments (See section 5.1). The project was well-designed with a coherent strategy, and clear and appropriate implementation arrangements, although it was too ambitious in the Haiti context (See sections 5.2). More than half of the output targets were achieved among which two were exceeded (See section 5.4.1).
143. The methodologies developed under the project came as support to decision-making and as support for Ministry Directions strengthening (i.e., respectively the ANAP and BNEE). They were found by users/beneficiaries of good quality and useful. The project also supported the creation of the FHB which is an important output to support the implementation and enforce the environmental laws and policies. While it is expected to facilitate mobilisation of finance for environmental projects, the fund set-up is also creating a platform for transparency of use of resources as well as for further strengthening of MDE capacities through the collaboration with development partners, IFIs and Civil Society members of the FHB Commission. It is an opportunity to continue the positioning and enforcement of the legitimacy of MDE. (See section 5.4.1)
144. The SIE Haiti is online as an open platform with environmental information available in French and English. The appreciation among project participants of the value of collecting and using environmental data in development planning and implementation increased, and training participants reportedly acquired the necessary skills to use environmental information and the SIE for planning purposes (See section 5.4.1). Though training and tools have not yet been used, nor the SIE been applied for MEA reporting.
145. Raising awareness on environmental issues and Rio Conventions through a large audience documentary was effective, and the movie can continue to be used for further awareness raising campaigns. (See sections 5.4.1 and 5.8)
146. The project improved the coordination for managing environmental data for Rio Conventions with the involvement of seven institutions in data collection and sharing, while setting a co-management framework for the SIE between the MDE and MDP. The project also supported the setting and strengthening of MEAs focal points which is a direct contribution to strengthened implementation of MEAs, and it has likely made an indirect contribution to increased consideration of the environment and ecosystems in Haiti's development priorities. (See section 5.4.2, 5.4.3, and 5.9.3)
147. Overall, there was a good degree of stakeholder participation, with the engagement of key government agencies as well as other development partners. (See section 5.9.3).
148. The project management and implementation arrangements for the SIE system were embedded in the existing Government institutional framework. The UNEP in-country presence facilitated a participatory approach and stakeholders' engagement. Furthermore, the early setting of committees helped creating commitment to the SIE and coordination. (See sections 5.4.1, 5.9.2, 5.9.3, 5.9.6)

149. Moreover, the PMU applied adaptive management with appropriate responses which helped driving the project forward, in a very challenging context (See sections 3.5, 5.4, 5.5, and 5.9.2).
150. **Weaknesses:** The project operations have been repeatedly and severely affected by extremely challenging meteorological conditions (hurricanes, droughts floods etc.) and extreme events, as well as by the Haiti political context and security (see section 5.3, 5.6 and 5.9.6). This impacted project results (See section 5.4). To some extent the project complex set-up although impacted project operations (See section 5.5.1, 5.5.2, 5.6, 5.9.1).
151. The project outcomes were only partly achieved. The project contribution to strengthened management and governance of environment has been limited due to Haiti context, lack of advocacy and political influence, as well as its limited engagement with decentralised institutions and organisations (i.e., local communities, CSOs) (See sections 5.4.2, 5.4.2, and 5.4.3)
152. Overall, the SIE does not appear to be used as intended and there remain critical steps to ensure its proper maintenance (further organisation of data collection, data QA) and use (training needs). It has not yet been used for the preparation of reports to the Rio Conventions, nor to inform policymaking, planning and implementation (See section 5.4.1). The project does thus not appear to have made a tangible contribution to better integration of environmental concerns and the value of ecosystem in Haiti's development framework (See sections 5.4.1, 5.4.2, 5.4.3).
153. Although considered at design stage, the sustainability of the project results is challenged by limited human and financial resources. There appears to be a high dependency on external financial resources if the system is to be fully maintained, and the same can be observed for the institutional working/stability of some of the MDE's Directions (See section 5.8). The setting-up of the FHB is likely in the future to increase the sustainability of initiatives strengthening Haiti's environmental management and governance.
154. Human rights were not explicitly considered or addressed, but through the provision of access to environmental information, the project contributed to enhancing delivery of Haiti citizens' rights to information and transparency (See section 5.1.3, and 5.9.4). The project did to some extent address gender in some activities but could have gone steps further. Women were not always well represented in workshops and consultations (See sections 5.2, and 5.9.4).
155. **Summary of ratings:** The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project rating is '**satisfactory**'.



**Table 9. Summary of project findings and ratings**

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>
<b>Strategic Relevance</b>		<b>HS</b>
1. Alignment to UNEP MTS, POW and Strategic Priorities	Fully aligned with MTS, POW, and Bali Action Plan – <i>Environment under Review</i>	<b>HS</b>
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Fully aligned to GEF-4 and GEF-5 “Multi Focal Areas” priorities	<b>HS</b>
3. Relevance to global, regional, sub-regional and national environmental priorities	Addressed gaps identified in NSCA and vis-à-vis Haiti ability to report to Rio Conventions and implement Escazú Agreement commitments. The project was also aligned with Haiti Strategic Development Plan/ Plan Stratégique de Développement (PSDH) 2012-2030 and country needs for strengthened environmental governance	<b>HS</b>
4. Complementarity with existing interventions/ Coherence	The project built on earlier UNEP-GEF support for NCSA preparation. The project was complementary with other existing in-country projects. The project was synergetic with other development partners supporting the establishment of the FHB, e.g. the World Bank, the French Development Agency (AFD)	<b>HS</b>
<b>Quality of Project Design</b>	The project was well designed although considering the Haiti context, the project was too ambitious. The implementation strategy was coherent and realistic but there was inconsistencies and gaps in causal links from outputs to outcomes. The project had a complex set-up. The budget was realistic, as were the co-financing expectations.	<b>S</b>
<b>Nature of External Context</b>	The project operations have been repeatedly and severely affected by extremely challenging climatic conditions (hurricanes, droughts floods etc.) and extreme events, as well as by the Haiti political context and security.	<b>HU</b>
<b>Effectiveness</b>		<b>S</b>
1. Availability of outputs	More than half the output targets were achieved among which two were exceeded, despite the challenges of the context and the delays in implementation. Stakeholders interviewed expressed satisfaction with the quality and appropriateness of the activities and output delivered, including the training received, the appropriateness of the SIE platform for Haiti, and the documentary.	<b>S</b>
2. Achievement of project outcomes	Outcomes were only partly achieved. Half of the assumptions hold or are likely to hold, though the assumption on resourcing the information system does not yet fully hold. Overall, main important drivers are not yet in place. The external context significantly affected project operations, and it is likely that in a more stable political context and with limited delays due to extreme natural events, the full project’s efforts would have led to further results in terms of strengthening MDE institutional capacities for environmental law enforcement and advancing towards more effective implementation of environmental actions and delivery of MEAs commitments. As such, the achievement of project outcomes is assessed as satisfactory,	<b>S</b>

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>
3. Likelihood of impact	<p>The project improved the coordination for managing environmental data for Rio Conventions with the involvement of seven institutions, although still under formalisation with the second phase. The SIE has not yet been used in MEA reporting or development planning and implementation processes.</p> <p>The project supported the setting and strengthening of MEAs focal points which is a direct contribution to strengthened implementation of MEAs.</p> <p>However, the project contribution to strengthened management and governance of environment has been limited due to Haiti context, lack of advocacy and political influence, as well as its limited engagement with decentralised institutions and organisations (i.e. local communities, CSOs)</p> <p>The project has likely made an indirect contribution to increased consideration of the environment and ecosystems in Haiti's development priorities. However, considering the context, interviewees pointed out that environmental sustainability still does not appear as a main priority</p>	<b>ML</b>
<b>Financial Management</b>		<b>S</b>
1. Adherence to UNEP's financial policies and procedures	<p>Overall, the project adhered to UNEP's financial policies and procedures. Project audit reports largely indicate compliance with UNEP's requirements, but with some shortcomings.</p> <p>The first disbursement delayed due to transition to Umoja. A second major disbursement delay occurred in 2020, due to the impact of COVID-19 on UNEP HQ. Furthermore, disbursements from GoH were sometimes delayed.</p> <p>Financial reports submitted regularly, but often the reporting from DSD was delayed.</p> <p>Spending was within the budget and budget amendments were duly approved.</p>	<b>MS</b>
2. Completeness of project financial information	<p>The required financial information was available, except for 2019 and 2021.</p> <p>Budget revisions, audit reports, the project cooperation agreement (PCA), and Internal Cooperation Agreement (ICA), are available, but since 2018 co-financing reports from the GoH are missing.</p> <p>Component-based financial statements only from 2018 and onwards.</p>	<b>S</b>
3. Communication between finance and project management staff	<p>The project management setting was complex and did not facilitate communication. Based on the original agreements UNEP Geneva transferred the funds to the MDE. There were cases of unsupported expenditures from the MDE which led the UNEP Haiti office to establish coordination mechanisms with MDE and take oversight on the funds and budgeting. This facilitated the communication around the financial management of the project and provided clarity.</p>	<b>S</b>
<b>Efficiency</b>	<p>Most activities were implemented, and outputs delivered. A two-year cost extension. Major delays caused a) significantly delayed project start, and b) political instability and natural disasters, c) project set-up. Lengthy procurement delayed activities but did not hamper overall delivery. The project was fully embedded in existing structures.</p>	<b>MS</b>

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>
<b>Monitoring and Reporting</b>		<b>S</b>
1. Monitoring design and budgeting	Appropriate indicators (not gender disaggregated as not relevant). Targets specified during implementation as not all were measurable. A realistic and budgeted M&E plan, but sufficient MTE/TE allocations. Data collection methods for indicators not always appropriate, and frequency and responsibilities not specified.	<b>S</b>
2. Monitoring of project implementation	Generally satisfactory monitoring of output indicators, but there were missing elements to consolidate the monitoring at outcome level, for example there was no material indicating the level of satisfaction and use of training, and it is unclear whether surveys were conducted. Monitoring data made available to PSC.	<b>S</b>
3. Project reporting	Reporting provided a detailed account of implementation progress, as well as details on opportunities and challenges faced during implementation. Narrative reporting was timely and engaged both the MDE and the Haiti Office The financial reporting experienced delays partly due to the complex structure of the project Gender-disaggregation of data was given sometimes, such as women participation to trainings. Lessons covered in detail in the final report.	<b>S</b>
<b>Sustainability</b>		<b>ML</b>
1. Socio-political sustainability	Overall, the dependency on social/political factors is high. The project design highlighted the importance of high-level political commitment for the sustainability of the project outcomes. Though most of the interviewees pointed out that the project had not worked enough on political traction and advocacy. The context, with several Environment Ministers during the project period has not been in favour of continuity nor sustainability. Though the technical approach of the project has mitigated the impact of political changes. The ONEV/MED ownership of the SIE is reportedly strong, and mechanisms are set to ensure that other institutions can take it forward should institutional changes occur.	<b>ML</b>
2. Financial sustainability	MDE has limited financial resources to further develop and maintain the SIE and there appears to be a high dependency on external financial resources if the system is to be fully maintained. The same can be observed with some of the MDE's Directions The setting of the FHB came as an important element of sustainability.	<b>ML</b>
3. Institutional sustainability	The project design had put a large emphasis on modalities for institutional sustainability. However, it has largely been challenged. The methodological frameworks and guides developed during the project are elements of institutional sustainability. Though, at the project closure there was indication that they were not used. The SIE and the setting of the MEAs focal points, by aligning with international conventions and standards are also strong element of sustainability	<b>ML</b>
<b>Factors Affecting Performance</b>		<b>S</b>

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>
1. Preparation and readiness	Slow project start-up with period during which the project was on hold. Costed procurement plan and multi-year workplan adjusted in 2017. Comprehensive capacity assessment (NCSA) although it was already old considering the start of the project in 2016/2017. Environmental and social impacts screened.	<b>MU</b>
2. Quality of project management and supervision	A project challenging to manage due to its complex set-up and Haiti context. Very good cooperation between PMU and UNEP Panama. Proactive engagement and support from UNEP. The SC met three times over six years. Adaptive management applied.	<b>S</b>
3. Stakeholders' participation and cooperation	The key government stakeholders/agencies were properly included in the project, although there was indication that the MDE Directions Departementales were not enough engaged. The project established mechanisms to promote coordination for environmental governance such as the reactivation of the Table Sectorielle. Consultations have been highlighted as an essential factor of the project realisation. The project strengthened collaboration with other stakeholders, pooling resources and increasing coherence.	<b>S</b>
4. Responsiveness to human rights and gender equality	Human rights not explicitly considered in design or implementation. Through the provision of access to environmental information, the project contributed to the rights to information and transparency. Joint awareness raising for the SIE and Escazú Agreement. Some gender considerations included in the project design, and during implementation the project did to some extent address gender in some activities but could have gone steps further. Women were not always well represented in workshops and consultations	<b>MS</b>
5. Environmental and social safeguards	No environmental or social risks identified at design, during implementation or by the TE. No Need for implementing safeguards.	<b>HS</b>
6. Country ownership and driven-ness	The project implementation was affected by change in the MDE leadership and the project setting, and stakeholder remobilisation was necessary. The weak institutional context also affected country ownership and drive-ness. In-kind contributions are challenging to follow as there was no final report.	<b>MS</b>
7. Communication and public awareness	Component 2.3 was a dedicated communication, outreach, and awareness component. A documentary (Thus Spoke the Sea) was produced <sup>33</sup> and disseminated in Haiti and internationally; and received several awards. The project also supported communication around the SIE through an online launch event, the production of posters and promotional videos shared on social media. Though there is not yet a monitoring of visits/consultations of the SIE website.	<b>S</b>
<b>Overall Project Performance Rating</b>		<b>S</b>

<sup>33</sup> The documentary was available in Creole, French, and English.

## 6.2 Lessons learned

156. The following lessons learned are a mixed from the project management team direct lessons learned as presented in the project Final Report (2021), and the findings of the TE.

<b>Lesson Learned #1:</b>	<b>Strengthening environmental management and governance requires a balance between technical support and political advocacy, and working at different level and from different perspectives</b>
<b>Context/comment:</b>	<p>Strengthening environmental management and governance requires high political support and willingness. This is an important lesson learned from the project, which results and sustainability have been challenged by the lack of political traction, and clear and direct project component on advocacy for environment.</p> <p>The project although suffered from a limited engagement at local level as well as with the private sector, and support to local communities and civil society organizations to allow the dissemination of knowledge within the environment sector, but also to sustain advocacy for environmental governance.</p>

<b>Lesson Learned #2:<sup>34</sup></b>	<b>Use more often story-telling approach in designing environmental awareness program</b>
<b>Context/comment:</b>	<p>The use of the narrative approach for sea protection awareness activities, demonstrated by the critically acclaimed and audience-favourite documentary 'Thus Spoke the Sea' that the Haiti CCCD project funded, has proven to be an innovative and effective approach to transmit key messages on cross-cutting environmental issues to the general public, civil society and decision-makers. It has even been used to plead with potential donors the cause of the importance of sustainable environmental management for Haiti, both at international conferences and at international film festivals.</p> <p>Approaching other environmental issues related to Multilateral Environmental Agreements in the same way by associating the tradition, culture and images of the country would be a good practice to ensure the success of awareness programs.</p>

<b>Lesson Learned #3:<sup>35</sup></b>	<b>Large and broad stakeholders' engagement, dialogue, and collaboration is essential to bring about lasting results especially in FCS</b>
<b>Context/comment:</b>	<p>The creation, upstream of the start of activities and under the aegis of the MDE, of Technical Implementation Committees comprised by key actors in the sector of the flagship technical products of the project (FHB Trust Fund) and Environmental Information System (SIEHAITI) made it possible to bring forth their interests and considerations and to retain these partners throughout the process, despite its duration and the difficult socio-political constraints of the country.</p> <p>These commissions helped to mitigate the risks that affected the quality and the finalization of the products, which are often related to the technical shortcomings and a high turnover observed among the personnel of the Ministry involved in the processes. Therefore, at the start of a project, apart from the establishment of the Project Steering Committee which is expected to provide the strategic directions of a project, it would be important to take as a good practice in similar working conditions the creation of Technical Commissions or Task Teams to take care of important or complex products in order to ensure their completion with the highest possible degree of quality.</p>

<sup>34</sup> Lesson Learned 2 is directly taken from the UNEP GEF Final Report 2021. As new practice for UNEP, it was found important to share it in the TE Report.

<sup>35</sup> Lesson Learned 3 is directly taken from the UNEP GEF Final Report 2021.

<b>Lesson Learned #4<sup>36</sup>:</b>	<b>Consider co-execution of project in FCS</b>
<b>Context/comment:</b>	At the Ministry level, there were long delays in the technical validation workflows and for the signing of payments of the deliverables, each time putting the Project Management Unit in a uncomfortable situation with the consultants hired for the implementation of the activities. In addition, some expenditures incurred lacked accounting supporting documents or were ineligible for the GEF rules. Therefore, UNEP, in its capacity as the implementing agency, had to devote more time ex ante to the ministry's execution activities to ensure their compliance with budget allocation, financial management and procurement procedures. One of the main lessons learned from this experience is that UNEP should retain the fiduciary function of project implementation while the ministry remains in charge of the technical validation of deliverables. Furthermore, the project revealed that this setting allowed strengthening project management capacities of MDE.

### 6.3 Recommendations

<b>Recommendation #1:</b>	<p><b>Provide recommendation to support UNDP at encouraging mobilising funds for, and the implementation of, a second project phase, which specifically takes into consideration:</b></p> <ul style="list-style-type: none"> <li>• <b>Ensuring the use of the SIE in MEA reporting</b></li> <li>• <b>Further advocacy on environment and development, building synergies with other UNEP projects on Green Economy and Blue Economy</b></li> <li>• <b>Further capacity development support to the targeted institutions, and to the Directions Departments.</b></li> <li>• <b>Enhancing public (e.g., academia, civil society, private sector) participation in the SIE – including inclusion of women and marginalised groups</b></li> <li>• <b>Further strengthening the institutional and financial mechanisms for post-project continuation</b></li> </ul>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>UNDP is currently supporting a second phase for the setting-up and operationalisation of the SIE.</p> <p>The main challenges and shortcomings that need to be addressed are:</p> <ul style="list-style-type: none"> <li>• No or limited use of the SIE for its intended purposes (MEA reporting, policymaking, planning)</li> <li>• Limited resources (human and financial) for environmental data collection and more generally environmental management</li> <li>• Limited focus on the gender dimension of vulnerability to environmental degradation and climate changes</li> <li>• Human rights dimension only addressed implicitly</li> </ul>
<b>Priority Level:</b>	Critical
<b>Type of Recommendation</b>	Project level, partners
<b>Responsibility:</b>	UNEP, the Government of Haiti
<b>Proposed implementation time-frame:</b>	6 – 12 months (After return to political stability)

157. Cross-reference(s) to rationale and supporting discussions:

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<sup>36</sup> Lesson Learned 4 is directly taken from the UNEP GEF Final Report 2021.

- Sections 5.2, 5.4.1, 5.4.2, 5.4.3, 5.8.1, 5.8.2, 5.9.3, 5.9.4, 5.9.6, 5.9.7, 6.1

<b>Recommendation #2:</b>	<b>Develop a proposal to support the establishment of a regional/sub-regional SIE for the Caribbean, the Lesser Antilles, or Eastern Caribbean region.</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	The capacity of MDE to finance the continued operation and maintenance of the SIE is limited, as is the capacity to follow up regularly with agencies to ensure that they regularly upload data and information. As Haiti is in a Fragile and Conflict-affected Situation (FCS), the further development and functioning of a full-fledged SIE is a challenge and economy of scale and a stronger support function could be achieved by building a common regional system (See also proposition for Saint Lucia TE). Moreover, the environmental and climate change contexts are generally similar. Haiti could benefit from experiences and lessons of e.g., Saint Lucia.
<b>Priority Level:</b>	Opportunity for improvement
<b>Type of Recommendation</b>	Project level
<b>Responsibility:</b>	UNEP
<b>Proposed implementation time-frame:</b>	12 – 18 months

158. Cross-reference(s) to rationale and supporting discussions:

- Sections 5.1.3, 5.1.4, 5.4.2, 5.4.3, 5.8.2, 5.9.7, 6.1

## **ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS**

### **Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate**

All respondents' comments have now been addressed within the report itself and approved by TM and Project Team.



## ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION

Organisation	Name	Position	Gender
UNEP, Science Division HQ, Nairobi	Jochem Zoetelief	Senior Programme Officer GEF-CCCD Portfolio manager	Male
UNEP, Science Division HQ, Nairobi	Florence Kahiro	Fund Management Officer	Female
UNEP Regional Office (Panama)	Francesco Gaetani	Regional Coordinator, Task Manager	Male
UNEP Regional Office (Panama)	Suzanne Howard	Administrative Assistant	Female
UNEP Haiti Office	Fabien Monteils	Chief of Office	Male
UNEP Haiti Office	Paul Judex Edouarzin	Project Manager	Male
UNEP Haiti Office	Regine Ciceron	Finance and Administrative Officer	Female
UNEP	Maximilien	Former PM	Male
Ministère de l'Environnement	Pierre Clavens Jean Marie	Project Manager	Male
Ministère de l'Environnement – Observatoire National de l'Environnement et de la Vulnérabilité	Gerty Pierre	2nd National Project Coordinator	Female
Ministère de l'Environnement – Observatoire National de l'Environnement et de la Vulnérabilité	Raoul Vital	National Project Coordinator	Male
Ministère de l'Environnement - Agence Nationale des Aires Protégées	Louis Michelet	Biodiversity Division Director/Focal Point CDB/Board member of the Haitian Biodiversity Fund-Fonds Haitien pour la Biodiversité (FHB)	Male
Ministère de l'Environnement – Bureau National des Evaluations Environnementales	Ninon Angrand	Director	Female
	Martine Mathieu	Former UNEP Haiti Office Project Manager	Female
	Jean-Mary Laurent	Consultant / Methodological Guide for Riverbank Management and Rehabilitation	Male
	Arnold Antonin	Consultant / Film Director “Ainsi Parla la Mer »	Male
UNDP	Georges Yvio	Project Manager	Male

## ANNEX III. KEY DOCUMENTS CONSULTED

### Project planning and reporting documents

- Project Identification Form (PIF) (revised) + annexes, 9 August 2013
- Request for CEO Approval + annexes, 17 April 2015
- CEO Endorsement, 29 May 2015
- Project Cooperation Agreement (PCA), 30 March June 2016
- Project Cooperation Agreement (PCA) Amendment, 12 April 2019
- International Cooperation Agreement (ICA), 15 February 2016
- UNEP Mid Term Strategy 2018-2021
- Project amendments and budget revisions
- Final report, 01 July 2021
- Project Implementation Review (PIR) reports: 2017-2021
- Work plans and budget revisions
- Half-yearly Progress Reports, 2015-2021
- SC meeting minutes 2016-2020
- M&E Plan
- Quarterly expenditure reports (FY 2016, 2017, 2018, 2020)
- Audit reports, 2016, 2017, 2018
- Co-financing letter, 22 December 2014

### Project outputs

- Various training and workshop reports, training evaluation reports, presentations, agendas, participant lists
- SIE website: [SIE Haiti | Système d'Information Environnementale \(sie-haiti.org\)](http://sie-haiti.org)
- Thus Spoke the Sea Documentary - [Thus Spoke the Sea documentary English version 4Mar2020 - YouTube](#)
- Various communication products: videos, articles, posters

### Reference documents

- NCSA, 2010
- UNEP Terminal Evaluation guidelines and templates

## ANNEX IV. EVALUATION FRAMEWORK

No.	Evaluation questions	Indicators/criteria	Data sources
<b>Strategic relevance</b>			
1.	<ul style="list-style-type: none"> <li>Was the project responding to UNEP and GEF strategies and priorities?</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with UNEP MTS and PoW, Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC)</li> <li>Alignment with GEF-5 Cross-Cutting Capacity Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Request for CEO Approval and PIF</li> <li>UNEP MTS, PoW, BSP, S-SC</li> <li>GEF-5 Cross-Cutting Capacity Development Strategy</li> </ul>
2.	<ul style="list-style-type: none"> <li>Was the project responding to the needs and key capacity constraints of the country?</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with NCSA</li> <li>Alignment with UNFCCC, CBD and UNCCD reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Request for CEO Approval and PIF</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
3.	<ul style="list-style-type: none"> <li>Were the project and other interventions complementary?</li> </ul>	<ul style="list-style-type: none"> <li>Coordination and cooperation with other initiatives of relevance to environmental monitoring, reporting and transparency</li> <li>Synergies achieved from cooperation with other initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Request for CEO Approval and PIF</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
<b>Quality of project design</b>			
4.	<ul style="list-style-type: none"> <li>Was the project design appropriate, realistic and coherent?</li> </ul>	<ul style="list-style-type: none"> <li>Consistency of results framework (and ToC)</li> <li>Feasibility of achieving objective and outcomes</li> <li>Comprehensiveness of outputs and outcomes vis-à-vis achieving objective</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Inception report analysis results framework (and ToC)</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> </ul>
<b>Nature of external context</b>			
5.	<ul style="list-style-type: none"> <li>Was the context generally conducive for pursuing and achieving the project objective and outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Influence of natural disasters (hurricanes, earthquakes, volcanic eruptions) on project implementation</li> <li>Influence of conflict and political upheaval on project implementation</li> <li>High-level ownership and support in the country</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with project partners</li> </ul>
<b>Effectiveness</b>			
<i>Availability of outputs</i>			

No.	Evaluation questions	Indicators/criteria	Data sources
6.	<ul style="list-style-type: none"> <li>Were the intended project outputs delivered?</li> </ul>	<ul style="list-style-type: none"> <li>Level of achievement of the targets for the output indicators in the project's results framework</li> <li>Beneficiaries and stakeholders express appreciation of the outputs and activities and their usefulness</li> </ul>	<ul style="list-style-type: none"> <li>SEI website</li> <li>PIRs and progress reports</li> <li>Work plans</li> <li>Publications</li> <li>Workshop reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
<i>Achievement of outcomes</i>			
7.	<ul style="list-style-type: none"> <li>Were the intended project outcomes achieved?</li> </ul>	<ul style="list-style-type: none"> <li>Level of achievement of the targets for the outcome indicators in the project's results framework</li> <li>Evidence of: <ul style="list-style-type: none"> <li>Better enforcement of environmental Laws and Decrees</li> <li>Better implementation of environmental actions and delivery of MEAs commitments</li> </ul> </li> <li>Increased use of environmental data, information, and technology to conduct research, to guide planning and implement collective environmental actions</li> </ul>	<ul style="list-style-type: none"> <li>EIS website</li> <li>PIRs and progress reports</li> <li>Publications</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
<i>Likelihood of impact</i>			
8.	<ul style="list-style-type: none"> <li>Was the project objective achieved?</li> </ul>	<ul style="list-style-type: none"> <li>Level of achievement of the targets for the objective indicator in the project's results framework</li> <li>Evidence of increase in number of agencies and ministries making allowance for use of environmental information and project tools in decision-making and environmental management in line with MEA.</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Publications</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
9.	<ul style="list-style-type: none"> <li>Did the project have a catalytic effect?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of replication of the project approach, activities, outputs</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP staff</li> <li>Interviews with project partners</li> </ul>
10.	<ul style="list-style-type: none"> <li>Did the project have any unexpected impacts (positive or negative)</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of unplanned positive impacts (e.g. environmental, social)</li> <li>Evidence of unintended negative impacts (e.g. environmental, social)</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Publications</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> </ul>

No.	Evaluation questions	Indicators/criteria	Data sources
			<ul style="list-style-type: none"> <li>• Interviews with UNEP staff</li> <li>• Interviews with project partners</li> </ul>
<b>Financial management</b>			
11.	<ul style="list-style-type: none"> <li>• Were financial management and decisions appropriate and conducive for project delivery?</li> </ul>	<ul style="list-style-type: none"> <li>• Fund allocations and reallocations were clearly justified/explained</li> <li>• Financial resources were made available in a timely manner that did not cause implementation delays or implementation gaps</li> <li>• UNEP financial staff's responsiveness to addressing and resolving financial issues</li> <li>• Communication between PMU, UNEP programme staff and UNEP financial staff</li> <li>• Adherence to UNEP financial procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Request for CEO Approval and PIF</li> <li>• Financial reports</li> <li>• Budgets</li> <li>• Budget amendments</li> <li>• Audit reports</li> <li>• SC meeting minutes</li> <li>• Interviews with PMU staff</li> <li>• Interviews with SC members</li> <li>• Interviews with UNEP programme staff</li> <li>• Interview with UNEP FMO</li> </ul>
12.	<ul style="list-style-type: none"> <li>• Has co-financing materialised as expected at project approval?</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of co-funding mobilised from each anticipated source</li> <li>• Amount of co-funding leveraged from other sources (in-cash and in-kind)</li> </ul>	<ul style="list-style-type: none"> <li>• Request for CEO Approval</li> <li>• PIRs and progress reports</li> <li>• Co-finance confirmation letters</li> <li>• Interviews with PMU staff</li> <li>• Interviews with UNEP programme staff</li> <li>• Interview with UNEP FMO</li> <li>• Interviews with project beneficiaries</li> <li>• Interviews with project partners</li> </ul>
<b>Efficiency</b>			
13.	<ul style="list-style-type: none"> <li>• Was the project implemented in a timely manner?</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness of activities, outputs and milestones vis-à-vis work plans</li> <li>• Corrective measures taken to mitigate delays</li> <li>• Annual spending compared to budgeted/planned spending per component and output</li> <li>• Justification and appropriateness of no-cost project extension</li> <li>• Cost implications of no-cost extension</li> </ul>	<ul style="list-style-type: none"> <li>• Request for CEO Approval</li> <li>• PIRs and progress reports</li> <li>• Work plans</li> <li>• SC meeting minutes</li> <li>• Interviews with PMU staff</li> <li>• Interviews with SC members</li> <li>• Interviews with UNEP programme staff</li> </ul>
14.	<ul style="list-style-type: none"> <li>• Was the project implemented in a cost-effective manner?</li> </ul>	<ul style="list-style-type: none"> <li>• Actual vs. planned costs of components and outcomes</li> <li>• Measures taken to adjust and adapt budget and activities to actual costs</li> <li>• Extent to which co-financing was leveraged</li> <li>• Extent to which the project engaged in partnerships for delivering activities and outputs (e.g. joint activities and division of labour) and use of existing data and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Request for CEO Approval</li> <li>• PIRs and progress reports</li> <li>• Work plans</li> <li>• SC meeting minutes</li> <li>• Interviews with PMU staff</li> <li>• Interviews with SC members</li> <li>• Interviews with UNEP programme staff</li> <li>• Interviews with project beneficiaries</li> <li>• Interviews with project partners</li> </ul>

No.	Evaluation questions	Indicators/criteria	Data sources
<b>Monitoring and reporting</b>			
<i>Monitoring design and budgeting</i>			
15.	<ul style="list-style-type: none"> <li>Were the indicators appropriate for results-oriented monitoring?</li> </ul>	<ul style="list-style-type: none"> <li>Indicators were SMART</li> <li>Presence of results-oriented indicators for outcomes and objective</li> <li>Availability of clear indicator baselines, targets and milestones</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Results framework</li> <li>Inception report analysis of results framework (and ToC)</li> <li>Interviews with PMU staff</li> </ul>
16.	<ul style="list-style-type: none"> <li>Were adequate provisions put in place for monitoring and evaluation?</li> </ul>	<ul style="list-style-type: none"> <li>Sufficiency of resources (financial, human) available for monitoring and evaluation</li> <li>Clarity of monitoring responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Request for CEO Approval and PIF</li> <li>Interviews with PMU staff</li> </ul>
<i>Monitoring of project implementation</i>			
17.	<ul style="list-style-type: none"> <li>Was the monitoring system sufficiently and in a timely manner capturing implementation progress and results?</li> </ul>	<ul style="list-style-type: none"> <li>Availability of monitoring data for indicators at output, outcome, and objective levels</li> <li>Reliability and accuracy of baseline and monitoring data</li> <li>Frequency and comprehensiveness of data gathering and analysis</li> <li>Utilisation of pre-existing data sources</li> <li>Gender-disaggregation of data, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Results framework</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> </ul>
18.	<ul style="list-style-type: none"> <li>Were risks monitored and reported on?</li> </ul>	<ul style="list-style-type: none"> <li>Risks identified in CEO Endorsement Request were regularly monitored and documented</li> <li>The list of risks was regularly updated</li> <li>Relevance, importance and comprehensiveness of the risks identified and accuracy of risk rating</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Risk matrix in PIF</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with UNEP programme staff</li> </ul>
19.	<ul style="list-style-type: none"> <li>Was project monitoring used as a management tool?</li> </ul>	<ul style="list-style-type: none"> <li>Tangible examples of monitoring data leading to changes/adjustments in project approach and implementation</li> <li>Evidence of monitoring data being used for project steering</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> </ul>
<i>Project reporting</i>			
20.	<ul style="list-style-type: none"> <li>Was project reporting timely and of adequate quality?</li> </ul>	<ul style="list-style-type: none"> <li>Timeliness of report submission</li> <li>Realism and accuracy of information in PIR, progress and completion reports</li> <li>Adherence to UNEP reporting requirements</li> <li>PIR ratings</li> <li>Use of Tracking Tool for GEF-funded projects at inception, mid-term and completion</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> </ul>
<b>Sustainability</b>			
21.	<ul style="list-style-type: none"> <li>Did the project implement a clear sustainability</li> </ul>	<ul style="list-style-type: none"> <li>The project implemented a clear and appropriate phaseout strategy</li> </ul>	<ul style="list-style-type: none"> <li>EIS website</li> <li>PIRs and progress reports</li> </ul>

No.	Evaluation questions	Indicators/criteria	Data sources
	strategy?	<ul style="list-style-type: none"> <li>The project proactively influenced and utilised the impact drivers identified in the reconstructed ToC</li> <li>The assumptions identified in the reconstructed ToC proved valid</li> <li>The EIS and structure established by the project are fully operational</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project beneficiaries</li> <li>Interviews with project partners</li> </ul>
<i>Socio-political sustainability</i>			
22.	<ul style="list-style-type: none"> <li>Are government senior decision-makers committed to maintaining EIS and structures established by the project, using them for decision-making?</li> </ul>	<ul style="list-style-type: none"> <li>Institutional arrangements in place for EIS and its use for decision-making</li> <li>The structures are still operational</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project beneficiaries</li> <li>Interviews with project partners</li> </ul>
<i>Financial sustainability</i>			
23.	<ul style="list-style-type: none"> <li>Are financial resources secured for continuing the appropriate enforcement of laws and decrees as well as implementation of the MEAs to which the country is a Party?</li> </ul>	<ul style="list-style-type: none"> <li>Adequate (domestic and/or international) financial provisions are secured and in place for post-project coverage of operation, maintenance and updating costs of the EIS and other systems established by the project</li> <li>Presence of a planned, approved and/or financed second phase</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Phase 2 grant agreement</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project beneficiaries</li> <li>Interviews with project partners</li> </ul>
<i>Institutional sustainability</i>			
24.	<ul style="list-style-type: none"> <li>Have the key government entities internalized the EIS and other structures established by the project?</li> </ul>	<ul style="list-style-type: none"> <li>Relevant government entities have allocated staff resources and integrated the EIS and other project results in their institutional work plans for the coming years</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project beneficiaries</li> <li>Interviews with project partners</li> </ul>
<b>Factors and processes affecting project performance and cross-cutting issues</b>			
<i>Preparation and readiness</i>			
25.	<ul style="list-style-type: none"> <li>Was the project responsive and adaptive?</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate changes were made to the activities and outputs to address weaknesses encountered</li> <li>Changes were made to respond to emerging opportunities and needs, and in response to stakeholder interests</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> </ul>
<i>Quality of project management and supervision</i>			
26.	<ul style="list-style-type: none"> <li>Was the project implementation and management setup conducive for</li> </ul>	<ul style="list-style-type: none"> <li>The SC provided clear strategic guidance to the project and helped addressing institutional bottlenecks and convening engagement of senior officials</li> <li>The PMU had sufficient capacity and performed well vis-à-vis</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> </ul>

No.	Evaluation questions	Indicators/criteria	Data sources
	implementation?	<ul style="list-style-type: none"> <li>acting on directions given by the SC and facilitating project implementation</li> <li>Adaptive action was taken to respond to opportunities and mitigate emerging risks</li> <li>Timeliness of decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> </ul>
27.	<ul style="list-style-type: none"> <li>Were UNEP's dual roles of supervision and providing execution support conducive for project delivery?</li> </ul>	<ul style="list-style-type: none"> <li>Clarity of separation of implementing and executing agency roles, reporting lines and accountability within UNEP</li> <li>Clarity and responsiveness of communication, guidance and supervision between the executing and implementing functions</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> <li>Wrok plans</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with FMO</li> </ul>
<i>Stakeholder participation and cooperation</i>			
28.	<ul style="list-style-type: none"> <li>Did the project engage stakeholders beyond their participation in training?</li> </ul>	<ul style="list-style-type: none"> <li>Level of consultation/involvement of key stakeholders in the project design process</li> <li>Level and nature of involvement of key stakeholders at all levels in implementation</li> <li>Level of consultation of stakeholders in the planning and design of project deliverables</li> <li>Level of cooperation and dialogue with key stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Request for CEO Approval and PIF</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project partners</li> </ul>
<i>Responsiveness to human rights and gender equity</i>			
29.	<ul style="list-style-type: none"> <li>Did the project consider the inclusion of human rights and gender?</li> </ul>	<ul style="list-style-type: none"> <li>Project activities explicitly addressed human rights and gender considerations</li> <li>Monitoring data was gender disaggregated when relevant</li> <li>Measures implemented to ensure the participation of women and vulnerable people/marginalised groups in project delivery and activities</li> <li>Measures implemented to promote the participation of women and vulnerable people/marginalised groups in EIS</li> <li>Measures implemented to enable and vulnerable people/marginalised groups to use environmental data for their own purposes and to engage with duty-bearers</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Request for CEO Approval and PIF</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project partners</li> </ul>
<i>Environmental and social safeguards</i>			
30.	<ul style="list-style-type: none"> <li>Were environmental and social risks mitigated?</li> </ul>	<ul style="list-style-type: none"> <li>Environmental and social safeguarding screening at project design</li> <li>Steps taken to minimise or offset the project's environmental footprint</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of design quality (Annex B)</li> <li>Request for CEO Approval and PIF</li> <li>PIRs and progress reports</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> </ul>



No.	Evaluation questions	Indicators/criteria	Data sources
<i>Country ownership and driven-ness</i>			
31.	<ul style="list-style-type: none"> <li>Did government and other national stakeholders assume full ownership of the project and the EIS?</li> </ul>	<ul style="list-style-type: none"> <li>Level of high-level ownership and commitment to EIS</li> <li>Level of interest among stakeholders to engage in project activities</li> <li>Level of use of the EIS by stakeholders for planning purposes</li> </ul>	<ul style="list-style-type: none"> <li>PIRs and progress reports</li> <li>SC meeting minutes</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project partners</li> </ul>
<i>Communication and public awareness</i>			
32.	<ul style="list-style-type: none"> <li>Did the activities and outputs of component 2 ensure that the project and its services were visible and reached the intended audience?</li> </ul>	<ul style="list-style-type: none"> <li>Number of organisations engaging in EIS and environmental monitoring – data inputs and use of environmental information</li> <li>Traffic on EIS website</li> <li>Reference to EIS and use of EIS info by media</li> </ul>	<ul style="list-style-type: none"> <li>Request for CEO Approval and PIF</li> <li>PIRs and progress reports</li> <li>Web traffic data</li> <li>SC meeting minutes</li> <li>Interviews with PMU staff</li> <li>Interviews with SC members</li> <li>Interviews with project beneficiaries</li> <li>Interviews with UNEP programme staff</li> <li>Interviews with project partners</li> </ul>
<i>GEF key strategic questions</i>			
33.	<p><b>(a):</b> What was the performance at the project's completion against Core Indicator Targets?</p> <p>1. <i>(Since the project was approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided)</i></p>		<ul style="list-style-type: none"> <li>See EQ 6, 7, 8</li> </ul>
34.	<p><b>(b):</b> What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?</p> <p><i>(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</i></p>		<ul style="list-style-type: none"> <li><b>N/A</b> – no MTR was conducted</li> </ul>
35.	<p><b>(c):</b> What were the completed gender-responsive measures and, if applicable, actual gender result areas?</p> <p><i>(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)</i></p>		<ul style="list-style-type: none"> <li>See EQ 6, 7, 8, 29</li> </ul>
36.	<p><b>(d):</b> 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.</p> <p>2. <i>(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)</i></p>		<ul style="list-style-type: none"> <li>See EQ 30</li> </ul>
37.	<p><b>(e):</b> What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including:</p> <ul style="list-style-type: none"> <li>Knowledge and Learning Deliverables (e.g. website/platform development)</li> <li>Knowledge Products/Events</li> </ul>		<ul style="list-style-type: none"> <li>See EQ 6, 7, 19, 32</li> <li>Request for CEO Approval and PIF</li> </ul>

No.	Evaluation questions	Indicators/criteria	Data sources
	<ul style="list-style-type: none"> <li>• Communication Strategy</li> <li>• Lessons Learned and Good Practice</li> <li>• Adaptive Management Actions</li> </ul> <p><i>(This should be based on the documentation approved at CEO Endorsement/Approval)</i></p>		

## ANNEX V. BRIEF CV OF THE EVALUATOR

<b>Name</b>	Stephanie Robert Oksen
<b>Profession</b>	Partner and Board Member, PEMconsult
<b>Nationality</b>	French
<b>Country experience</b>	<ul style="list-style-type: none"> <li>• Europe: Denmark, France, Luxembourg, Ukraine</li> <li>• Africa: Benin, Burkina Faso, Cote d'Ivoire, Ethiopia, Kenya, Liberia, Nigeria, South Africa, Togo</li> <li>• Americas: US</li> <li>• Asia: China, Indonesia, Lao PDR, Sri Lanka, Vietnam</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• PhD Development Studies (DK, 2009)</li> </ul>

### Short biography

Dr. Stephanie Robert Oksen. is an independent consultant with more 15 years of professional experience related to development cooperation and sustainability issues, with a main focus on sustainable energy, impacts of infrastructure development (incl. job creation and gender equality), climate change and more generally the green transition.

Key specialties and capabilities cover:

- Institutional development, training and capacity development as well as knowledge exchanges and policy formulation
- Project/programme formulation, evaluation and review. This includes global thematic evaluation, strategic evaluation, as well as project and programme evaluation.

Selected assignments and experiences

- Formulation of the Danish Contribution to the World Resources Institute Strategic Plan 2023-2027. (2022)
- Appraisal of the Danish Contribution to the Climate Investment Fund - Accelerating Coal Transition (ACT) Investment Program. (2022)
- Formulation of the Danish Voluntary Contribution to the International Energy Agency Clean Energy Transition (CETP) Programme 2021-2025. (2020-2021)
- Formulation of a project document on Low Carbon Transition in Energy Efficiency Project 2021-2025 for Vietnam (LCEE2). (2020-2021)
- Definition of a results-based framework for future monitoring and evaluation of a multi-donor Climate mitigation programme: UNDP - NDC Support Programme, and Reporting progress. (2019-2020)
- Formulation of South-South Cooperation for Renewable Energy Technology Transfer (RETT) between China, Ethiopia and Sri Lanka Projects Formulation. (2016-2017)
- WB ESW: Gender and Electricity Infrastructure study. (2015)

Selected Independent Evaluations:

- Evaluation of the UN Partnership for Action on Green Economy. (On-going)
- Evaluation of the ICR Facility's work supporting 6 DFIs with tailor-made technical assistance. (2022)
- Mid-Term Review of the Global Energy Transformation Programme (2021-2022)
- Evaluation of the internal and external opportunities for increasing financing for climate change adaptation in EU and out of EU. (2021)
- UNEP and European Commission, including the Meta Evaluation of EU DG ENV - UN Environment Strategic Cooperation Agreement (SCA). (2019-2020)
- Evaluation of EU's past and current interventions with a focus on energy access, renewable energy dissemination and energy efficiency measures for climate change mitigations. (2017-2019)

## ANNEX VI. EVALUATION TOR (WITHOUT ANNEXES)

### TERMS OF REFERENCE

#### Terminal Evaluation of the UNEP/GEF project

“Developing Capacity of MEAs” -“GEF ID/5557; 5060; 5197; 5017; 5302 ”

#### Section 1: PROJECT BACKGROUND AND OVERVIEW

##### 1. Project General Information

Table 1. Project summary

<b>GEF Project IDs:</b>	<b>5557; 5060; 5197; 5017; 5302</b>		
<b>Implementing Agency:</b>	UNEP CCCD	<b>Executing Agency:</b>	
<b>Relevant SDG(s) and indicator(s):</b>	Although these GEF CCCD projects have been designed to create enabling environment and enhance the implementation, monitoring and reporting of all SDGs with an environmental dimension, majority of the project interventions primarily contribute to the following SDGs, targets and indicators: SDG 13 (13.b.1); SDG 15 (15.2.1, 15.9.1); SDG 16 (16.10.2); and SDG 17 (17.14.1; 17.16.1; 17.18.1)		
<b>GEF Core Indicator Targets (identify these for projects approved prior to GEF-7<sup>37</sup>)</b>			
<b>Sub-programme:</b>	2018-2019 UNEP SP7	<b>Expected Accomplishment(s):</b>	Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.
<b>UNEP approval date:</b>		<b>Programme of Work Output(s):</b>	2018-2019; UNEP SP7 EA(a)(ii)
<b>GEF approval date:</b>	Afghanistan - May 2014 Bosnia and Herzegovina - June 2014	<b>Project type:</b>	Medium Size Projects

<sup>37</sup> This does not apply for Enabling Activities

	Cameroon - May 2014 Haiti - May 2015 St. Lucia - January 2015		
<b>GEF Operational Programme #:</b>		<b>Focal Area(s):</b>	Multi Focal Areas (MFAs)
		<b>GEF Strategic Priority:</b>	
Details for each project to be provided in the Inception Report for the fields below:			
<b>Expected start date:</b>		<b>Actual start date:</b>	
<b>Planned operational completion date:</b>		<b>Actual operational completion date:</b>	
<b>Planned project budget at approval:</b>		<b>Actual total expenditures reported as of [date]:</b>	
<b>GEF grant allocation:</b>		<b>GEF grant expenditures reported as of [date]:</b>	
<b>Project Preparation Grant - GEF financing:</b>		<b>Project Preparation Grant - co-financing:</b>	
<b>Expected Medium-Size Project/Full-Size Project co-financing:</b>		<b>Secured Medium-Size Project/Full-Size Project co-financing:</b>	
<b>Date of first disbursement:</b>		<b>Planned date of financial closure:</b>	
<b>No. of formal project revisions:</b>		<b>Date of last approved project revision:</b>	
<b>No. of Steering Committee meetings:</b>		<b>Date of last/next Steering Committee meeting:</b>	Last:      Next:
<b>Mid-term Review/ Evaluation (planned date):</b>		<b>Mid-term Review/ Evaluation (actual date):</b>	
<b>Terminal Evaluation (planned date):</b>		<b>Terminal Evaluation (actual date):</b>	
<b>Coverage - Country(ies):</b>		<b>Coverage - Region(s):</b>	
<b>Dates of previous project phases:</b>		<b>Status of future project phases:</b>	

## 2. Project Rationale<sup>38</sup>

1. The following projects aimed to enhance institutional capacities to establish coherent government structures, develop policies, plans and legislative frameworks. It intended to work in conjunction with existing national baseline projects to ensure the involvement and strengthening of a plethora of diverse institutions at different levels in order to ensure the institutional sustainability.

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<sup>38</sup> Grey =Info to be added

2. These 5 projects were formulated in response to the National Capacity Self-Assessment (NCSA) and were developed in line with the GEF-5 Cross-Cutting Capacity Development Strategy. In the context of these projects, the aim was to synergise with existing national baseline projects to enhance, increase or strengthen the capacity of national institutions for the implementation and monitoring of international conventions and environmental management. This was intended to be done by institutionalizing identified tools and practices for environmental information and knowledge management and to use information and knowledge for both policy development and planning as well as for monitoring and evaluating environmental impacts and trends.
3. The Individual Project Objectives were as follows:
  - Afghanistan** - The objective of the project is to build Afghanistan's core capacity to implement NCSA priority actions and International Environmental Conventions in a decentralized manner
  - Bosnia and Herzegovina** - To enhance capacities of institutions for environmental management in Bosnia and Herzegovina by institutionalizing identified tools and practices for environmental information and knowledge management
  - Cameroon** - To strengthen institutional capacity in the implementation of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) Cameroon
  - Haiti** - To enhance capacities for Haiti to strengthen the Government capacity for decision making in national priority plans with **emphasis in forest and coastal-marine ecosystem regeneration**
  - St. Lucia** - To strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks
4. The National Capacity Self-Assessment (NCSA) for Global Environmental Management assessed the challenges countries had facing the three Rio Conventions, and the synergies to be realized through targeted cross-cutting capacity development actions. These initiatives have been undertaken, in collaboration with national baseline projects, to facilitate strategic planning, and to build national capacities necessary for the execution of obligations resulting from each convention, namely the Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (CCD).
5. There are several international projects and initiatives underway within these countries. These projects were designed to build upon other interventions to avoid duplication, ensure added value, support the use of lessons learned, to enable a complementary approach to other projects and to ensure that resources invested by other projects and this one are maximized to the greatest extent possible.
6. The intended result was that the project countries would be better able to provide substantive input to the GEF's focal area objectives under the Rio Conventions, with a particular focus on BD 2 and 5 (mainstreaming conservation and sustainable use; integrating BD objectives into national planning), CCM 5 and 6 (promoting sustainable land use; capacity development under the UNFCCC) and LD 3 and 4 (integrated natural resource management and adaptive management and learning).

### 3. Project Results Framework

7. Overall, these projects were developed to build the capacity of government institutions to:
  - Institutionalise identified tools and practices for environmental information and knowledge management
  - Make decisions in national priority plans and better integrate environmental concerns, and the value of ecosystems, into broader development frameworks
  - To implement NCSA priority actions and monitor international (environmental) conventions as a follow-up to the National Capacity Self-Assessment (NCSA));

8. Below is a proposed Synergised Results Framework detailing combined objectives, individual project outcomes and the variations in individual projects. The aim of a synergised approach to the evaluation is to maximise learning at a portfolio or thematic level. The individual project Results Frameworks for each country will be attached in the Inception Report as an Annex.

#### Synergised Results Framework

9. **Synergised Objective** - Enhance/increase/strengthen capacity of national institutions for the implementation and monitoring of international conventions and environmental management by institutionalizing identified tools and practices for environmental information and knowledge management (and improving decision making/integrate into wider development frameworks).

Combined Objectives	Projects	Outcomes	Variations
Institutionalize identified tools and practices for environmental information and knowledge management	Bosnia and Herzegovina; Haiti; St. Lucia	<p><b>Bosnia and Herzegovina</b> – Outcome - 1.1 An indicator framework developed and an Environmental Management Information System (EMIS) introduced to manage national environmental issues in accordance with MEA guidance</p> <p><b>Haiti</b> – Outcome 2.1. Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions</p> <p><b>St. Lucia</b> – Outcome 1.1 Coordination of environmental information management is agreed and piloted in MEA reporting</p> <p><b>St. Lucia</b> – Outcome 1.2 Environmental information system and online platform is operational</p>	
Build, develop and strengthen institutional capacity to implement National Capacity Self-Assessment (NCSA) priority actions and International Environmental Conventions	Afghanistan; Bosnia and Herzegovina; Cameroon; Haiti; St. Lucia;	<p><b>Afghanistan</b> – Outcome 2.1 - Local authorities have the capacity to translate MEA commitments into practice</p> <p><b>Cameroon</b> – Outcome 1.2 - Individual and institutional capacities for environmental monitoring, evaluation and reporting are strengthened</p> <p><b>Bosnia and Herzegovina</b> – Outcome - 2.1 Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming</p>	<p><b>Afghanistan</b> – More emphasis placed on building institutional capacity to implement NCSA priority actions rather than strengthen</p> <p><b>Bosnia and Herzegovina and</b></p>

		<p>environmental issues into development planning</p> <p><b>Haiti</b> – Outcome 2.2 - Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions</p> <p><b>St. Lucia</b> – Outcome 2.1 - Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming environmental issues into development planning</p>	<p><b>St. Lucia</b> – Strengthening of capacity development of implementation monitoring is articulated in the outcomes specifically of these two of the projects</p>
<p>Legal, policy and enabling frameworks - Better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks and enhance capacities of institutions for environmental management.</p>	<p>Afghanistan; Cameroon Haiti; St. Lucia;</p>	<p><b>Afghanistan</b> – Outcome 1.2 - Effective integration of Rio convention objectives into development plans and programs</p> <p><b>Afghanistan</b> – Outcome 1.1 - Effective inter-ministerial collaboration on MEA objectives</p> <p><b>Cameroon</b> – Outcome 1.1 - Improved institutional framework for environmental data and information gathering, analysis and provision to better inform decision making processes.</p> <p><b>Haiti</b> – Outcome 1.1 - Enhanced institutional capacities to establish coherent government structures, and develop plans, policies and legislative frameworks for effective implementation of global conventions.</p> <p><b>St. Lucia</b> – Outcome 1.2 - Environmental information system and online platform is operational</p> <p><b>St. Lucia</b> – Outcome 1.3 - National stakeholders are able to use environmental</p>	<p>Haiti – Emphasis in forest and coastal-marine ecosystem regeneration</p>



		information for planning, project development and environmental management	
Monitoring the implementation of capacity development initiatives	Bosnia and Herzegovina	<b>Bosnia and Herzegovina</b> – Outcome 1.2 - Air quality monitoring enabled	Bosnia and Herzegovina – Air quality monitoring specific outcome from project in Bosnia Herzegovina
Increased public awareness	Afghanistan Haiti	<b>Afghanistan</b> – Outcome 2.2 - Local stakeholders effectively participate in MEA implementation  <b>Haiti</b> – Outcome 2.3 - Public awareness raised and information management and environmental education programmes improved	

#### 4. Executing Arrangements

10. The GEF Implementing Agency for all of the projects was the UNEP Science Division (formerly Division for Early Warning and Assessment, DEWA), Cross-Cutting Capacity Development (CCCD) Unit. As the Implementing Agency, UNEP Science Division was responsible for overall project supervision, overseeing the project progress through the monitoring and evaluation of project activities and progress reports, including technical issues. UNEP was responsible for overseeing and monitoring the project implementation process, to ensure both GEF and UNEP standards were met, organise evaluations and audits as well as provide technical support. UNEP worked in close collaboration with the Executing Agency's (EA) as described below.
11. **Afghanistan** - The project was executed by the National Environmental Protection Agency (NEPA) of Afghanistan with technical support from UNEP Post Conflict and Disaster Management Branch (PCDMB) via its Afghanistan country programme. As Executing Agency, the NEPA was responsible for the execution and management of the project and its activities on a day-to-day basis, with UNEP PCDMB acting as Execution Support agency to ensure technical, financial and administrative needs were met. NEPA was to establish the necessary managerial and technical teams to execute the project. UNEP PCDMB, in collaboration with NEPA, were responsible for hiring any consultants necessary for technical activities and for supervising their work as well as acquiring equipment and monitoring the project. The main mechanisms for the implementation of the project were the MEA Task force/Steering Committee and a Technical Advisory Panel (TAP).
12. A MEA Task Force and Project Steering Committee was created and planned to meet on a quarterly basis throughout the project. The committee was formed from key Ministries involved in the project, with Secretariat services provided by NEPA and UNEP PCDMB. The committee was developed to address substantive issues at political level, evaluate the project and take necessary measures to guarantee fulfillment of goals and objectives.

13. A Technical Advisory Panel (TAP) was created to manage the technical aspects of the project. It was composed of technical expert levels within the participating Ministries. The TAP planned to meet on a monthly basis and develop the main substantive outputs of the project as well as providing information up to the MEA Taskforce/ Steering Group.
14. A Project Team (PT) and Project Coordinator was established within NEPA as the Executing Agency: this team was in charge of the execution and management of the project and worked together with the UNEP Afghan Country Programme Manager as well as the Scientific and Technical Advisory Panel and the MEA Taskforce/ Steering Group. This team planned to meet regularly to allocate specific responsibilities over the project activities.
15. **Bosnia and Herzegovina** - The project was executed by the UNEP Europe Office in collaboration with the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER); the Ministry for Spatial Planning, Construction and Ecology of Republika Srpska; and the Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina. MoFTER as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of members from the UNEP, the Executing Agency and relevant stakeholders.
16. **Cameroon** - The Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) was the Executing Agency of the project on behalf of the Government of Cameroon. MINEPDED as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of the project Implementation Agency - UNEP - and relevant stakeholders including:
- The project Executing Agency (EA): Ministry of the Environment, Nature Protection, and Sustainable Development (MINEPDED) & Chairmanship of the SC.
  - Ministry of Forests and Fauna (MINFOF),
  - Ministry of Economy, Planning, and Land Management (MINEPAT),
  - Ministry of Agriculture and Rural Development (MINADER),
  - Ministry of Livestock, Fisheries, and Animal Industries (MINEPIA),
  - Ministry of Water and Energy (MINEE),
  - Ministry of Scientific Research and Innovation (MINRESI),
  - The National Institute for Statistics (INS)
  - International and national Organization (1 member)
  - Representative of the civil society /national organization (1 member),
  - Representative of the private sector (1 member),
  - Elected representatives (2 members).
17. The PSC was responsible for monitoring the project implementation and ensuring that key decisions were made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different

qualitative and financial reports informing on the progress of project activities planned to comply with the procedures established by these institutions.

18. **Haiti** –The Ministry of Environment (MDE) through the Observatoire national de l'environnement et de la vuln rabilit (ONEV), acted as the Executing Agency for the project. The Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs, as well as for the reporting on achievement of project objectives. The Executing Agency was also responsible for entering into agreements with other partners, as well as for ensuring that co-financing contributions from the Government of Haiti and external sources materialize as planned. To facilitate the liaison between both agencies in the implementation of the project, a national technical advisor was to be a part of the Project Coordination Unit.
19. As Executing Agency, the MDE was to appoint a National Director for the Project (the Director of ONEV). Running the project day-to-day was assigned to a Project Coordination Unit (PCU) constituted by the National Director, National Technical Advisor (Conseiller Technique Principal), a National Project Manager, a Technical Assistant and an Administrative and Financial Assistant recruited for the duration of the project.
20. During the project implementation, the Project Director, supported by the PCU, ensured the participation of other institutions in promoting the establishment of mechanisms for consultation and dialogue. A National Steering Committee that involved other departments and institutions of civil society was created to ensure national ownership and the smooth running of the Project. The committee was both an orientation structure and consultation space for the project. It was composed by one representative from each of the following institutions: MDE, UNEP, CIAT, MICT, MSTP, MTPTC MARNDR. MSPP, Forum du Centre National de l'Information Geo-Spatiale (CNIGS), SEMANAH, and civil society organizations. The steering committee planned to have at least two meetings a year and had two main functions (1) Orientation of the project and (2) Monitoring of the project. The Steering Committee will be chaired by MDE. The National Steering Committee was responsible for monitoring the project implementation and ensure that key decisions are made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different qualitative and financial reports informing on the progress of project activities shall comply with the procedures established by these institutions.
21. **St. Lucia** - The Ministry of Sustainable Development, Energy Science and Technology (MSDEST) was the Executing Agency of the project on behalf of the Government of St. Lucia. The main responsibilities of MSDEST were the establishment and facilitation of a Project Management Unit (PMU) and Chairmanship of the Project Steering Committee (PSC) to ensure that the project was run according to the agreed workplan, budget and reporting requirements.
22. The PSC was made up of representatives from: UNEP; MSDEST; the National Institute of Statistics (NIS); Sectoral Ministries that were deemed important for either supporting or mainstreaming project achievements; as well as relevant stakeholders from NGOs and the private sector. The PSC's responsibilities included providing coordination and guidance for the GEF project, approval of the annual work plan and budget and to review annual implementation performance reports prepared by the PMU. The PSC was also to enhance synergies between the GEF project and other ongoing initiatives.

## 5. Project Cost and Financing

Individual Project Budgets at Design:

**Developing Core Capacity for Decentralized MEA Implementation and Natural Resources Management in Afghanistan – GEF ID: 5017**

23. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was \$2,535,000 USD. The total is made up of the following:

<b>Project Component</b>	<b>GEF financing (USD)</b>	<b>Co-financing (USD)</b>
1. Central Institutional Strengthening for effective implementation of multilateral environmental agreements (MEAs)	145,000	1,020,000
2. Strengthening technical and scientific capacity of sub-national stakeholders	675,000	405,000
<b>Sub-Total</b>	820,000	1,425,000
<b>Project Management Costs</b>	90,000	200,000
<b>Total</b>	910,000	1,625,000

**Capacity development for the integration of global environmental commitments into national policies and development decision making (Bosnia and Herzegovina)– GEF ID: 5302**

24. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was \$4,027,000 USD. The total is made up of the following:

<b>Project Component</b>	<b>GEF financing (USD)</b>	<b>Co-financing (USD)</b>
1. Managing Global Environmental Issues through improved monitoring and indicator development	808,000	715,000
2. Institutional Strengthening	500,000	580,000
<b>Sub-Total</b>	1,308,000	1,295,000
<b>Project Management Costs</b>	130,000	220,000
<b>Total</b>	1,438,000	1,151,000

**Developing Core Capacity for MEA Implementation in Cameroon – GEF ID: 5060**

25. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was \$2,127,046 USD. The total is made up of the following:

<b>Project Component</b>	<b>GEF financing (USD)</b>	<b>Co-financing (USD)</b>
1. Tools for improved environmental information management	404,046	300,000
2. Institutional arrangements and coordination for MEA implementation	270,000	520,000

3. Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation	200,000	250,000
<b>Sub-Total</b>	874,046	1,070,000
<b>Project Management Costs</b>	86,000	97,000
<b>Total</b>	960,046	1,167,000

#### **Developing Core Capacity for MEA Implementation in Haiti – GEF ID: 5557**

26. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was \$4,048,000 USD. The total is made up of the following:

<b>Project Component</b>	<b>GEF financing (USD)</b>	<b>Co-financing (USD)</b>
1. Strengthened capacities for policy and legislation development for achieving global benefits	450,000	1,100,000
2. Generate, access and use of information and knowledge	730,000	1,400,000
<b>Sub-Total</b>	1,180,000	2,500,000
<b>Project Management Costs</b>	118,000	250,000
<b>Total</b>	1,298,000	2,750,000

#### **Increase St. Lucia's capacity to monitor MEA implementation and sustainable development – GEF ID: 5197**

27. This project began in January 2015 and ended in December 2021 and falls under the medium-sized project category, the planned overall project budget at design was \$2,080,000 USD. The total is made up of the following:

<b>Project Component</b>	<b>GEF financing (USD)</b>	<b>Co-financing (USD)</b>
1. Tools for improved MEA and SD reporting and monitoring	490,000	510,000
2. Mainstreaming environmental management and MEA objectives	250,000	270,000
3. Awareness raising, education and outreach	170,000	190,000
<b>Sub-Total</b>	910,000	970,000
<b>Project Management Costs</b>	90,000	110,000
<b>Total</b>	1,000,000	1,080,000

## Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

### 6. Objective of the Evaluation

In line with the UNEP Evaluation Policy<sup>39</sup> and the UNEP Programme Manual<sup>40</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. 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.

### 7. Key Evaluation Principles

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.

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 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.

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.

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,

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<sup>39</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>40</sup> <https://wecollaborate.unep.org>

conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

## 8. Key Strategic Questions

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:

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>41</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)*

## 9. Evaluation Criteria

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

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<sup>41</sup> This is not applicable for Enabling Activities

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>42</sup> (MTS), Programme of Work (POW) and Strategic Priorities***

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>43</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***

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***

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>44</sup>***

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization<sup>45</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

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<sup>42</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>43</sup> <http://www.unep.fr/ozonaction/about/bsp.htm>

<sup>44</sup> This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

<sup>45</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.



- 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>46</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**

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>47</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**

### **i. Availability of Outputs<sup>48</sup>**

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>49</sup>

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<sup>46</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>47</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.

<sup>48</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>49</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.

## **ii. Achievement of Project Outcomes<sup>50</sup>**

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed<sup>51</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**

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.

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.

28. The Evaluation will consider the extent to which the project has played a catalytic role<sup>52</sup> or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a

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<sup>50</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>51</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>52</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.

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.

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
- Communication and public awareness

### **E. Financial Management**

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**

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.

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.

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>53</sup> with other initiatives, programmes and projects etc. to increase project efficiency.

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<sup>53</sup> Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

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**

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**

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART<sup>54</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**

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.

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**

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**

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<sup>54</sup> SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

Sustainability<sup>55</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 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***

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***

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***

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.)*

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<sup>55</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)

### **i. Preparation and Readiness**

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**

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>56</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.

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**

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.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be 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**

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>57</sup>.

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

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<sup>56</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>57</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. [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)

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.

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**

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>58</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).

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

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**

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**

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.

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.

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<sup>58</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.

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

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 consultant(s) 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 consultant(s) 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.)

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

A desk review of:

- Relevant background documentation, inter alia [list];
- 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: [list];
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/reviews of similar projects.

(f) **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);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including [list];
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(g) **Surveys** [provide details, where appropriate]

(h) Other data collection tools [provide details, where appropriate]

## 10. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare (set of deliverables and details to be confirmed the Evaluation Manager no later than during the finalization of the Inception Report):

- **A single 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.
- **A single set of Preliminary Findings Notes:** 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 Reports for each project:** 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.
- A Portfolio **Report**, (a 30-page report synthesising the learning from all 5 projects for wider dissemination through UNEP).

**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.

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.

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.

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.

## 11. The Evaluation Team

For this Evaluation, the Evaluation Team will consist of a Principal Evaluator and one or two Evaluation Specialists who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager Myles Hallin in consultation with the UNEP Task Managers: Saeeda Gouhari (Afghanistan); Tomas Marques (Bosnia and Herzegovina); Thierry De Oliveira (Cameroon); Francesco Gaetani (Haiti & St. Lucia) relevant Fund Management Officers and the Sub-programme Coordinator of the UNEP Science Division, CCCD, Jochem Zoetelief. The consultants will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Principal Evaluator will be hired over a period of 9 months March/2022 to December/2022 and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Global Partnerships and Climate Change related issues is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in X/knowledge of

[language] is desirable. 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 Evaluation Specialist/s will be hired over a period of 9 months March/2022 to December/2022 and should have the following: an undergraduate university degree in environmental sciences, international development or other relevant political or social sciences area is required; a minimum of 2 years of technical/monitoring/evaluation experience is required and a broad understanding of Climate Change related issues is required. English and French are the working languages of the United Nations Secretariat. For this consultancy fluency in oral and written English is a requirement and proficiency in French is desirable. 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 Principal Evaluator will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The [Evaluation Specialist] will make substantive and high-quality contributions to the evaluation process and outputs. [The consultant/Both consultants] will ensure together that all evaluation criteria and questions are adequately covered.

Specifically, Evaluation Team members will undertake the following:

*Specific Responsibilities for Principal Evaluator:*

The Principal Evaluator will be responsible, in close consultation with the Evaluation Manager, for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables.

*Specific Responsibilities for the Evaluation Specialist:*

The Evaluation Specialists will make substantive and high-quality contributions to the evaluation process and outputs. Both consultants will ensure together that all evaluation criteria and questions are adequately covered.

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(s) to selected countries, 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.

## 12. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

**Table 3. Tentative schedule for the Evaluation**

Milestone	Tentative Dates
Evaluation Initiation Meeting	March 2022
Inception Report	April 2022
Evaluation Mission	N/A
E-based interviews, surveys etc.	May 2022
PowerPoint/presentation on preliminary findings and recommendations	July 2022
Draft report to Evaluation Manager (and Peer Reviewer)	August 2022
Draft Report shared with UNEP Project Manager and team	September 2022
Draft Report shared with wider group of stakeholders	October 2022
Final Report	November 2022
Final Report shared with all respondents	December 2022

## 13. Contractual Arrangements

Evaluation Consultants 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(s) certify 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:

Evaluation Consultants 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(s) certify 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 Team:**

<b>Deliverable</b>	<b>Percentage Payment</b>
Approved Inception Report (as per annex document #9)	40%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Reports + Portfolio/Synthesis Brief	30%

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 consultants may be provided with access to UNEP’s information management systems (e.g PIMS, Anubis, 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(s) fail 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.

## ANNEX VII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

**Terminal Evaluation of the UNEP/GEF Project - “Developing Core Capacity for MEA Implementation in Haiti”, GEF ID #: 5557”**

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>	<p><b>Final report:</b></p> <p>Provides an accurate summary of the evaluation. Contains information on key features of the Projects performance against evaluation criteria, highlighting the strengths and weaknesses</p>	4
<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>	<p><b>Final report:</b></p> <p>Introduction contains a concise statement of the purpose of the evaluation and the key intended audience for the findings</p>	4
<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</p>	<p><b>Final report:</b></p> <p>Satisfactory description of evaluation methods provided.</p> <p>Gender and Human Rights are included, and evaluation limitations are addressed.</p>	4

<p>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 been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.</i></p>		
<p><b>III. The Project</b></p> <p>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><b>Final report:</b></p> <p>Overview of context provided, results framework is clear</p> <p>Stakeholder description is concise.</p> <p>Project implementation structure and partners are clearly articulated</p> <p>Changes in design during implementation highlights projects delays. Project financing has tables completed.</p>	<p>4</p>
<p><b>IV. Theory of Change</b></p> <p>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.</p> <p>This section should include a description of how the <i>TOC at Evaluation</i><sup>59</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</p>	<p><b>Final report:</b></p> <p>TOC at Evaluation presented clearly in both diagrammatic and narrative forms. Table included to show revisions. Causal pathways and rationale explained</p>	<p>4</p>

<sup>59</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>table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>		
<p><b>V. Key Findings</b></p> <p><b>A. Strategic relevance:</b>  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>60</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> <ul 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> </ul>	<p><b>Final report:</b></p> <p>Evidence provided of the project’s relevance in relation to UNEP’s mandate, its alignment with relevant policies and strategies and working in conjunction with existing interventions and an assessment of the complementarity of the project</p>	<p>4</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><b>Final report:</b></p> <p>The strength and weaknesses of the project design are summarised effectively.</p>	<p>4</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>61</sup>), and how they affected performance, should be described.</p>	<p><b>Final report:</b></p> <p>Good summary of the assessment of project design.</p>	<p>4</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><b>Final report:</b></p> <p>A complete and evidence-based assessment of the availability of outputs, and achievement of project outcomes is provided.</p> <p>The effects of the intervention on differentiated groups are mentioned.</p>	<p>5</p>

<sup>60</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>61</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.

<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><b>Final report:</b></p> <p>The report presents an integrated analysis of causal pathways and evidence relating to likelihood of impact. The assumptions and drivers are not explicitly discussed in the context of likelihood of impact, but have been discussed at the end of the previous section leading into the likelihood of impact section.</p>	4
<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> <li>• <i>communication</i> between financial and project management staff</li> </ul>	<p><b>Final report:</b></p> <p>Provides satisfactory analysis of all dimensions evaluated under financial management and includes a completed 'financial management' table.</p>	4
<p><b>F. Efficiency</b></p> <p>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>	<p><b>Final report:</b></p> <p>Presents a well-reasoned, and evidence-based assessment of efficiency, discussing the implications of delays, cost effectiveness, utilising synergies and the extent to which the complex processes and procurement slowed effected the projects efficiency.</p>	4
<p><b>G. Monitoring and Reporting</b></p> <p>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>	<p><b>Final report:</b></p> <p>Report provides adequate assessment of monitoring and reporting and provides evidence to support the findings. The monitoring was mainly activity- and output-oriented, and monitoring at outcome level was weak, only partly captured progress of outcomes and focus to heavily on activities</p>	4
<p><b>H. Sustainability</b></p> <p>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>	<p><b>Final report:</b></p> <p>Accurate text assessing conditions and factors likely to undermine and contribute to the</p>	4



<ul style="list-style-type: none"> <li>• Socio-political Sustainability</li> <li>• Financial Sustainability</li> <li>• Institutional Sustainability</li> </ul>	persistence of achieved project outcomes providing an indication of sustainability in all sections	
<p><b>I. Factors Affecting Performance</b></p> <p>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>62</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>	<p><b>Final report:</b></p> <p>Factors effecting performance are covered in this section effectively and referenced throughout the text.</p>	4
<p><b>VI. Conclusions and Recommendations</b></p> <p><b>i) Quality of the conclusions:</b> The key strategic questions should be <b>clearly</b> and succinctly addressed within the conclusions section. 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> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p><b>Final report:</b></p> <p>Conclusion provides a good narrative which highlights the main strengths and weaknesses of the project and connects them with the evidence presented in the report.</p> <p>It includes the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p>	6
<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><b>Final report:</b></p> <p>Lessons are relevant and are based on Evaluation findings. The context from which they are derived and in which they may be useful are described satisfactory</p>	6
<p><b>iii) Quality and utility of the recommendations:</b></p> <p>To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete</p>	<p><b>Final report:</b></p>	

<sup>62</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>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>Recommendations are pragmatic, but rely on advocating for a second phase to implement completely the aims of this project. Gender and vulnerable groups are included.</p> <p>Recommendations are actionable.</p>	<p>5</p>
<p><b>VII. Report Structure and Presentation Quality</b></p>		
<p>i) <b>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>Final report:</p> <p>Yes</p>	<p>5</p>
<p>ii) <b>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>Final report:</p> <p>The report is well written, follows the EOU guidelines and successfully conveys key information</p>	<p>5</p>
<p><b>OVERALL REPORT QUALITY RATING</b></p>	<p>Final report:</p>	<p>4.4</p>

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.

## ANNEX VIII. GEF PORTAL INPUTS

**The following table contains text to be uploaded to the GEF Portal. It will be drawn from the Evaluation Report, either as copied or summarised text. In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.**

<p><b>Question:</b> What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7<sup>63</sup>, these indicators will be identified retrospectively and comments on performance provided<sup>64</sup>).</p>
<p><b>Response:</b> Given the project's focus on a) institutional strengthening, b) setting up an environmental information system and c) awareness raising (see sections 3.2, 4, and 5.1), it did not make a direct and measurable contribution to the GEF 7 Core Indicator Targets. Nonetheless, an indirect contribution was made through to improving the enabling environment with tools and procedures for conservation, improving the access to environmental information and enhancing awareness. Thereby, the project contributed towards enabling better informed decision-making and planning as well as facilitating the implementation of multilateral environmental agreements and achieving GEF Core Indicator Targets (see section 5.4)</p>
<p><b>Question:</b> 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)</p>
<p><b>Response:</b> The key government stakeholders/agencies were properly included in the project, although there was indication that the MDE Directions Departmentales were not enough engaged considering their role in environmental protection and monitoring. The project established mechanisms to promote coordination for environmental governance such as the reactivation of the Table Sectorielle, and according to interviews its main result was to increase coordination between MDE Directions (see section 5.4).</p> <p>Consultations have been highlighted as an essential factor of the project realisation. UNEP Haiti office was proactive in stakeholder engagement and consultation throughout the disruptions due to the context and change in MDE leadership. Though, interviewees pointed that it has been challenging to maintain MDE engagement. (See section 5.9)</p> <p>The project strengthened collaboration with other stakeholders, pooling resources and increasing coherence. For example, the collaboration for the setup of the HFB engaged International Finance Institutions (IFIs), and CSOs; or the collaboration with UNDP to engage in a second phase for further operationalisation of the SIE. (See section 5.9)</p> <p>However, due to the highly unfavourable context, engagement with private sector and NGOs, major actors for implementing environmental actions and monitoring compliance as well as addressing violations of MEAs commitments, has been more limited (i.e. primarily through the FHB component). (See sections 5.4 and 5.9)</p>
<p><b>Question:</b> 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)</p>

<sup>63</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>64</sup> This is not applicable for Enabling Activities

**Response:** Although gender considerations were integrated to the project design, there was no gender sensitive indicators. The project did to some extent address gender in some activities but could have gone steps further. It is for example expected that the SIE will include gender disaggregated indicator (e.g. access to drinking water). The documentary was gender sensitive and included women testimonials. Furthermore, one of the narrators is a well-known Haitian actress and an activist for gender equality in Haiti. The methodological guide for riverbank management and restoration through revegetalisation also included gender dimensions.

Gender-disaggregation of data was given sometimes, such as women participation to trainings. It shows that women were not always well represented in workshops and consultations (from 15 pct. to 30 pct.). In trainings, their representation was slightly more important, it reached 40pct. of participants to the training in environmental audits. Most PSC members were men.

**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. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

**Response:** Given the project's focus on institutional strengthening, data management and awareness raising, no environmental or social risks were identified at design, during implementation or by the terminal evaluation. There was thus no need for implementing any environmental or social safeguards or mitigation measures. (See section 5.9)

**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:** Component 2.3 was a dedicated communication, outreach and awareness component originally geared towards: a) enhancing public awareness about environmental issues, and MEAs, and b) creating awareness about the SIE, its added value for decision-making and the provision of public access to environmental information. A documentary (Thus Spoke the Sea) was produced and disseminated in Haiti and internationally; and received several awards (see section 5.4). The project also supported communication around the SIE through an online launch event, the production of posters and promotional videos shared on social media (see section 5.4). Though there is not yet a monitoring of visits/consultations of the SIE website.

The UNEP Haiti office applied adaptive management in relation to the context, such as reorienting activities to ensure MDE ownership and mitigate delays in implementation caused by extreme climate and natural events and political instability and insecurity (see sections 3.4, 3.5 and 5.3). Interviewees highlighted the UNEP Haiti office engagement and efforts with the main strength perceived as maintained and consistent communication, flexibility, and responsiveness. For example, in response to the 2016 hurricane, the MDE and UNEP led the elaboration of the environmental chapter of the Post Disaster Needs Assessment (PDNA). (See sections 5.5 and 5.9).

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

**Response:** The project was well aligned with UNEP's Medium-Term Strategy, Programme of Work, and strategic priorities as well as with UNEP/GEF/Donor Strategic Priorities. The project was also relevant to global, regional, sub-regional and national priorities, including Haiti's commitment to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, and its Strategic Development Plan 2012-2030. The project was complementary to existing interventions and was synergetic with other development partners.

The quality of project design was clear, and stakeholders were consulted, but the project was too ambitious in the Haiti context and there were gaps in causal links from outputs to outcomes.

The project developed three methodologies for riverbank protection, conducting Strategic Environment Assessment, and conducting Environmental Audits. The MDE was supported in the creation of an environmental governance roadmap and a Plan d'Action pour l'Environnement, but these were not adopted. The project supported the creation of the Haiti Biodiversity Fund (FHB), but it is yet to finance projects. The project also trained 119 staff from public administration and civil society, but there is a need for further training and the training received may not have been fully used due to a lack of resources and turnover. The project improved the coordination for managing environmental data for Rio Conventions and supported the setting and strengthening of MEAs focal points. The Systeme d'Information Environmental (SIE) is online, but still under development with the support of UNDP, which in a second phase, is further institutionalising the inter-agency collaboration and strengthening capacities for data collection, quality assessment and analysis. Finally, the project raised awareness on environmental issues through a documentary: 'Thus spoke the sea'.

The project implementation was severely affected by extreme natural events and the Haiti political context, and the project outcomes were only partly achieved. The FHB set-up created a platform for transparency of use of resources as well as for further strengthening of MDE capacities through the collaboration with development partners, International Financial Institutions (IFIs) and civil society members of the FHB Commission. It is therefore likely to contribute to positioning and enforcing the legitimacy of MDE, even though the other components of institutional strengthening may have been weakened by the political and instability context. As a result of the project, there was an increased appreciation among project participants of the value of collecting and using environmental data in development planning and implementation. While the project provided training, the TE has not come across any evidence of change in the participating agencies' use of environmental science and information in development planning. Still, the project contributed to ensuring delivery of MEAs commitments through the setting and strengthening of MEAs focal points. Furthermore, at the time of the TE, the HFB was in the process of collecting and assessing proposals to fund environmental projects and then contribute to implementation of environmental actions.

The sustainability of the project results is challenged by limited human and financial resources, as well as the lack of political commitment and changes in the MDE. The financial sustainability of the project is dependent on external financial resources.

The project implementation was slow and started 18 months after its approval in February 2015. It was affected by the complex setting, slow disbursement, change of project director and administrative/financial assistant recruitment. The project management was challenging due to the complex setup and changes in project director and national project manager. UNEP Haiti office increased its oversight over the project management and applied adaptive management in response to the context. Key government stakeholders were properly included, but the MDE Directions Departmentales were not enough engaged. Consultations were essential and UNEP Haiti office was proactive in stakeholder engagement.

Stakeholder participation was good, and the project management and implementation arrangements were embedded in the existing Government institutional framework. While collaboration among government agencies has been strengthened, engaging with private sector and NGOs, major actors for implementing environmental actions and monitoring compliance as well as addressing violations of MEAs commitments, has been more limited (i.e. primarily through the FHB component).