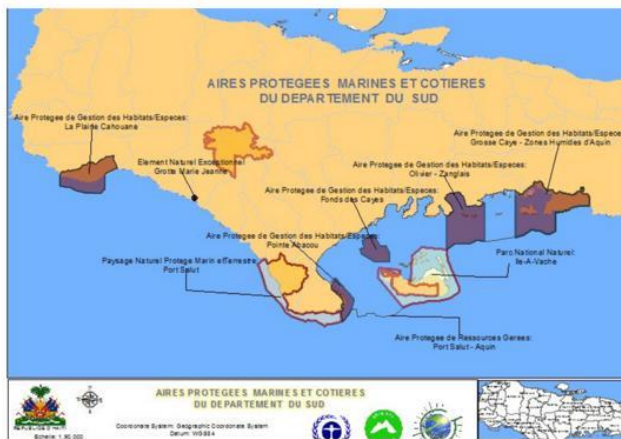


Terminal Evaluation of the UNEP Project Macaya Grand Sud Phase II (MGS II) – Regenerating Ecosystems, Building Green and Blue Economies to Achieve Sustainable Livelihoods (PIMS 321.3)



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The evaluation consultant hopes that the findings, conclusions, and recommendations presented in this report will significantly contribute to the successful completion of the current project, inform the formulation of an eventual next phase, and lead to the continual improvement of similar projects in Haiti and other countries and regions.

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About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation (TE) of the UNEP project “Macaya Grand Sud” Phase II (MGS2), implemented between January 2019 and September 2021. This project has been a cooperation between Norway and UNEP and has been based on the activities of the Cote Sud Initiative (CSI) - a coalition of Partners, donors, and NGOs in South Haiti that was established by UNEP in 2013. The project’s activities were designed to assist the Haitian government at national and decentralized levels as well as local communities, to adopt practical ecosystem-based management approaches to promote decreased environmental degradation, sustainability, and improved livelihoods and well-being of the local populations in Macaya and Port Salut-Abacou. The overall objective of the project is to “enhance local capacities to address ecosystem degradation, and to introduce sustainable local livelihoods at scale in the Macaya and Port Salut-Abacou protected areas and in their buffer zones.” This approach is based on the recognition that environmental sustainability in southern Haiti can only be achieved by promoting viable sustainable livelihood opportunities for an otherwise impoverished population that is highly dependent on the use of vulnerable natural resources. To achieve this objective, the project was structured under two main components that were designed to achieve mutually reinforcing results: 1. Protected Areas Management and 2. Sustainable Livelihoods. 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 operational improvement, learning, and knowledge sharing through results and lessons learned among UNEP and the main project partners.

Primary data collection period: August - September 2023

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List of acronyms ad abbreviations

ANAP	Agence Nationale des Aires Protégées
AVSF	Agronomes et Vétérinaires Sans Frontières
CAEPA	Comité d'Approvisionnement en Eau Potable et d'Assainissement
CaMPAM	Caribbean Marine Protected Area Management Network and Forum
CBC	Caribbean Biological Corridor
CEP	Caribbean Environment Programme
CIAT	Comité Interministériel d'Aménagement du Territoire
CMB	Crisis Management Branch
CSI	Côte Sud Initiative
DDAS	Direction Départementale de l'Agriculture du Sud
DDE	Direction Départementale de l'Environnement
DINEPA	Direction Nationale de l'Eau Potable et de l'Assainissement
EOU	Evaluation Office of UNEP
FAO	Food and Agriculture Organization of the United Nations
FFEM	Fonds Français pour l'Environnement Mondial
FHB	Fonds Haïtien pour la Biodiversité
FNGA	Fondation Nouvelle Grand'Anse
GEF	Global Environment Facility
GoH	Government of Haiti
HGS	Haiti Grand Sud
IDB	Inter-American Development Bank
IUCN	International Union for Conservation of Nature
M&E	Monitoring and Evaluation
MARNDR	Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural
MdE	Ministère de l'Environnement
MGS	Macaya Grand Sud
MoU	Memorandum of Understanding
MNNP	Macaya National Nature Park
MPA	Marine Protected Area
MTS	Medium-term Strategy
NGO	Non-Governmental Organisation
NOK	Norwegian Kroner
ORE	Organisation pour la Réhabilitation de l'Environnement
PA	Protected Area

PADI	Pêche Artisanale et Développement Intégré
PCDMB	Post-Conflict and Disaster Management Branch
PIMS	Programme Information and Management System
PoW	Programme of Work
PRC	Project Review Committee
ProDoc	Project Document
ROLAC	Regional Office for Latin America and the Caribbean
SDG	Sustainable Development Goal
SNAP	Système National des Aires Protégées
SPAW	(Protocol on) Specially Protected Areas and Wildlife
TE	Terminal evaluation
TNC	The Nature Conservancy
TOC	Theory of Change
ToR	Terms of Reference
UEPLM	Un Enfant Par La Main
UGP	Unité de Gestion de Projet / Parc
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
USD	United States Dollar

Table 1. PROJECT IDENTIFICATION TABLE

UNEP PIMS ID:	321.3	Umoja Project ID:	02027
Sub-programme:	Healthy and productive ecosystems	Expected Accomplishment(s):	EA 1: Increased use is made of the ecosystem approach with a view to maintaining ecosystem services and the sustainable productivity of terrestrial and aquatic systems
Implementing Partners	MDE, MARNDR, ORE, PADI, FNGA, ReefCheck, TNC		
Relevant SDG(s) and indicator(s):	Goal 1- Target 1A, Indicator 1.a.3 Goal 2- Target 2.3, Indicator 2.3.2 Goal 2- Target 2.4, Indicator 2.4.1 Goal 14- Target 14.1, Indicator 14.1.1 Goal 14- Target 14.2, Indicator 14.2.1 Goal 14- Target 14.4, Indicator 14.4.1 Goal 14- Target 14.5, Indicator 14.5.1 Goal 14- Target 14.b, Indicator 14.b.1 Goal 15- Target 15.1, Indicator 15.1.2 Goal 15- Target 15.2, Indicator 15.2.1 Goal 15- Target 15.4, Indicator 15.4.1		
Programme of Work Output(s):	Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in economic decision-making. Awareness-raising of the role of economic decision-making in achieving ecosystem-related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes.		
UNEP approval date:	October 2018		
Expected start date:	January 2018	Actual start date:	January 2019
Planned operational completion date:	December 2020	Actual operational completion date:	September 2021
Planned total project budget at approval:	USD 5,188,244	Actual total expenditures reported as of [date]:	USD 4,819,839
Planned Environment Fund allocation:	USD 0	Actual Environment Fund expenditures reported as of [date]:	USD 0
Planned Extra-Budgetary Financing:	USD 5,188,244	Secured Extra-Budgetary Financing:	USD 4,819,839
		Actual Extra-Budgetary Financing expenditures reported as of Dec 2022:	USD 4,819,839
First disbursement:	30/12/2017	Planned date of financial closure:	22/04/2023
No. of formal project revisions:	1	Date of last approved project revision:	11/09/2020
No. of Steering Committee meetings:	2	Date of last Steering Committee meeting:	02/12/2020

Mid-term Review/ Evaluation¹ (planned date):		Mid-term Review/ Evaluation (actual date):	No. (the MGS Phase 1 Terminal Evaluation in 2021 (October 2021) encompassed a review of phase 2 progress)
Terminal Evaluation (planned date):	September 2020	Terminal Evaluation (actual date):	May 2023 – October 2023
Coverage - Country:	Republic of Haiti	Coverage - Region:	Latin America and the Caribbean
Dates of previous project phases:	Macaya Grand Sud P. I (USD 9,046,466 funded by Norway, 2015-2018)	Status of future project phases:	MGS Phase 3 project was signed in October 2022.

EXECUTIVE SUMMARY

1. This document serves as the comprehensive Terminal Evaluation (TE) report for the UNEP project titled "Macaya Grand Sud Phase II (MGS2) - Regenerating Ecosystems, building Green and Blue Economies to achieve Sustainable Livelihoods" in the Southern region of Haiti. The project received funding from the Ministry of Foreign Affairs of the Government of Norway.
2. The project aimed to bolster local capacities to combat ecosystem degradation and introduce sustainable livelihoods on a large scale in the Macaya and Port Salut-Abacou protected areas and their surrounding zones. Its overarching goal was to assist Haitian authorities and communities in implementing practical ecosystem management approaches in these two Protected Areas, ultimately reducing environmental degradation, and enhancing the well-being of local populations. This, in turn, contributed to maintaining healthier terrestrial and marine ecosystems while promoting sustainable livelihoods to alleviate poverty and food insecurity.
3. The MGS2 project succeeded the MGS1 initiative and laid the foundation for the subsequent MGS3 project. Originally slated to commence on January 1st, 2018, the project officially began on January 1st, 2019. An amendment was later signed with the Norwegian government on September 11, 2020, extending project activities until September 30, 2021. The Government of Norway provided funding equivalent to USD 4,819,839 in Norwegian Krone for the project. This project aimed to build upon the achievements of the initial phase by supporting tangible livelihood activities, replacing degrading practices, and operationalizing protected area regimes. Additionally, it addressed plastic waste removal to mitigate threats to marine and terrestrial ecosystems. The project also aligned with regional priorities outlined in the MTS, focusing on sustainable biodiversity management, marine and coastal ecosystem conservation, and green and blue economy initiatives, including sustainable production and consumption.
4. The Terminal Evaluation was initiated in May 2023, with the Inception Report submitted in June 2023. The Draft and Final Main Evaluation Reports are scheduled for submission by January 2024. The evaluation was conducted by an independent Evaluator N.V. Durga Prasad Rao, under the guidance of UNEP's Evaluation Office. Data was gathered from various sources, utilizing multiple methods for triangulation.
5. However, the planned mission to Haiti in late August 2023 could not be carried out due to visa issues and time constraints. The evaluation was carried out in parallel with the evaluation of two other projects, and access to data and triangulation was also facilitated by the field mission of other evaluators sharing similar stakeholders.
6. The Terminal Evaluation aimed to assess project performance in terms of relevance, effectiveness, and efficiency, and to determine outcomes and impacts, considering their sustainability. The evaluation also serves the purpose of accountability and operational improvement, providing insights for future project formulation and implementation.

Summary of evaluation findings

7. The project faced significant challenges, including socio-political crises, the COVID-19 pandemic, and a major earthquake in August 2021. Despite these obstacles, UNEP successfully delivered project results, owing much of its success to the involvement of local civil society organizations and decentralized organs of relevant ministries. Below is a summary of some of the main results achieved through the implementation of this project:

- Validated the Port-Salut-Pointe Abacou (PSPA) Management Plan, including its surveillance program and governance structure.
- Executed priority programs identified by the PA management plans in green economy value chain and natural resources management in 13 communities (cashew nuts, beekeeping, castor oil, fishing, and aquaculture).
- Restored 7.5 hectares of mangrove ecosystems in Saint-Jean-du-Sud and 35 hectares of watershed in two Protected Areas.
- Protected riverbanks by planting bamboo along seven major rivers, spanning 16.45 kilometres in PSPA and 7 kilometres in Macaya Park, reducing flash flooding and erosion.
- Established agroforestry plots covering 120.04 hectares in Port-Salut and 236.69 hectares in Saint-Jean-du-Sud.
- Implemented the Management Plan and surveillance program for Macaya National Natural Park, deploying 99 surveillance agents.
- Raised awareness through 56 sessions at local communities, schools, and institutions in Macaya and PSPA.
- Established the Haitian Biodiversity Fund, now independently managing its trust fund, with confirmed contributions from donors.
- Organized the Table Verte 2020, a regional governance consultation forum for South Haiti, bringing together international, national, and local partners.
- Forged strong partnerships with local actors and enhanced coordination between departmental ministerial staff and local civil society actors.
- Strengthened and professionalized local partners, supporting 25 associations.
- Enhanced technical and management capacity in various sectors for 609 individuals, including sustainable fishing, castor oil, honey, cashew nuts products, ecotourism, and sustainable land management practices.
- Achieved a 50% income increase for 374 beneficiaries engaged in new or improved livelihood practices.
- Established governance structures and conducted biannual meetings for value chain governance.
- Conducted environmental studies related to blue economy opportunities and waste management.

8. In spite of the demanding circumstances in Haiti, the project has demonstrated commendable success. This accomplishment is largely attributed to the effective operational framework of the United Nations Environment Programme (UNEP), which effectively mobilized key stakeholders and engaged implementing partners, particularly civil society organizations deeply ingrained in local communities. Through UNEP's interventions in the Southern region, notably through the MGS1 and MGS2 initiatives, these organizations have amassed a substantial reservoir of knowledge and capabilities directly addressing local needs. They are widely recognized as credible agents of development in their respective areas of expertise and operational zones. Significantly, they continue to offer sustained support to communities and oversee project activities even post-project completion. One of the project's most remarkable achievements lies in its success in raising awareness among local communities regarding the pivotal importance of preserving healthy ecosystems for their own well-being and livelihoods. This stands out as a notably positive outcome of the endeavour.

Sustainable ecosystems and livelihoods

9. The project has notably impacted food security, particularly in aquaculture. Many beneficiaries have continued their aquaculture endeavours, resulting in increased consumption of fish and improved income for some. This has allowed them to diversify their diet while ensuring a reliable source of protein. Furthermore, post-harvest losses have been reduced, and kitchen waste is being recycled.

10. Key factors contributing to this success include the project's design of highly sought-after interventions, employing a participatory approach. The enthusiastic engagement of beneficiaries has helped sustain activities despite considerable challenges, such as earthquakes and droughts. The project also emphasizes training in ecosystem conservation, promoting environmentally friendly methods through demonstrations, discussions, and distribution of educational materials. Beneficiaries are also equipped with the skills for monitoring and evaluating their activities.

Stakeholder engagement and cooperation

11. One of the notable strengths of UNEP's operations in Haiti lies in its ability to mobilize key stakeholders effectively. UNEP has forged robust connections with the decentralized departments of the Ministry of Environment and the Ministry of Agriculture, Natural Resources, and Rural Development. These departments continue to lend their support even beyond the conclusion of the project.

12. The successes of the MGS2 project and other endeavours led by the Ministry of Environment, in collaboration with UNEP in the Grand Sud, also owe a significant debt to the pivotal role played by civil society organizations deeply ingrained in local communities. They are duly acknowledged as legitimate agents of development in their respective fields and areas of intervention. Their involvement remains a vital factor for the successful realization of projects. Similarly, the active engagement of decentralized units within relevant ministries proves highly advantageous in achieving project objectives. From both a strategic and operational standpoint, the program has notably advanced specific strategies benefiting women and youth. It has effectively created new avenues for production and elevated income prospects for these demographic groups.

Securing long-term results

13. The establishment of marine protected areas, along with the implementation of a comprehensive management plan and the creation of the Haitian Biodiversity Fund, are anticipated to yield a lasting positive impact in both Haiti and the broader region. The emphasis on training local staff within the Ministry of Environment (MDE) and the Ministry of Agriculture, Natural Resources, and Rural Development (MARNDR) is particularly beneficial for sustainability, bolstering local capacity for effective management. Leveraging local expertise for various activities, including the development of management plans for protected areas, is an additional strength.

14. Providing information and training to local leaders and community members, including the youth, is expected to enhance project management, compliance, empowerment, and overall sustainability. However, it is worth noting that the project faced constraints in funding for activities, limiting its transformative and long-term sustainability potential in some instances.

15. Similarly, in aquaculture, while the results were promising and communities exhibited strong interest, there has been a shortage of funding, both from UNEP and other organizations, to scale up these achievements.

16. The challenging security situation in the country has added complexity to sustaining project activities. Prolonged droughts induced by climate change further complicate the maintenance of aquaculture ponds.

Adaptive management

17. Throughout the project, the presence of political instability and violence created exceptionally difficult conditions for project execution. It is crucial to assess all project accomplishments and shortcomings within the context of this unique and challenging backdrop. However, the resilience of implementing partners deeply embedded in the communities allowed them to persist in their activities, even in the face of obstacles and insecurity, thereby safeguarding the project's results. COVID-19 had a minimal impact on the project, aside from the adjustment of training and meetings to outdoor venues with appropriate protective measures. This shift also provided UNEP with an opportunity to educate beneficiaries about essential sanitary precautions.

Conclusions

18. Despite the turbulent circumstances marked by the emergence of COVID-19 pandemic and the earthquake in August 2021, UNEP has demonstrated exceptional adaptability, resilience, and an unwavering commitment to upholding most of its commitments and initiatives. This dedication has led to significant progress in project outcomes, affirming the relevance of its endeavours.

19. Active community engagement, coupled with endeavours to enhance awareness regarding the pivotal role of these ecosystems, has profoundly impacted local perspectives. Residents in these areas are increasingly acknowledging the invaluable contributions of mangroves in regulating natural processes, preserving biodiversity, and providing protection to populations and habitats during storms. By aligning these efforts with the solutions implemented by UNEP and its partners in sustainable value chains, there is potential to solidify this shift in perception and mitigate the return to environmentally detrimental practices. The inclusion of women in these initiatives is also crucial, ensuring that mangrove restoration efforts are guided by participatory community decision-making processes.

20. Stakeholders have demonstrated robust interest in the program's approach. The integration of capacity-building with practices and species selection that enhance the food security of beneficiaries has not only motivated them but has also fostered deeper commitment from local communities. Consequently, this contributes to enhanced food security within the Marine Protected Areas (MPAs) and their adjacent buffer zones.

21. Efficient coordination of interventions through mechanisms like the South Department Table Verte and value chains consultation groups has proven instrumental in forming coalitions of stakeholders and streamlining costs and activities within the same areas of intervention.

22. Haiti grapples with persistent political instability, compounded by ongoing security concerns and recurrent natural disasters. A combination of sustained, long-term interventions alongside short-term mechanisms for implementing payments in exchange for environmental services could bolster both recovery and development efforts.

23. The project's overall performance and contribution have been rated as **Satisfactory**. The following is a summary of key findings and the project's performance ratings by evaluation criteria:

- **Relevance:** The project was well-aligned with UNEP's Medium-Term Strategy (MTS) and Programme of Work (PoW), as well as the strategic priorities of the main donor, Norway's

Ministry of Foreign Affairs. It also addressed the needs and priorities of the Grand Sud region and contributed to relevant national, regional, and international policies and agreements.

- **Quality of Project Design:** The project design quality, assessed at the inception stage, received a highly satisfactory rating of 5.212 and has been affirmed in this evaluation.
- **External Context:** The project operated in an Unfavourable (U) context due to challenges posed by political instability, insecurity, and institutional weaknesses.
- **Effectiveness:** The project demonstrated Satisfactory effectiveness, producing many expected outputs, particularly under Outcome 2. However, it fell short of achieving some intended deliverables, including the formulation of a regional development plan.
- **Financial Management:** Financial management adhered to UNEP policies and procedures, proving efficient and tailored to the project's needs.
- **Efficiency:** While financial management was Satisfactory, certain procedures led to reduced efficiency, notably delays in fund transfers impacting project and partner output delivery timelines and thus efficiency is rated as Satisfactory (S).
- **Monitoring and Reporting:** The overall monitoring and reporting was found to be Satisfactory.
- **Sustainability:** The overall rating for sustainability was found to be Likely (L).
- **Factors affecting performance:** The overall rating for Factors Affecting Performance was found to be Satisfactory.

Table 2. Summary of performance ratings by criteria

Criterion	Rating
Strategic Relevance	S
1. Alignment to UNEP MTS and POW	S
2. Alignment to Donor strategic priorities	HS
3. Relevance to regional, sub- regional and national environmental priorities	S
4. Complementarity with existing interventions	S
Quality of Project Design	HS
Nature of External Context	U
Effectiveness	S
1. Availability of outputs	S
2. Achievement of project outcomes	S
3. Likelihood of impact	L
Financial Management	S
1. Adherence to UNEP's financial policies and procedures	S
2. Completeness of project financial information	S
3. Communication between finance and project management staff	S
Efficiency	S
Monitoring and Reporting	S
1. Monitoring design and budgeting	S
2. Monitoring of project implementation	S

Criterion	Rating
3. Reporting on project implementation	S
Sustainability	L
1. Socio-political sustainability	ML
2. Financial sustainability	L
3. Institutional sustainability	L
Factors Affecting Performance	S
1. Preparation and readiness	S
2. Quality of project management and supervision	S
3. Stakeholders' participation and cooperation	S
4. Responsiveness to social justice, human rights and gender equity	S
5. Environmental, social, and economic safeguards	S
6. Country ownership and driven- ness	S
7. Communication and public awareness	S
Overall Project Performance Rating	S

Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Likelihood of impact and Sustainability are rated from Highly Likely (HL) to Highly Unlikely (HU). Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Lessons Learned

Lesson Learned #1: It is important to strengthen the Local and National Capacities and Ownership to achieve good results. The project focused on bolstering local and national capacities while fostering ownership among key entities like Ministries of Agriculture and Environment, CIAT, and related Departmental Directorates. It also worked towards empowering selected municipalities to spearhead local development in collaboration with Ministries. Moreover, the project aimed to organize local groups into well-structured formal associations and cooperatives, guided by socio-economic and environmental sustainability principles, thereby fostering the establishment of social enterprises. Additionally, the project aimed to assist local organizations in executing activities and leveraging their local expertise.

Lesson Learned #2: Prioritizing Sustainability to achieve high quality results. The initiative placed a premium on sustainability and achieving high-quality results through various strategies. This included providing direct support to governments at various levels with resources such as materials, training, and human resources. It also entailed leveraging established governance structures, policy frameworks, and strategies. Furthermore, the initiative contributed to decision-making processes and plans by integrating scientific insights and effective decision support tools. There was a strong emphasis on capacity building and promoting ownership through hands-on learning experiences with implementing partners, including government officials.

Lesson Learned #3: Enhancing Coordination and Synergies among Stakeholders to promote the "One UN" approach. The initiative sought to enhance coordination and synergies among diverse stakeholders, including Ministries, Donors, UN agencies, and partner projects. This involved strengthening government-led planning and coordination mechanisms at the local level, particularly by reinforcing existing but under-resourced systems. Effective collaboration was achieved through the engagement of various Ministries within sectoral project steering committees, each institution taking charge of specific actions while ensuring regular progress updates. By adopting a "One UN" approach,

joint planning and follow-up meetings were instituted to enhance aid coordination, sustainability, and effectiveness in partnership with government entities. This approach was crafted not only to support the Government but also to facilitate informed investments by Donors and the private sector across different development domains. Furthermore, the project endeavoured to strengthen regional connections by capitalizing on existing networks like WCR and CaMPAM, aiming to exchange knowledge and expertise on related issues.

Lesson Learned #4: Fostering gender sensitivity and inclusivity to achieve gender equality. Ensuring gender sensitivity entailed several key strategies. This encompassed active involvement of women in activities related to job creation, income generation, and provision of essential business training. It also involved facilitating meaningful participation of women in decision-making processes through formal membership in local structures such as associations and cooperatives, as well as involving them in pertinent trainings and pilot demonstrations. Additionally, the project mandated partners to include sex-disaggregated data in their reporting processes. Ongoing monitoring was also conducted to track women's participation and roles throughout the implementation phase.

Recommendations

Recommendation #1: UNEP in collaboration with project partners should establish an effective multi-stakeholder platform for coordination and decision-making with the aim of achieving positive project outcomes. There is a critical need for an efficient and strategic platform to facilitate multi-stakeholder dialogue, coordination, and decision-making. This platform will enable other UN Agencies, international NGOs, and decentralized government institutions to align their efforts in an integrated manner, thereby generating a catalytic effect for positive project outcomes.

Recommendation #2: The Ministry of Tourism (MoT) should make efforts to promote ecotourism activities at project sites and Macaya National Park. The Ministry of Tourism (MoT) should actively promote ecotourism activities at the project sites, including Macaya National Park. Tourists should be encouraged to partake in field visits, including visits to cashew, cacao, castor, and honey processing units, to bolster the sales of cashew nuts, castor oil, chocolates, and honey for foreign exchange earnings. The MoT should also offer training programs for tourist guides and proficiency courses in French, Creole, and English to rural youth, including women, to stimulate self-employment.

Recommendation #3 Explore and promote nature-based opportunities for green job creation, beyond the scope of tourism, by engaging systematically with relevant partners. The evaluation finds that there is a need for identifying long-term economic prospects beyond tourism.

Recommendation #4: In future projects in Haiti, human rights and gender mainstreaming should be strengthened by involvement of women and marginalised groups through the empowerment and capacity building in an effort to achieve gender equality. The active involvement of women and individuals from marginalized groups, representing over 50% of the beneficiaries, was a significant achievement throughout the project. This inclusivity should be sustained in the subsequent phases of the project.

1 INTRODUCTION

24. The Terminal Evaluation of the UNEP project titled 'Macaya Grand Sud Phase II (MGS2) - Regenerating Ecosystems, Building Green and Blue Economies to achieve Sustainable Livelihoods' was conducted by an independent consultant from May 2023 to October 2023, under the guidance of the Evaluation Manager (Management & Programme Analyst) from the Evaluation Office of UNEP in Nairobi, Kenya.

25. The project was executed in the Southern region of Haiti, spanning a duration of 33 months from January 2019 to September 2021, with a total actual budget of USD 4,819,839, generously funded by the Government of Norway.

26. The overarching objective of the project was to support Haitian authorities and local communities in adopting practical ecosystem management approaches in two Protected Areas (PAs), Macaya and Port Salut-Pointe Abacou, in the Southern region of Haiti. This endeavour aimed to reduce environmental degradation, promote sustainability, and enhance the well-being of local populations. These efforts contributed to preserving healthier terrestrial and marine ecosystem services and fostering sustainable livelihoods, ultimately mitigating overall levels of poverty and food insecurity.

27. The project fell within the framework of the UNEP 2018 - 2021 Mid-Term Strategy (MTS) and Programme of Work (PoW) for 2018 - 2019 / 2020 - 2021, specifically under the sub-programme of Healthy and Productive Ecosystems. It sought to contribute to the expected accomplishment in UNEP's PoW: Policy Makers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making.

28. This Terminal Evaluation, aligned with the UNEP Evaluation Policy and UNEP Programme Manual, appraises the project upon operational completion. It evaluates relevance, effectiveness, and efficiency, gauging actual and potential outcomes and impacts, including sustainability. Serving a dual purpose of meeting accountability needs and enhancing operations, learning, and knowledge sharing, it identifies results and lessons learned. Key partners, such as Ministries, Donors, UN agencies, and strategic partners, contribute insights for future project formulation and implementation.

29. The project was administered by UNEP with logistical support from UNOPS, operating under the oversight of a Project Steering Committee (PSC) jointly chaired by the Ministère de l'Environnement (MDE), the Comité Interministériel d'Aménagement du Territoire (CIAT), and the Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR).

30. The day-to-day implementation was entrusted to a UNEP Project Manager, who led a core team responsible for executing project activities. Each project outcome received oversight from the PSC, with specific Government Chairs assigned. The Ministère de l'Environnement (MDE) led Outcome 1, while the Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR) took charge of Outcome 2. These organizational arrangements ensured effective coordination and collaboration among key stakeholders throughout the project's implementation.

31. The project's primary implementing partners included Ministère de l'Environnement (MDE), Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR), Organisation pour la Réhabilitation de l'Environnement (ORE), Pêche Artisanale et Développement Intégré (PADI), Reef Check, Fondation Nouvelle Grand'Anse (FNGA), and The Nature Conservancy (TNC).

2 EVALUATION METHODS

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

2.1 Overall Evaluation Approach

33. The approach employed in this Terminal Evaluation aligns with the UNEP Evaluation Policy, the UNEP Programme Manual, and adheres to established guidelines for conducting terminal evaluations. It was initiated following the operational completion of the project to comprehensively assess project performance in terms of relevance, effectiveness, and efficiency, while also evaluating outcomes and impacts arising from the project, including their sustainability.

34. This Terminal Evaluation was initiated in May 2023 and is scheduled to conclude by the end of December 2023. An Inception Report was compiled and submitted to the Evaluation Office in June 2023.

35. The objectives of this evaluation are dual-fold: firstly, to meet the accountability requirements associated with all development initiatives, in strict accordance with the policies and procedures outlined by the Evaluation Office of UNEP (EOU); and secondly, to identify, document, and provide insights into issues, lessons learned, and recommendations that can inform the design and implementation of subsequent projects, as well as other initiatives with analogous objectives.

36. The primary target audiences for this evaluation extend to Norway's Ministry of Foreign Affairs, key institutional partners of UNEP in Haiti including both governmental and civil society entities, past and current members of the UNEP Office, UNEP's Crisis Management Branch (CMB), pertinent UNEP units, and colleagues at Headquarters, as well as other agencies and development partners engaged in conservation, natural resource management, and rural development in Haiti. While the evaluation exclusively focuses on the MGS2 project, this report also provides contextual background on UNEP's involvement in the Southern region of Haiti, which is highly pertinent to the context in which the project is evaluated.

37. This review was conducted using established evaluation criteria (relevance, impact, effectiveness, efficiency, and sustainability), supplemented by the criterion of equity, which was incorporated to assess how power dynamics, gender, age, language, and other factors may have resulted in differentiated rights, responsibilities, benefits, and forms of engagement. The nine criteria specified in the terms of reference for this evaluation were also used to assess and rate project performance: (a) strategic relevance; (b) quality of project design; (c) nature of external context; (d) effectiveness, comprising assessments of the provision 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. A numerical rating scale of 1-6 was applied 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 was determined by calculating the mean score of all rated quality criteria.

38. Throughout this evaluation process and in the compilation of the Final Evaluation Report, rigorous efforts have been made to ensure that the perspectives of both mainstream and marginalized

groups are adequately represented. Data collection was conducted with scrupulous attention to ethics and human rights considerations, including a thorough examination of gender-disaggregated data.

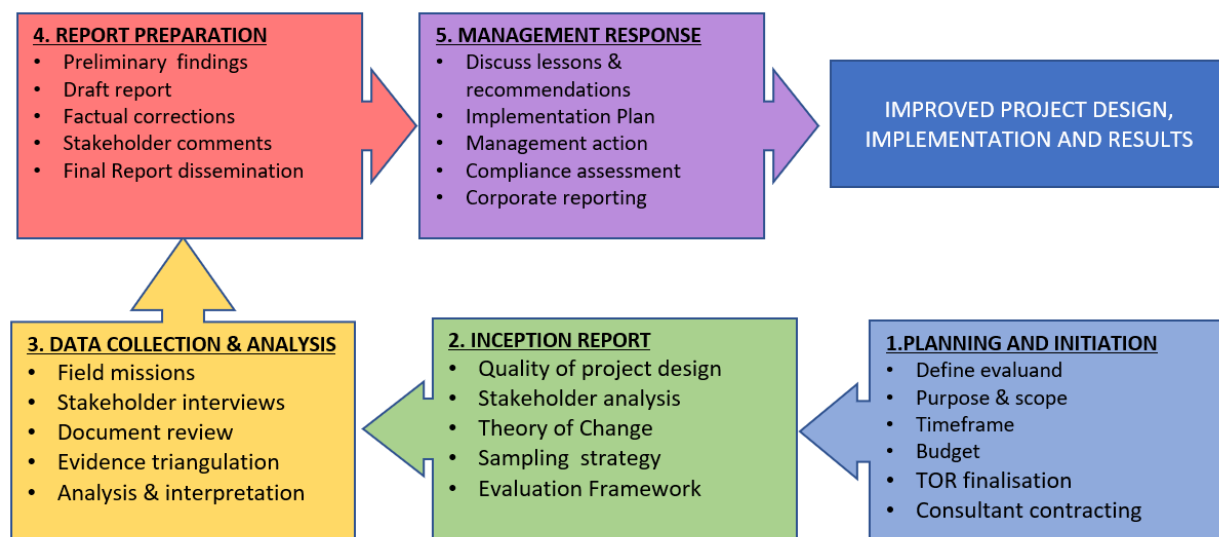
39. The Terms of Reference (ToR) for the Evaluation outlined five crucial strategic inquiries that needed to be addressed. The responses to these questions are comprehensively presented and summarized in the Executive Summary.

2.2 Data Collection and Analysis Methods

40. Overall, the Terms of Reference (ToR) along with the methodological tools and formats provided by the UNEP Evaluation Office served as a robust framework for conducting the Evaluation, enabling the organized presentation of findings.

41. The Inception phase allowed for an initial approach to the Project and the submission of the Inception Report, which laid the groundwork for this comprehensive Evaluation Report. Below is a diagram representing the evaluation process:

Figure 1: UNEP Evaluation Process



42. The primary methods and tools utilized in the Evaluation are outlined as follows:

- The Evaluator adopted a participatory approach, ensuring regular communication and consultation with key stakeholders, project team members, and implementing partners throughout the evaluation process. Both quantitative and qualitative evaluation methods were employed to assess the project's accomplishments against expected outputs, outcomes, and impacts.
- Secondary data was acquired through a thorough review of project design documents, the project's operational completion report, the Programme of Work (PoW) for 2018-2021, Terms of Reference (ToR), evaluations of similar projects, and various other pertinent documents and reports.
- Primary data was collected via Microsoft Teams Meetings, online interviews, emails, WhatsApp/Mobile phone calls with project team members, project implementing

partners, stakeholders, and through a Survey Questionnaire administered to project beneficiaries.

- The collected data and information underwent triangulation, analysis, and was synthesized into preliminary findings. The project was assessed based on available information according to UNEP's nine evaluation categories, employing a 6-point scale, and justifications were provided based on the report's main body. These ratings are summarized in Table 3.

2.3 Limitations

43. Due to the non-issuance of Transit Visas in a timely manner and constrained by a limited time schedule, the Consultant was unable to undertake the field mission to Haiti during the last week of August 2023. However, the Consultant maintained coordination with the Evaluation Manager and Evaluation Office of UNEP and participated in the scheduled mission meetings with project team members, project partners, implementing partners, and stakeholders through Microsoft Teams Meetings on the designated dates and times of field visits. Additionally, data was collected through emails, online interviews, WhatsApp, and mobile phone calls. The evaluation was carried out in parallel with the evaluation of two other projects, and that access to data and triangulation was also facilitated by the field mission of other evaluators sharing similar stakeholders.

44. Despite the fact that the project activities were heavily hampered during the entirety of the project period due to socio-political crisis in the country triggering roadblocks and barricades, insecurity, violent protests and shortage of fuel and supplies, and despite unforeseen events that exacerbated this chaotic background, such as the COVID 19 pandemic and the major earthquake in August 2021, UNEP succeeded in delivering the project results.

3 THE PROJECT

3.1 Context

45. Haiti stands as the most economically challenged and environmentally degraded nation in the Western hemisphere, relying heavily on agriculture for its national economy. Positioned in the southwestern region, Haiti faces a range of severe weather conditions and natural hazards, including hurricanes, cyclones, floods, droughts, landslides, earthquakes, and tsunamis. The latest hurricane inflicted substantial damage to vital zones covered by the project, leading to agricultural losses, water resource scarcity and diversion, infrastructure and household destruction, acute food insecurity, and loss of life. The Grand Sud region, with a population of 745,000 inhabitants, spans an area of 2,654 square kilometres.

46. Although UN Environment's efforts, supported by Norway, have achieved notable successes, significant challenges persist, many of which have been amplified by recent calamities. Numerous initiatives carried out through the Macaya Grand Sud project were groundbreaking in nature.

47. The MGS2 project aimed to tackle several key challenges in the Southern region of Haiti:

- i. Governance hurdles and the absence of Monitoring and Enforcement in the Protected Areas of Macaya and Port Salut-Abacou.
- ii. Limited economic opportunities.
- iii. Weak regulatory and institutional capabilities.
- iv. Scarcity of investment and start-up funds for Agricultural production, Fisheries, and Biodiversity Protection.
- v. Gender-specific impacts of poverty and Environmental degradation.
- vi. Insufficient public awareness.
- vii. Inadequate waste management infrastructure.

48. The principal issue addressed by this project was the dearth of economic prospects in the Macaya and Port Salut - Abacou Protected Areas, along with their buffer zones. The proposed solution focused on aiding local communities and Haitian authorities in implementing practical ecosystem management approaches in Macaya and Port Salut-Abacou PAs, with the aim of restoring ecosystems, enhancing their value, and contributing to the sustainable economic and social well-being of local populations.

49. The project faced numerous challenges during its implementation, including civil unrest incidents leading to roadblocks and barricades, nationwide insecurity, violent protests, and shortages of fuel and supplies. This predicament was further compounded by the COVID-19 pandemic, the assassination of the President on July 7, 2021, and a major earthquake on August 14, 2021, which directly affected the project's geographical area.

50. To ensure project continuity on the ground, various contingency measures were adopted by implementing partners, including the prepositioning of essential supplies (fuel, water, cash) for operational efficiency during crises, relocating permanent staff closer to field operations, concentrating activities during more favourable periods, and establishing alternative communication channels for all partners.

51. These safeguard measures also encompassed awareness and sanitation initiatives to shield project beneficiaries from COVID-19. This ensured uninterrupted cash flows and technical support, providing diverse sources of income and food security. Moreover, efforts were made to link end products to potential markets before the project's conclusion. The involvement of women and young people (comprising 30 to 50% of participants) was a vital aspect of the implementation strategy.

52. In light of the escalating COVID-19 cases, risk mitigation measures and government restrictions were gradually reinstated in June 2021, including the declaration of a state of health emergency. The local presence of implementing partners played a pivotal role in maintaining the continuity of activities and nurturing relationships with beneficiary communities. Business continuity plans enabled the implementation of preventive measures to sustain project endeavors. However, the UNEP team in Haiti meticulously applied the 'duty of care' principle, striking a balance between achievable progress and risk mitigation for implementing partners and communities.

53. Following the major earthquake on August 14, 2021, it was evident that diversification measures provided crucial support to the most affected beneficiaries, offering alternative livelihoods and ensuring food security.

54. Despite the significant disruptions experienced throughout the project's duration, owing to socio-political turmoil, roadblocks, insecurity, protests, and supply shortages, along with unforeseen events such as the COVID-19 pandemic and the major earthquake in August 2021, UNEP successfully delivered the project's outcomes. The involvement of local civil society organizations as execution partners proved pivotal and will continue to be a linchpin in the project's successful execution. These partners are deeply embedded in the local communities, possessing valuable knowledge and capacities directly pertinent to local needs, and are acknowledged as legitimate agents of development in their respective spheres of intervention. Similarly, the engagement of decentralized entities within relevant ministries has proven immensely beneficial and will be instrumental in ensuring the sustainability of the project's achievements.

3.2 Results Framework

55. The Project Objective as formulated in the Project Document (ProDoc), is to "strengthen the local capacity to combat ecosystem degradation and implement sustainable livelihoods on a substantial scale within the Macaya and Port Salut-Abacou Protected Areas and their surrounding buffer zones." The project has been meticulously crafted to address two primary components: the "Management of Protected Areas" and the "Promotion of Sustainable Livelihoods", all aimed at attaining the envisioned outcomes.

56. This endeavour encompasses two key achievements:

- Outcome 1: Enhancing the management of the Macaya and Port Salut-Abacou (PSA) protected areas through the active involvement of local communities. This outcome encompasses five distinct outputs, denoted as Output 1.1 through Output 1.5.
- Outcome 2: Encouraging the adoption of environmentally sustainable livelihoods among individuals residing in the Macaya and Port Salut-Abacou areas, as well as their adjacent buffer zones. This outcome is comprised of six outputs, numbered from 2.1 to 2.6.

57. The project aimed to enhance local capacities to address ecosystem degradation and introduce sustainable livelihoods on a large scale in the Macaya and Port Salut-Abacou protected areas and their buffer zones. This approach was rooted in the understanding that achieving

environmental sustainability in southern Haiti required the promotion of viable, sustainable livelihood opportunities for an impoverished population highly dependent on vulnerable natural resources.

58. To accomplish this objective, the project was structured around two integrated outcome areas designed to achieve mutually reinforcing results: 1) Protected Areas Management and 2) Sustainable Livelihoods. The activities under these outcomes assisted the Haitian government at federal and decentralized levels, as well as local communities, in adapting practical ecosystem management approaches. The goal was to reduce environmental degradation, promote sustainability, and improve the livelihoods and well-being of local populations in Macaya and Port Salut-Abacou.

59. The two components of the project included a number of interlinked and mutually reinforcing elements, contributing to coherence and sustainable results with replication potential at regional and national levels.

60. The project adopted an integrated approach centered around three key nexuses:

- i. **Protected Areas & Green/Blue Economy Nexus:** The project focused on safeguarding priority natural assets while concurrently developing a sustainable economic use of natural resources through a value chain approach. These involved activities related to fisheries, fruit trees, cacao, honey, and castor oil.
- ii. **Green/Blue Economy & Waste Management Nexus:** The project addressed waste as a valuable resource resulting from human activities, managing it through a proper green value chain. This approach aimed to create sustainable and decent job opportunities, particularly in cleaning, collection, and recycling.
- iii. **Waste Management & Protected Areas Nexus:** The project dealt with the volume of land-based sources of pollution generated, contributing directly to the reduction of anthropogenic threats to ecosystems within and around protected areas. The focus was on treating and mitigating the impact of pollution on these areas.

Outcome 1- Protected Areas Management Improved management of Macaya and Port Salut-Abacou (PSA) protected areas by local communities.

61. This component aimed to have consolidated protected area management arrangements and strengthened community and state capacities through concrete ecological practices, monitoring, enforcement, and public awareness. The interventions in the protected areas were organized around five output areas:

- Implementation of practical ecosystem restoration works in Protected Areas (Output 1.1): Practical ecosystem restoration works were implemented within the protected areas.
- Development and implementation of a community-supported monitoring and surveillance program for the two PAs (Output 1.2): A program for community-supported monitoring and surveillance was developed and implemented for the two protected areas.
- Awareness-raising activities carried out for key stakeholders in the project area (Output 1.3): Activities aimed at raising awareness were conducted for key stakeholders in the project area.
- Establishment of a National Biodiversity Trust Fund to support the development of sustainable financing mechanisms for Protected Areas, particularly in Southern Haiti (Output 1.4): A National Biodiversity Trust Fund was established to support the development of sustainable financing mechanisms for protected areas, with a particular focus on Southern Haiti.

Outcome 2- Uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut-Abacou and their buffer zones.

Green Economy:

62. The objective of the green economy approach was to stimulate economic opportunities for communities that also sustained and promoted natural resources and healthy ecosystems. This was achieved first by ensuring that local associations and cooperatives demonstrated improved capacities to sustainably manage natural resources, improve the quality and quantity of production, and were integrated into the implementation of protected area management plans relative to their zones of intervention.

63. Secondly, initiatives under this component sought to strengthen producers' associations and provide training on business management, transformation techniques, and marketing. Additionally, low-cost, high-impact agro-development facilities were established to transform products, building on assets created elsewhere with UN Environment support, including castor and cashew nut plantations and beehives established under the project.

64. Initiatives also aimed to promote value-added through agricultural transformation processes, with the goal of corresponding increases in people's livelihood opportunities. Women's associations played a key role in green value chains, given their central role in agricultural production and artisanal transformation in the region. The project also targeted beneficiaries involved in maladaptive livelihood practices in protected areas, including fishermen and charcoal producers.

Blue Economy:

65. To capitalize on marine assets while protecting vulnerable resources, UN Environment had the unique opportunity to support livelihoods development through sustainable use and protection of marine resources in protected areas. Supporting the blue economy approach offered the possibility of conserving marine resources while reaping their benefits in a more equitable and sustainable way. The focus was on targeting impoverished coastal communities facing growing uncertainties and threats. UN Environment applied the definition of the blue economy as "improved well-being and social equity, while significantly reducing environmental risks and ecological scarcities" (UNEP 2013). UN Environment remained vigilant to ensure that investments in this sector did not lead to the depletion of marine resources but rather an appreciation of their value through sustainable use.

Sustainable Waste Management Livelihoods:

66. The aim was to implement the recommendations of the integrated waste management plan for the Commune of Les Cayes to significantly reduce land-based sources of pollution affecting human health and the natural environment, such as coastal protected areas. Simultaneously, a new green economic sector was created by targeting plastic specifically. Activities under this outcome sought to kickstart pilots to manage plastic litter. Interventions also supported the green economy approach by promoting the value of plastic and using it for recycling and selling purposes. Initiatives under this outcome also enhanced public awareness of waste management, the role that individual households played, and the impact that unmanaged plastic could have on human and environmental health.

67. The interventions under Outcome 2 were organized around six output areas:

- Output 2.1: Beneficiary communities acquired sustainable livelihood skills for castor oil, honey, and groundnut production.

- Output 2.2: Knowledge dissemination occurred among associations for processing, marketing, and distribution of castor oil, honey, and groundnut products.
- Output 2.3: A consultation group was established for value chain governance.
- Output 2.4: Key opportunities for sustainable coastal economy development were identified.
- Output 2.5: Beneficiary communities acquired sustainable livelihood skills for sustainable fishery practices, aquaculture, and ecotourism.
- Output 2.6: A functional waste collection center was set up.

3.3 Stakeholders

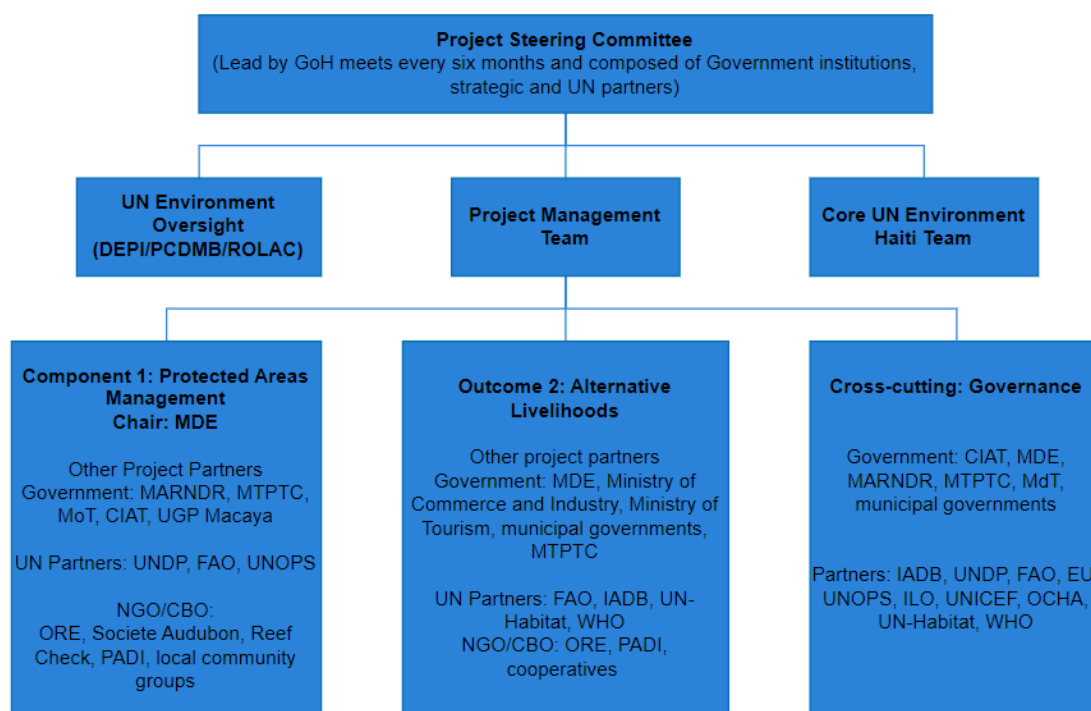
68. This project involved a range of stakeholders who participated in different roles, including as implementation partners, providers of expertise, and recipients of project initiatives. Consequently, the project collaborated with government entities at both central and decentralized tiers, elected representatives, civil society groups, households and communities in rural and coastal areas, small-scale businesses, and development collaborators.

Table 3. Stakeholder groups and their influence and interest

Stakeholder group	Influence and Interest over the Project Outcomes
Ministry of the Environment (MDE) and Agence Nationale des Aires Protégées (ANAP)	Lead partners and primary beneficiary of work done and capacity support in protected area planning and management
Comité Interministériel d'Aménagement du Territoire (CIAT)	Lead partner in, and primary beneficiary of support to, regional planning. Execution partner in project activities in waste management in Les Cayes
Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR)	Partner and beneficiary of work done and capacity support in rural development and in marine protected area planning and management
Decentralized government agencies	Beneficiaries of support to regional planning, urban planning, protected area planning and management, and waste management, including the municipalities of Les Cayes, Port Salut, Saint Jean du Sud and Port-à-Piment
ORE, PADI, MARNDR, ReefCheck, FNGA, TNC	Project partners, involved in execution of specific activities
Local communities, resources users and businesses	Direct beneficiaries of project outcomes and outputs
Government of Norway	Funder of MGS2 and primary financial partner of CSI
UNOPS	Provision of support to operations, procurement, human resources and contract management and data base management
UNEP Crisis Management Branch	Responsible for project management and oversight
UNEP ROLAC	ROLAC responsible for UNEP policy and programming in the region
UNEP Haiti	Responsible for project design and execution

3.4 Project Implementation Structure and Partners

Figure 2. Project Management Structure



69. The project was administered by UNEP with logistical support from UNOPS, and it functioned under the guidance of a Project Steering Committee (PSC). The PSC was jointly chaired by the Ministère de l'Environnement (MDE), the Comité Interministériel d'Aménagement du Territoire (CIAT), and the Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR).

70. The day-to-day implementation of the project was led by a UNEP Project Manager, who headed a core team responsible for executing project activities. The PSC provided oversight for each project outcome, and each outcome had a specific Government Chair. The Ministère de l'Environnement (MDE) took the lead on Outcome 1, while the Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR) assumed responsibility for Outcome 2. These executive arrangements ensured effective coordination and collaboration among key stakeholders throughout the project's implementation.

71. The UNEP Project Manager shouldered the overall responsibilities associated with the execution of project activities, with the assistance of a UNEP Field Coordinator, Waste Specialist, Governance Specialist, and supporting staff.

72. The project's main implementing partners included MDE, MARNDR, ORE, PADI, Reef Check, FNGA, and TNC.

73. The list of key project partners including their role in project delivery and performance is described in the Table below.

Table 4. MGS2 project partners and their roles in project delivery and performance

Project partners	Role and main activities
Ministère de l'Environnement (MDE) / Direction Départementale de du Sud (DDS)	Support to protected area planning and management, establishment of nurseries, management of Sargassum, environmental education
Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR) / Direction Départementale de l'Agriculture du Sud (DDAS)	Support to fisheries management and to marine protected area planning and management, improvement, and management of fish hatcheries
Comité Interministériel d'Aménagement du Territoire (CIAT)	Preparation of a regional development plan for the Grand Sud, waste management planning for the city of Les Cayes, preparation of legislation for coastal planning and management, support to the Délégations in the Grand Sud
Organisation pour la Réhabilitation de l'Environnement (ORE)	The Organization for the Rehabilitation of the Environment (ORE) focused on promoting high-value tree crops to bolster sustainable economic growth and environmental preservation. Their initiative aimed to enhance environmental, agricultural, and economic conditions in rural Haiti by providing local farmers with commercial tree crops, improved seeds, and effective marketing programs. Notably, ORE embarked on empowering women through agricultural processing endeavors, uniting 67 women in a cooperative effort to sell various products. They also procured three Groundnut Decorticator machines from India to augment their processing capabilities. Mr. Eliassaint Magloire, Director of ORE, stressed the efficiency of utilizing local resources in Haiti and emphasized the success of projects rooted in local initiatives. He highlighted the women's group's need for revolving funds to procure, store, and sell produce at opportune market conditions for better prices.
Pêche Artisanale et Développement Intégré (PADI)	A comprehensive training program was implemented, covering various aspects of raw material processing into specialized secondary products. Additionally, cooperatives and associations received training on crucial aspects like packaging, handling, storage, organizational enhancements, monitoring, traceability, pricing strategies, and the development of robust business plans. Moreover, specialized instruction was provided for achieving organic and fair-trade certifications and accreditations. Participants also underwent training on waste minimization, effective perishability management, and identifying potential uses for production byproducts. As part of the initiative, cost-effective processing facilities were established for honey, castor oil, and cashews, further supporting sustainable production practices.
Fondation Nouvelle Grand'Anse (FNGA)	The undertaken activities focused on soil and water conservation as well as agroforestry. In terms of soil and water conservation, the main efforts involved erecting stone walls along ravine beds, totaling 5 kilometers, and constructing contour canals at watershed levels. Additionally, over 12,500 seedlings of forest and fruit trees were planted on the slopes leading to these ravines. In parallel, agroforestry initiatives included training farmers in the establishment of agroforestry plots and imparting knowledge about their benefits for soil protection and the environment. Seed kits, comprising yam minisets, banana tree suckers, and sugar cane cuttings, were distributed, along with fruit and forest trees. Technical support was provided throughout the process to ensure that farmers effectively implemented the shared techniques.
Reef Check	Blue Education program was implemented for students in Port-Salut and Saint Jean du Sud. Additionally, training sessions were provided for the environmental team, focusing on swimming and snorkeling

Project partners	Role and main activities
	skills. A coral garden was established in Port-Salut, further enhancing marine conservation efforts. Fishermen from both Port-Salut and Saint-Jean du Sud underwent specialized training to bolster their skills and knowledge. Moreover, leaders were selected from among the students to conduct awareness campaigns within their respective communities. These initiatives collectively aimed to promote environmental awareness and conservation practices in the region.
Agence Nationale des Aires Protégées (ANAP)	ANAP, the National Protected Areas Agency, had collaborated with the Ministry of the Environment in the Southern Department. The MGS-2 project supported ANAP by providing bonuses to environmental guards in Macaya Park for a duration of six months. ANAP's primary focus during the project was on developing management plans for four protected areas, encompassing both marine and coastal regions. These plans were successfully validated in May 2022 and were subsequently distributed to key stakeholders for implementation.

Ecosystems of interventions by Implementation Partners:

- i. Marine Ecosystem: Reef Check, Pêche Artisanale et Développement Intégré (PADI), Direction Départementale de l'Agriculture du Sud (DDAS), Agence Nationale des Aires Protégées (ANAP).
- ii. Coastal Ecosystem: Ministère de l'Environnement (MDE), Pêche Artisanale et Développement Intégré (PADI), Direction Départementale de l'Agriculture du Sud (DDAS), ANAP.
- iii. Terrestrial Ecosystem: Organisation pour la Réhabilitation de l'Environnement (ORE), Fondation Nouvelle Grand'Anse (FNGA), Ministère de l'Environnement (MDE), ANAP.

3.5 Changes in Design during Implementation

74. The project document did not undergo a formal revision; however, a revision process commenced in 2020 to incorporate the actual end date of the project, as sanctioned by the Government of Norway. Additionally, Output 2.6 ('Set up of a functional waste collection center'), originally designed but uncompleted, was substituted with an inter-agency study on potential synergies between humanitarian funds and waste management, backed by Norway.

75. Although the project was slated to commence on January 1st, 2018, it effectively began one year later on January 1st, 2019. An amendment was signed with Norway to extend the the project activities until September 30, 2021, Efforts were made to revise the project document to reflect this updated timeline.

3.6 Project Financing

76. The Government of Norway provided a total funding of USD 4,819,838.84 for this project through UNEP.

77. The project's total secured funding was USD 4,819,838.84 and the actual expenditure was USD 4,819,708.12.

Table 5. Project Planned Budget

TYPE	SOURCE OF FUNDING	Details	Year 1	Year 2	Year 3	Total	
CASH	Environment Fund (EF) activity budget		0	0	0	0	
	Regular Budget (RB) activity budget		0	0	0	0	
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	Secured (Government of Norway)		1,526,300	1,836,300	1,395,033	4,757,633
		Unsecured XB funding		0	0	0	0
		Programme Support Cost on Secured funds		122,104	146,904	111,603	380,611
		XB Sub-total		1,648,404	1,983,204	1,506,635	5,138,243
		SUB- TOTAL		1,648,404	1,983,204	1,506,635	5,138,243
	Regular Budget post costs						
TOTAL PROJECT PLANNED BUDGET			1,648,404	1,983,204	1,506,635	5,138,243	
	Funding secured		100%	100%	100%	100%	

Source: Project Operational Completion Report

Table 6. Project Total Funding and Expenditures

Funding by source (Life of project) <i>All figures as USD</i>	Planned funding	Secured funding	Expended
Funds from the Environment Fund			
Funds from the Regular Budget			
Extra-budgetary funding (listed per donor):			
Donor A: Norway MFA	5,188,244	4,819,839	4,819,839
<i>Sub-total: Project Funding</i>	<i>5,138,244</i>	<i>4,819,839</i>	<i>4,819,839</i>
Co-financing (Cash and in-kind contributions) <i>All figures as USD</i>	Planned contributions	Secured contributions	Verified contributions
Co-financing cash contribution (listed by source):			
Funds from the Environment Fund			
<i>Sub-total: co-financing contributions</i>			
Co-financing in-kind contribution (listed by source):			
<i>Sub-total: in kind contributions</i>			
Staffing (Total throughout the project) <i>All figures as Full Time Equivalents</i>	Planned posts	Filled posts	-
Environment Fund staff-post costs			
Regular Budget staff-post costs			
Extra-budgetary funding for staff-posts (listed per donor)			
Donor A: Norway MFA	1,948,320	1,063,399	

Source: Project Operational Completion Report

Table 7. Expenditure by Component, Outcome or Output (depending on financial system capabilities)

Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Expenditure	Expenditure ratio (actual/planned)
Output 1.1 - Implementation of practical ecosystem restoration works in Protected Areas	296,316	450,426	152%
Output 1.2 - Development and implementation of community-supported monitoring and surveillance programme for the two Pas	307,422	364,142	118%

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Expenditure	Expenditure ratio (actual/planned)
Output 1.3 - Awareness raising activities carried out for key stakeholders in the project area	273,024	300,162	110%
Output 1.4 - Establishment of a National Biodiversity Trust Fund to support the development of sustainable financing mechanisms for Protected Areas, particularly in Southern Haiti.	314,550	398,398	127%
Output 1.5 - Regional governance consultation forum for South Haiti – Table Verte – is held annually	279,450	309,759	111%
Output 2.1 - Acquisition of sustainable livelihood skills by beneficiary communities for castor oil, honey, and groundnut production	309,816	372,726	120%
Output 2.2 - Dissemination of knowledge amongst associations for processing, marketing and distribution for castor oil, honey, and groundnuts products	320,922	372,819	116%
Output 2.3 - Consultation group established for value chain governance	286,524	269,593	106%
Output 2.4 - Identification of key opportunities for sustainable coastal economy development	264,600	310,127	117%
Output 2.5 - Acquisition of sustainable livelihood skills by beneficiary communities for sustainable fishery practices, aquaculture and ecotourism	272,700	350,589	129%
Output 2.6 – Set up a functional waste collection center	264,600	210,263	79%
Staff Costs	1,948,320	1,063,399	55%
Evaluation Cost	0	47,436	
Total	5,138,144*	4,819,839	94%

**Amount refers to approved initial budget at the time of signature of the Agreement between the Parties, however total cash received in USD by UNEP is USD 4,819,839 due to Foreign Exchange rate fluctuations.*

Source: Project Operational Completion Report

4 THEORY OF CHANGE AT EVALUATION

4.1 Theory of Change (ToC) of the project at Evaluation

78. The logical framework and the connections between activities, outputs, and outcomes outlined in the Theory of Change and results framework are consistent. The reconstructed Theory of Change (ToC) of the project, undertaken at the evaluation stage, was based on the project's operational completion report. The table below compares the project's results as stated in the project document with those formulated in the reconstructed ToC. In order to enhance the assessment, a review of the project's operational completion report was undertaken, and the project's achievements of results were duly noted and presented.

79. The outputs are organised in two components, with each corresponding to one of the two intended outcomes.

- Outputs 1.1 - 1.4 relate to improved management of Macaya and Port Salut-Abacou Protected Areas by the local communities identified by the PA Management plans.
- Outputs 2.1 - 2.6 relate to the uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut-Abacou and their buffer zones.

80. Improved management of Macaya and Port Salut - Abacou (PSA) protected areas by local communities, as well as the uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut - Abacou and their buffer zones, are expected to contribute to the intended Impact of reducing ecosystem degradation and improving sustainable local livelihoods in the Macaya and Port Salut - Abacou protected areas and in their buffer zones.

81. The interventions within the Protected Areas Management component involved the delivery of four (4) Outputs:

- **Output 1.1:** Implementation of practical ecosystem restoration works in the protected areas.
- **Output 1.2:** Development and implementation of a community-supported monitoring and surveillance program for the two protected areas.
- **Output 1.3:** Conducting awareness-raising activities for key stakeholders in the project area.
- **Output 1.4:** Establishment of a National Biodiversity Trust Fund to develop sustainable financing mechanisms for protected areas, particularly in Southern Haiti.

82. Outputs 1.1 to 1.4 are directly related to the implementation of the management plans for Macaya National Park and Port Salut – Abacou. These outputs encompass activities such as conservation, ecological restoration, sensitization, and surveillance. They are aligned with the objective of the project to ensure the effective management of these protected areas.

83. The project intended to employ a "learning by doing" approach to build national capacity at various levels. At the federal level, the Ministry of Environment and the National Agency for Protected Area of the Government of Haiti were expected to engage in coordination and financing initiatives supported by UN Environment (Output 1.4). At the local level (Outputs 1.1, 1.2, and 1.3), local communities and technical staff in the protected area management teams would receive training on restoration work, monitoring and evaluation, and the use of relevant tools and systems.

The interventions under Sustainable Livelihoods component involved the delivery of six (6) Outputs:

- i. **Output 2.1:** Acquisition of sustainable livelihood skills for castor oil, honey, and groundnut production.
- ii. **Output 2.2:** Dissemination of knowledge among associations regarding processing, marketing, and distribution of castor oil, honey, and groundnut products.
- iii. **Output 2.3:** Establishment of a consultation group for value chain governance.
- iv. **Output 2.4:** Identification of key opportunities for sustainable coastal economy development.
- v. **Output 2.5:** Acquisition of sustainable livelihood skills for sustainable fishery practices, aquaculture, and ecotourism.
- vi. **Output 2.6:** Establishment of a functional waste collection centre.

84. These outputs were expected to enable local communities to develop skills, improve production and marketing techniques, and engage in sustainable practices, thereby enhancing their livelihood opportunities and contribute to the conservation and protection of the natural resources in the region.

85. Outputs 2.1 to 2.6 focus on the development of key value chains with significant social, ecological, and economic importance within and around Macaya National Park and Port Salut - Abacou MPA. These outputs were expected to contribute to the specific objective of the project, which aimed to enhance sustainable livelihood opportunities in the targeted areas.

86. Project outcomes refer to the specific results that the project aims to accomplish and serve as the basis for evaluating its performance, particularly in terms of its relevance and effectiveness. The project focused on achieving two main outcomes: improved management of Macaya and Port Salut - Abacou (PSA) protected areas by local communities (**Outcome 1**) and the adoption of environmentally sustainable livelihoods by individuals residing in Macaya and Port Salut - Abacou and their surrounding buffer zones (**Outcome 2**). These outcomes are linked to the outputs mentioned above, under the two project components: Protected Areas Management and Sustainable Livelihoods.

Outcome 1: Improved Management of Macaya and Port Salut-Abacou Protected Areas by Local Communities

87. The objective of this outcome is to implement management plans for the Macaya National Park and Port Salut-Abacou through conservation efforts, ecological restoration, sensitization, and surveillance. The project intended to achieve this by strengthening protected area management arrangements, enhancing community and state capacities, and promoting public awareness through practical ecological practices, monitoring, enforcement, and engagement.

88. Under Outcome 1, the project worked to establish and expand upon existing initiatives to implement the two PA management plans. This involved supporting local stakeholders in carrying out conservation activities, ecological restoration, sensitization, and surveillance within the protected areas. Continuous technical support and capacity building was to be provided to government and community-level stakeholders to ensure effective implementation of activities and overall governance of the protected areas.

89. By operationalizing the management plans, the project was expected to facilitate iterative and adaptive development of existing management arrangements, contributing to both the economic and

ecological well-being of the protected areas. The post-disaster context would serve as a test to determine how the management plan can be implemented under challenging circumstances, while also strengthening incentives and educational opportunities for protecting ecosystems and ensuring sustainable livelihoods.

Outcome 2: Promoting environmentally sustainable livelihoods among individuals residing in Macaya National Park and Port Salut-Abacou, as well as their buffer zones.

90. The objective was to develop key value chains that have social, ecological, and economic significance within and around these areas. The concept of the green economy, which involves economic activities related to the production, distribution, and consumption of goods and services that enhance long-term human well-being without jeopardizing the environment for future generations, was to be applied.

91. UNEP has conducted extensive research and produced reports on green economy development in the South of Haiti, specifically in the areas of forest energy supply chains and agricultural value chains. The project intended to leverage this research to support the production and value addition of cashew nuts, castor oil, and honey, complementing and scaling up existing activities in these sectors.

92. The blue economy presents opportunities for sustainable livelihoods in the Port Salut-Abacou Marine Protected Area (MPA). Current fishing practices are depleting fish stocks and harming coral reef health. UNEP aims to promote aquaculture and mariculture as alternatives for fishermen, develop tourism activities in Port Salut's beaches and St Jean's mangroves, and encourage sustainable fisheries practices to protect marine ecosystems and restore degraded areas within the park. The project aimed to build on successful pilot projects related to the blue economy, such as aquaculture ponds and the development of tourism destinations.

93. Sustainable waste management livelihoods address the challenges of plastic waste in Les Cayes, particularly its impact on coastal and terrestrial ecosystems. The project aimed to provide livelihoods for waste collectors by implementing innovative approaches and raising awareness about the income-generating potential of plastic waste collection.

Intermediate states

94. These represent the anticipated changes that are expected to occur beyond the project's Outcomes and contribute towards the achievement of the intended Impact, provided that the assumptions and drivers identified in the Theory of Change (TOC) are valid and verified. It is important to note that reaching these intermediate states relies on the active participation and collaboration of national institutions, government agencies, and civil society organizations with relevant mandates and missions, leveraging the project outcomes. The three intermediate states in the project's reconstructed TOC are as follows:

- **Intermediate State 1:** Improved local and department level environmental governance in Macaya and Port Salut - Abacou PAs.
- **Intermediate State 2:** Mitigation and reduction of environmentally harmful economic and social practices through rehabilitation activities and increased access to alternatives.
- **Intermediate State 3:** Improvement in livelihoods and food security for target communities through increased income and production.

- **Intermediate State 4:** Regional governance consultation forum for Southern Haiti - Table Verte held annually.

Impact

95. The expected Impact of the project is the reduction of ecosystem degradation and the improvement of sustainable local livelihoods in Macaya and Port Salut - Abacou protected areas and their buffer zones. This is to be achieved through enhancing community involvement in Protected Area management and encouraging the adoption of environmentally sustainable practices.

96. The Impact of the project is characterized by the restoration and effective management of ecosystems, which in turn generate sustainable ecosystem services and support livelihoods in a sustainable manner. This impact is manifested through the reduction of ecosystem degradation and the enhancement of sustainable local livelihoods within the Macaya and Port Salut-Abacou protected areas, as well as their surrounding buffer zones. Negative influences on outcomes and intermediate states can arise from external factors such as natural disasters or political instability.

Assumptions and Drivers affecting the realization of intended results.

97. The success of the project relies on certain assumptions² and drivers³. One crucial assumption is that the communities adopting new sustainable practices will cease their existing unsustainable practices. However, there are inherent risks that could hinder progress. External factors like natural disasters or political instability have the potential to negatively impact the outcomes and intermediate states of the project.

98. The following **Assumptions**, outlined in the Project Document, play a significant role in the project's performance and the achievement of its expected outcomes, but are beyond the influence of the project and its partners. The Evaluator is also in agreement with the Assumptions identified in the Project Document.

- **External conditions:** Certain conditions beyond the project's control, such as security risks, political instability, and natural hazards, do not have a substantial impact on project operations and results.
- **Contribution of management practices:** The project assumes that the management practices implemented for socio-economic purposes outside protected areas effectively contribute to the protection and management of these areas. This assumption is often implicit or explicit in projects that aim to combine natural resource conservation, livelihood development, and income generation.
- **Sustainability of national institutions:** The project relies on the assumption that national institutions with relevant mandates, functions, and programs for sustaining project interventions will retain their mandates and core capacities. While the project can support capacity strengthening efforts for partners and beneficiaries, it is subject to potential disruptions caused by changes in policies and institutional mandates beyond its control.

² An assumption is a significant external factor or condition that needs to be present for the realization of the intended results but is beyond the influence of the project and its partners. Assumptions are often positively formulated risks.

³ A driver is a significant external factor that, if present, is expected to contribute to the realization of the intended results of a project. Drivers can be influenced by the project and its partners.

The project design acknowledged the importance of these institutions fulfilling their expected roles, as several outputs and outcomes relied on their participation.

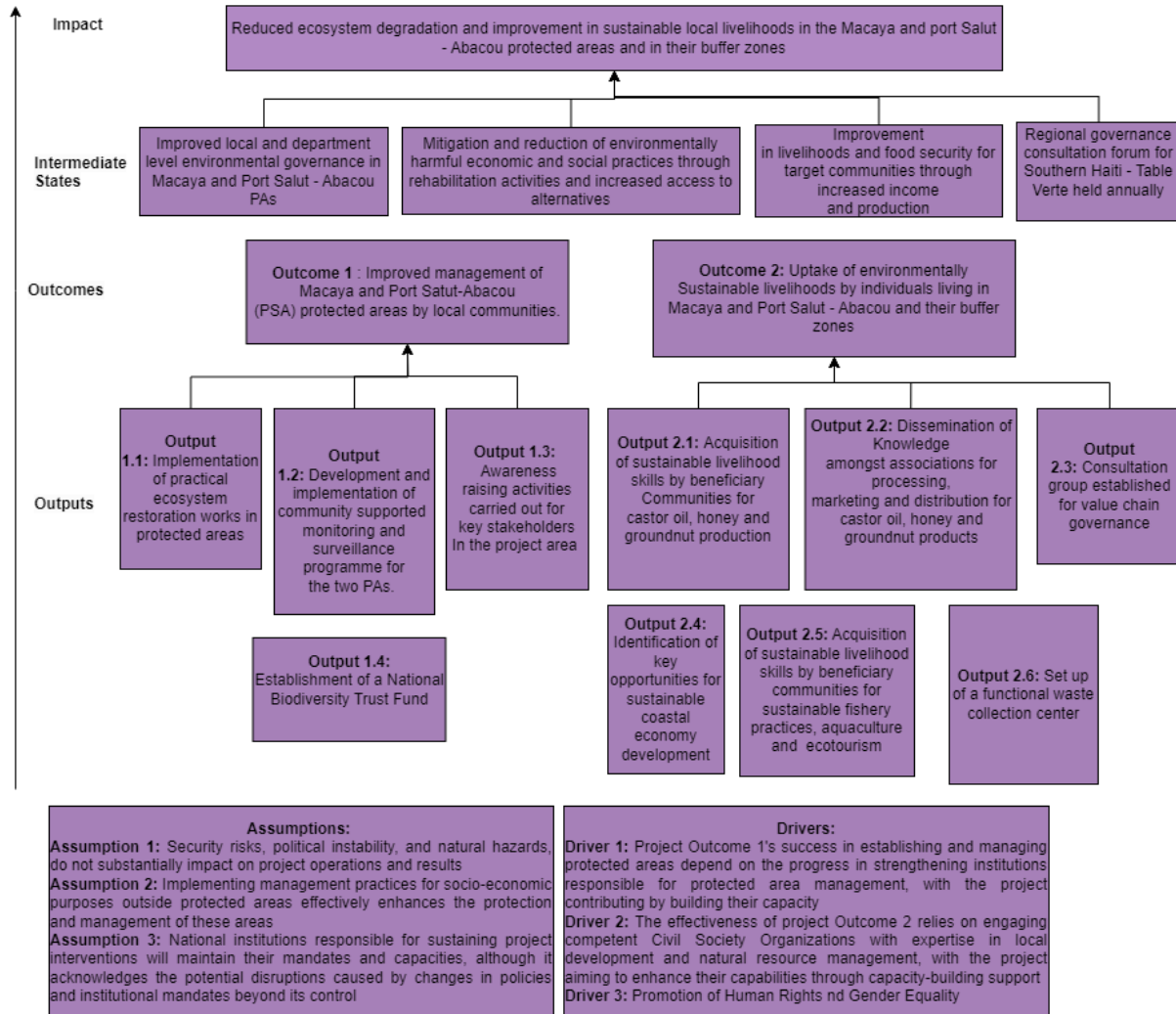
99. These Assumptions have been identified as critical factors that highlight the potential influence of external factors, the contribution of management practices, and the continued effectiveness of relevant national institutions on the project's success. They are likely to influence mostly output – outcome - impact causal pathways.

100. The project's success and the achievement of expected impacts are also influenced by external factors that can be influenced by the project and its partners (i.e. **Drivers**). Based on the narrative sections of the Project Document and other project-related materials, the following Drivers have been identified by the evaluator.

- **Progress in establishing and managing Protected Areas:** The project aligns with the progress made in strengthening institutions responsible for managing protected areas in both the government and civil society. The project's success in delivering Project Outcome 1, particularly in establishing and managing protected areas, depends on the progress made in this regard. The project contributes to this driver by building the capacity of various institutions involved in protected area management.
- **Engagement of civil society in rural and coastal community development:** During the project design phase, there were a limited number of competent and experienced non-governmental organizations actively engaged in local development and natural resource management work. These organizations possess valuable knowledge and expertise in the project's key sectors. The level of engagement of civil society actors with strong capacities plays a crucial role in determining the effectiveness of Project Outcome 2. The project aims to enhance their capabilities by providing capacity-building support.
- **Incorporation of Human Rights and Gender Equality:** Throughout the project, women have played a prominent role, constituting over 50% of the beneficiaries. While their participation in tasks requiring heavy physical labour, such as construction and the establishment of agroforestry plots and wooded lots, as well as fishing, has been comparatively lower, women have demonstrated strong representation in endeavours related to the cultivation and processing of high-value crops like castor and cashews. They have also been actively involved in nursery maintenance and planting activities, as well as in awareness-building and training initiatives.

Theory of Change

Figure: Reconstructed Theory of Change



5 EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP’s Medium-term Strategy (MTS) and Programme of Work (Pow):

101. The assessment determined that the project was in strong alignment with UNEP's MTS 2018-2021, as well as its two consecutive biennial PoWs for 2018-2019 and 2020-2021, both of which approved the project. Specifically, the project fell under the Sub-programme: Healthy and Productive Ecosystems.

102. The project's primary contribution to UNEP's Sub-programme, Healthy and Productive Ecosystems, involved adopting an ecosystem-based approach to sustain ecosystem services within terrestrial, marine, and coastal protected areas, as well as in communities advocating for environmental restoration.

Table 8. Relevance of the project to sub-programme of PoW 2018 – 2021

Sub-programme: Healthy and Productive Ecosystems	
Objective: Marine, freshwater, and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems’ long-term functioning and supply of ecosystem goods and services	
Expected accomplishments	Relevance and potential contribution of MGS2
The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels	The efforts directed towards terrestrial, coastal, and marine protected areas, watershed management, erosion control, riverbank protection, and sustainable resource utilization (including agroforestry and fisheries) had a direct positive impact on ecosystem health. The creation and administration of protected areas, along with the assistance provided to the SNAP and the agencies overseeing protected area management, constituted a form of institutionalization. Developing a regional development plan for the South and hosting the Tables Vertes meetings played a direct role in establishing collaborative frameworks through institutionalization.
Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making	The activities that showcased how healthy and productive ecosystems contributed to sustainable livelihoods, economic development, and poverty reduction had the potential to shape policy decisions, provided that policymakers were well-informed and influenced.

5.1.2 Alignment to Donor Strategic Priorities

103. The project has been determined to be in complete alignment with the strategic priorities of its main donor, the Ministry of Foreign Affairs of Norway. It is regarded as a flagship initiative in a designated priority country for development cooperation.

This project's relevance to the strategic goals of the Norwegian government should be evaluated in the broader context of its involvement in Haiti over time, particularly in the thematic areas of development cooperation. Notably, climate change and environmental conservation are focal points in Norwegian development policy. There is a special emphasis on preserving tropical forests while simultaneously enhancing the well-being of communities residing in or around these forests. Additionally, the focus extends to climate change adaptation and sustainable fisheries. Projects such

as MGS2, funded by Norway and implemented by UNEP in Haiti, directly contribute to advancing these strategic priorities.

5.1.3 Relevance to Global, Regional, National and Local Priorities

104. The project demonstrated a high degree of relevance to the specific needs and priorities of the Grand Sud region, as well as its communities and ecosystems. This relevance stemmed from several key factors:

105. Firstly, the project's primary objective was to establish and enhance the management of terrestrial, coastal, and marine protected areas. These areas played a critical role in providing essential resources and ecosystem services to both local communities and the broader southwestern peninsula. Furthermore, the project actively worked towards reducing poverty by preserving and diversifying livelihoods across various sectors including fisheries, agriculture, beekeeping, aquaculture, and agroforestry. It also sought to enhance resilience to disasters and climate change impacts in an area already grappling with significant vulnerability. Lastly, the project extended support to local civil society organizations and decentralized governmental agencies, particularly in areas where additional expertise and financial resources were greatly required.

106. Moreover, the project was aligned with pertinent national policies and regional and international agreements. At the national level, it collaborated with the Ministry of Environment and its corresponding national counterparts to establish a robust system for protected areas, involving entities such as ANAP, CIAT, and bolstering MARNDR through investments in sustainable agricultural practices.

5.1.4 Complementarity with existing interventions

107. The project's activities were effectively aligned with and complemented other interventions in the same domains. However, it did not lead to new or heightened collaboration among UN agencies, whether currently active or potentially engaged in the South of Haiti.

108. The project successfully tailored its communication and education activities to suit local realities. The project's approach to promoting sustainable livelihoods, which involved bolstering and expanding sustainable environmental management practices for socio-economic benefits, was entirely pertinent to local realities and development requirements.

109. The emphasis placed on capacity-building by the project was entirely in line with the needs of stakeholders at all levels. These encompassed efforts directed towards fortifying fisherfolk and farmer's organizations, as well as enhancing producer's cooperatives, which proved to be highly pertinent.

Rating for Strategic Relevance: Satisfactory (S).

Alignment with UNEP MTS and PoW: Satisfactory (S).

Alignment with Donor Strategic Priorities: Highly Satisfactory (HS).

Relevance to Global, Regional, Sub-regional, and National Environmental Priorities: Satisfactory (S).

Complementarity with Existing Interventions: Satisfactory (S).

5.2 Quality of Project Design

110. The Inception Report of the Evaluation has evaluated the Project Design Quality (PDQ) using the comprehensive "Template for the Assessment of the Project Design Quality (PDQ)" provided by the UNEP Evaluation Office. During the inception phase, the assessment of Project Design Quality yielded a rating of 5.212, indicating a **highly satisfactory** level of quality (refer to Annex IX).

111. This project is designed on the lessons learned from the MGS - Phase I project. The project's design aligns well with the duration and levels of secured funding. The project document outlines the issue of limited economic opportunities in the Macaya and Port Salut – Abacou protected areas and proposes solutions to address it. The proposed approach involves assisting local communities and Haitian authorities in implementing practical ecosystem management strategies to restore ecosystems, increase their value, and promote sustainable economic and social well-being. However, the analysis overlooks the broader economic context of the country and lacks information on the financing of relevant sectors at both national and selected municipality levels.

112. The project successfully established and strengthened numerous valuable partnerships, showcasing good cooperation. However, in some cases, the level of participation was limited, which had a restricted impact on the quality and relevance of planning outputs, as well as the long-term sustainability of the interventions.

113. The project was designed and implemented with a strong consideration for equity and the gender aspect of the issues being tackled, demonstrating sensitivity towards these aspects throughout its execution. The project document also highlights concern regarding human rights, particularly in relation to sustainable development.

114. The project document explicitly demonstrates its alignment and relevance to UNEP, MTS (Medium-Term Strategy), PoW (Programme of Work), and strategic priorities, including the Bali Strategic Plan and South-South Cooperation. The project design assessment highlights strong global relevance in addressing ecosystem degradation and promoting sustainable livelihoods in specific areas. Notable strengths include a well-defined governance structure, effective gender integration, thorough stakeholder analysis, strategic alignment, and clear sustainability strategies. The project's robust partnerships, sound knowledge management, and appropriate project management setup further enhance its overall design and potential success.

115. Table 9 below shows that the overall Project Design Quality Score Rating after calculation is **5.212** which comes under the range of Highly Satisfactory score: $> 4.33 <= 5.16$.

Table 9. Summary of the project design quality assessment

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	5	0.4	2.0
B	Project Preparation	4.5	1.2	5.4
C	Strategic Relevance	6	0.8	4.8
D	Intended Results and Causality	5	1.6	8.0
E	Logical Framework and Monitoring	6	0.8	4.8
F	Governance and Supervision Arrangements	6	0.4	2.4
G	Partnerships	5	0.8	4.0
H	Learning, Communication and Outreach	6	0.4	2.4
I	Financial Planning / Budgeting	5	0.4	2.0
J	Efficiency	6	0.8	4.8

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
K	Risk identification and Social Safeguards	5	0.8	4.0
L	Sustainability / Replication and Catalytic Effects	4.5	1.2	5.4
M	Identified Project Design Weaknesses/Gaps	5	0.4	2.0
			TOTAL SCORE: 52.12	5.2 <i>(Sum Totals divided by 10)</i>

Project Design Rating: (>5.16) Highly Satisfactory

5.3 Nature of the External Context

Throughout the implementation phase, the project encountered numerous challenges. Civil unrest incidents, marked by roadblocks, barricades, and overall insecurity across the country, as well as violent protests, and shortages of fuel and supplies, were among the prominent hurdles. The situation was further compounded by the onset of COVID-19, the assassination of the President on July 7, 2021, and a major earthquake that struck the project's geographical area on August 14, 2021.

Rating for the Nature of the External Context: Unfavourable (U).

5.4 Effectiveness

116. The project achieved significant milestones across its outcomes and outputs. Thirteen communities, as outlined in the PA Management plans, successfully implemented priority programs. Additionally, a total of 609 individuals actively embraced new and enhanced livelihood practices within the communes of Port-Salut, Saint-Jean-du-Sud, and the buffer zones of Macaya Park. Reforestation efforts were effectively completed on seven of the eight major rivers in Port Salut. The Community supported monitoring and surveillance program for Port-Salut-Pointe Abacou (PSPA) MPA received formal approval from ANAP.

117. A notable achievement included the organization of 56 awareness-raising sessions for key stakeholders in the project area. Moreover, the establishment of the Haitian Biodiversity Fund (HBF) in May 2019 marked a crucial milestone. Notably, the Table Verte event took place on December 10-11, 2020.

118. On the other hand, in the realm of livelihood improvement, 88 individuals, with a remarkable 89% representation of women, acquired new skills. Sixteen associations in aquaculture were targeted for knowledge dissemination, and six consultation group meetings were successfully held. The completion of the study on Blue Economy in September 2021 was another noteworthy achievement. Furthermore, the establishment of an ecotourism site in Pointe Abacou, Boyer community, and another in Trouyac Cascade added valuable dimensions to the project's impact.

Overall rating for Effectiveness: Satisfactory (S).

5.4.1 Availability of Outputs

119. **Outputs 1.1 to 1.4** are directly related to the implementation of the management plans for Macaya National Park and Port Salut – Abacou. These outputs encompass activities such as conservation, ecological restoration, sensitization, and surveillance. They are aligned with the objectives of the project to ensure the effective management of these protected areas.

120. **Outputs 2.1 to 2.6** focus on the development of key value chains with significant social, ecological, and economic importance within and around Macaya National Park and Port Salut - Abacou MPA. These outputs contribute to the specific objectives of the project, which aim to enhance sustainable livelihood opportunities in the targeted areas.

121. The project was successful in delivering against each of the programmed outputs. Reforestation efforts have successfully covered seven of the eight major rivers in Port Salut, including R. Trouillac, Ravine Macaya, R. Carpentier, R. Port-Salut, R. La Source in Port-Salut, Ravine Trichet in Saint-Jean-du-Sud, and Ravine Monclair (Haute Guinaudée). Additionally, mangrove transplantations have been carried out in two coastal areas, namely Pointe Abacou and the river mouth of R. La Source in Port-Salut. Macaya Park is one of the two Protected Areas benefiting from community-supported monitoring and surveillance. The Port-Salut-Pointe Abacou Marine Protected Area (PSPA MPA) finalized its community-supported monitoring and surveillance program, obtaining formal approval from ANAP. The reporting period also saw the organization of 56 awareness-raising sessions for key stakeholders in the project area. Notably, the Haitian Biodiversity Fund (HBF) was officially established in May 2019 and is now autonomously managing its trust fund, with a recruited supervisory and management team following all standard operating procedures and strategic documentation.

122. A total of 88 individuals enhanced their skills in various fields: 34 in soil fertilization and cashew nut grafting, 38 in castor oil with ORE, and 16 in beekeeping with PADI, with a notable 89% participation from women (79 individuals). Two associations in Saint-Jean-du-Sud focused on honey production and cashew nuts. Six consultation group meetings occurred, and a Blue Economy study concluded in September 2021. An eco-tourism site was established in Pointe Abacou, including the Boyer community and Trouyac Cascade. MARNDR-DDAS implemented 29 aquaculture ponds across different locations. UNEP initiated a multiagency feasibility study, completed in September 2021, to guide emergency funding for sustainable value chains in waste management and recycling, involving local communities through food- and cash-for-work mechanisms.

The project successfully attained outputs at a "Satisfactory" level of performance.

5.4.2 Achievement of Project Outcomes

Outcome 1: Improved management of Macaya and Port Salut – Abacou (PSA) protected areas by local communities.

123. Under Outcome 1, the project worked to establish and expand upon existing initiatives to implement the two PA management plans. This involved supporting local stakeholders in carrying out conservation activities, ecological restoration, sensitization, and surveillance within the protected areas. Continuous technical support and capacity building was to be provided to government and community-level stakeholders to ensure effective implementation of activities and overall governance of the protected areas.

Outcome 2: Uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut – Abacou and their buffer zones.

124. Outcome 2 of the project focused on promoting environmentally sustainable livelihoods among individuals residing in Macaya National Park and Port Salut-Abacou, as well as their buffer zones. The objective was to develop key value chains that have social, ecological, and economic significance within and around these areas.

125. The concept of the green economy, which involves economic activities related to the production, distribution, and consumption of goods and services that enhance long-term human well-being without jeopardizing the environment for future generations, was to be applied. UNEP conducted extensive research and produced reports on green economy development in the South of Haiti, specifically in the areas of forest energy supply chains and agricultural value chains. The project intended to leverage this research to support the production and value addition of cashew nuts, castor oil, and honey, complementing and scaling up existing activities in these sectors.

126. The blue economy presents opportunities for sustainable livelihoods in the Port Salut-Abacou Marine Protected Area (MPA). Current fishing practices are depleting fish stocks and harming coral reef health. UNEP aimed to promote aquaculture and mariculture as alternatives for fishermen, develop tourism activities in Port Salut's beaches and St Jean's mangroves, and encourage sustainable fisheries practices to protect marine ecosystems and restore degraded areas within the park. The project also aimed to build on successful pilot projects related to the blue economy, such as aquaculture ponds and the development of tourism destinations.

127. The project was successful in delivering both the outcomes 1 and 2. The validated PSPA Management Plan, incorporating governance and surveillance, has been instrumental alongside the implementation of green economy and natural resource programs in 13 communities. A significant environmental impact includes the restoration of 7.5 hectares of mangroves, rehabilitation of 35 hectares of watersheds, and protection of riverbanks through bamboo planting. Furthermore, agroforestry plots spanning 120.04 hectares in Port-Salut and 236.69 hectares in Saint-Jean-du-Sud have been established. The comprehensive approach extends to implementing Macaya Park's Management Plan and surveillance program, organizing 56 awareness sessions, and successfully managing the Haitian Biodiversity Fund. Noteworthy initiatives encompass the regional collaboration facilitated by Table Verte 2020 and the formation of robust partnerships with local actors, thereby fostering enhanced coordination among departments and civil society.

128. The project successfully empowered 25 local partner associations, providing training to 609 individuals in fishing, castor oil, honey, cashew nuts, ecotourism, and land management, with a noteworthy 55% participation from women (333 individuals). The initiative resulted in a remarkable 50% income increase for 374 beneficiaries. Additionally, the establishment of value chain governance and the organization of six meetings contributed to effective project coordination. Environmental studies on blue economy and waste management were conducted as part of the project's comprehensive approach to sustainable development.

The project has achieved its expected outcomes at a "Satisfactory" level.

5.4.3 Likelihood of Impact

129. The expected Impact of the project is the reduction of ecosystem degradation and the improvement of sustainable local livelihoods in Macaya and Port Salut - Abacou protected areas and their buffer zones. By enhancing community involvement in protected area management and encouraging the adoption of environmentally sustainable practices, the project aimed to achieve these desired impacts.

130. UNEP's successful initiatives in the South have emphasized direct collaboration with local organizations and building technical capacity within regional governmental units. This approach led to greater adherence to norms and protocols. Notably, local entities showed the most significant results when directly responsible for implementation, with UNEP providing support and monitoring.

131. Examples of success include integrating mangrove protection with livelihoods, such as supporting honey production and branding "miel de mangrove," as well as facilitating the commercialization of spiny lobsters. Using mangroves as protective measures for storing fishing boats during storms also demonstrated the benefits of preserving these areas for fishing communities.

132. Given the priority of the Grand Sud for the Haitian government, successes observed with this approach will enable replication and scaling-up of achievements. Interventions will be concentrated within specific boundaries to enhance stakeholder capacity, coordination, and strengthen ecosystems and livelihoods. UNEP will leverage expertise gained from previous projects while coordinating with various development partners for a coordinated response to challenges.

133. The evaluation of this project did not identify any negative impacts on human livelihoods or the environment resulting from project interventions in Haiti. The project significantly contributed to achieving the intended impact of reducing ecosystem degradation and improving sustainable local livelihoods in the Macaya and Port Salut - Abacou Protected Areas and their buffer zones.

134. The project was well-aligned with its assumptions and drivers, and future recommendations suggest maintaining a proactive approach to potential challenges and continuously monitoring to ensure sustained success.

135. While lacking empirical evidence to quantify the impact and assess its probability, it is undeniable that the project has bolstered pertinent capabilities, potentially serving as a positive influence on overall effectiveness.

136. The project allocated a significant portion of its resources towards managing protected areas, resulting in a substantial impact on project outcomes. The active involvement of communities, coupled with efforts to raise awareness about ecosystem importance, also played a pivotal role in driving positive project results.

137. Over 50% of project beneficiaries were women, emphasizing the project's commitment to gender equality. These women actively participated in cultivating high-value crops like castor and cashews, contributed to nursery maintenance and planting, and took part in sensitization and training activities.

138. Civil society partners gained valuable skills through the project, while government agencies benefitted from the project's experience and training initiatives. The project's focus on strengthening fisherfolk, farmers' organizations, and producers' cooperatives significantly contributed to achieving project objectives. Stakeholder participation and cooperation were found to be satisfactory. Communication and public awareness-raising efforts were also deemed satisfactory.

The likelihood of the project's impact achievement is assessed as Likely (L).

5.5 Financial Management

139. The project successfully managed the primary financial and administrative aspects.

5.5.1 Adherence to UNEP's Financial Policies and Procedures:

140. The project adhered to UNEP's financial policies and procedures in its management. The established procedure for the transfer of funds to UNOPS, as per the terms of the UN Agency to UN Agency Contribution agreement between UNEP and UNOPS, was followed, as well as the procedure for submission of annual financial statements and requests for payments. Timely approval and disbursement of cash advances to the project partners, regular analysis of actual expenditure against budget and work plan, and timely submission of expenditure reports.

Rating for Adherence to UNEP's Financial Policies and Procedures: **Satisfactory (S)**.

5.5.2 Completeness of Project Financial Information:

141. The financial information, including the project's total funding and expenditures along with details of planned and secured fundings, planned and secured contributions, details of expenditures by component and outputs as per the Project Operational Completion Report, was found to be Satisfactory.

Rating for Completeness of Project Financial Information: **Satisfactory (S)**.

5.5.3 Communication between Finance and Project Management Staff:

142. The communication between the finance and project management staff was effective and efficient. The Project Manager (PM) has a strong awareness of the financial status of the project. The Fund Management Officer (FMO) has a strong awareness of the overall project progress when financial disbursements are made. There was good contact between the PM and FMO.

Rating for Communication between Finance and Project Management Staff: **Satisfactory (S)**.

The overall rating for the Financial Management: Satisfactory (S).

5.6 Efficiency

143. Several factors related to UNEP's rules, procedures, and project management have had a negative impact on the project's execution and delivery efficiency. These include delayed project commencement, as well as delays in managing and executing contracts with implementing partners.

144. On a positive note, the strategic location of the main office in Port Salut contributed to reduced costs and enhanced the quality and efficiency of collaboration with implementing partners.

145. Throughout the implementation phase, the project encountered numerous challenges. Civil unrest incidents, marked by roadblocks, barricades, and overall insecurity across the country, as well as violent protests, and shortages of fuel and supplies, were among the prominent hurdles. The situation was further compounded by the onset of the COVID-19 pandemic, the assassination of the President on July 7, 2021, and a major earthquake that struck the project's geographical area on August 14, 2021.

146. To ensure uninterrupted operations for the plantations and green and blue economy initiatives, appropriate social and economic safeguard measures were put in place. The primary objective was to shield project beneficiaries from adverse impacts during these events or to mitigate such impacts effectively.

147. Implementing partners took various contingency measures to maintain project momentum in the field, including prepositioning essential supplies (fuel, water, cash) for crisis situations, stationing permanent staff closer to field operations, intensifying activity implementation during favourable periods, and establishing alternative communication channels for all partners.

148. These safeguard measures also encompassed sensitization and sanitation efforts to safeguard project beneficiaries from COVID-19. They ensured that cash flows and technical support remained uninterrupted, offering diversified income sources and food security. Moreover, efforts were made to secure the sustainability of initiatives by establishing links between end products and potential markets before the project's conclusion. The active involvement of women and young individuals (comprising 30 to 50% of participants) was a crucial element of the implementation strategy.

149. Amidst the surge in COVID-19 cases, risk mitigation measures and government restrictions were gradually reinstated in June 2021, including the declaration of a state of health emergency. The local presence of implementing partners played a pivotal role in sustaining activities and nurturing relationships with beneficiary communities. Business continuity plans enabled proactive measures to be taken in order to advance project endeavours. However, the UNEP team in Haiti meticulously applied the 'duty of care' principle, finding a balance between achievable progress in interventions and risk mitigation for implementing partners and communities.

150. In the aftermath of the major earthquake on August 14, 2021, it was observed that diversification measures proved beneficial for the most affected beneficiaries, providing them with alternative livelihoods and ensuring food security.

Efficiency Rating: Satisfactory (S).

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

151. The project document included all the main elements required for the effective monitoring of project implementation. It also set forth ambitious strategies to monitor resource utilization patterns and assess the impacts of protected area management. The monitoring plan included a logical framework complete with indicators, a Project Steering Committee, regular reporting via the PIMS, annual review meetings between UNEP and the donor, and the preparation of periodic progress reports disseminated to all partners.

152. As the UNEP Country Office is located in the project's implementation region, regular and ongoing field visits were anticipated. UNEP actively assisted partners in executing and reporting on their activities. A dedicated monitoring officer was assigned to regularly evaluate project progress and contribute to adaptive management as necessary. Monitoring updates were documented every six months, with annual monitoring reports.

5.7.2 Monitoring of Project Implementation

153. The MGS2 project helped the UNEP Haiti Country Office to design and introduce a robust system to monitor its activities and outputs. This system was subsequently expanded to encompass the entire portfolio of projects executed by UNEP in the South of Haiti, resulting in substantial enhancements in the quality of program and project management. The system allowed for the

monitoring of grants to partners, the tracking of activities and the delivery of outputs against the indicators from the various project documents.

154. A pivotal tool for project monitoring was the annual review meeting involving representatives from the Government of Norway and UNEP. These gatherings typically brought together the Ambassador and Consular from the Embassy of Norway, the entire project team in Haiti, and at least one representative from UNEP's CMB. The meetings included field visits and interactions with implementing partners and beneficiaries, followed by the review meeting itself.

155. The project monitoring system efficiently enabled the timely tracking of results and progress towards the project's objectives throughout its implementation phase. The Funding and Expenditure Statement within the Project Operational Report validated that the allocated funds for monitoring were judiciously utilized to bolster this endeavour.

5.7.3 Project Reporting

156. This project was managed by the United Nations Environment Programme (UNEP) with logistical support from the United Nations Office for Project Services (UNOPS). The Project Steering Committee (PSC) was jointly led by the Ministry of Environment (MDE) and the Ministry of Agriculture, Natural Resources, and Rural Development (MARNDR). UNEP utilized a centralized Project Information Management System (PIMS) for project managers to submit bi-annual progress reports tracking agreed project milestones. Additionally, the Project Manager implemented an effective reporting framework to ensure comprehensive accounts of the implemented activities were provided to donors, UNEP, and other stakeholders.

The overall rating for Monitoring and Reporting: Satisfactory (S).

Monitoring Design and Budgeting: Satisfactory (S).

Monitoring of Project Implementation: Satisfactory (S).

Project Reporting: Satisfactory (S).

5.8 Sustainability

5.8.1 Socio-political Sustainability

157. In Haiti, numerous challenging socio-political factors have had an impact on project implementation. The UNEP team's profound understanding of these circumstances, their productive collaboration with Haitian colleagues and institutions, and their ability to navigate demanding working and living conditions, along with the steadfast commitment of the Government of Norway, collectively ensured the sustainability of interventions.

158. Despite facing significant obstacles throughout the project duration due to socio-political crises, including roadblocks, barricades, insecurity, violent protests, and shortages of fuel and supplies, compounded by unforeseen events like the COVID-19 pandemic and a major earthquake in August 2021, UNEP successfully delivered the project's outcomes.

159. The participation of local civil society organizations as execution partners has been and will continue to be a crucial element in the project's successful implementation. These partners have deep roots in the local communities, possessing a wealth of knowledge and capabilities directly aligned with local needs. They are also recognized as legitimate agents of development in their respective fields and areas of intervention. Similarly, the engagement of decentralized branches within relevant

ministries has proven highly beneficial and will be instrumental in ensuring the sustainability of the project's achievements.

5.8.2 Financial Sustainability

160. The project outcomes have a moderate dependency on future funding and financial flows to persist.

161. The MGS2 project, funded by the Government of Norway, marked a positive development by supplying UNEP and its partners with the necessary funds to sustain and expand activities. This was particularly beneficial for advancing initiatives in the promotion of green and blue economies, ecosystem-based livelihoods, and the establishment of marine protected areas.

5.8.3 Institutional Sustainability

162. Sustainability of project outcomes have a moderate dependency on sensitivity to institutional support.

163. The long-term success of initiatives promoting green value chains, agroforestry, and artisanal fisheries development relies heavily on the commitment of the project's civil society partners.

164. Within UNEP, the ongoing success and sustainability of interventions depend significantly on a smooth and efficient transition from the Post-Conflict and Disaster Management Branch (PCDMB to ROLAC), the entity affiliated with the Haiti Country Programme and Office.

165. In the realm of waste management and sanitation, the project established a comprehensive plan for the city and Municipality of Les Cayes. The UNEP team in Haiti exploring an alternative model that integrates solid waste management in Les Cayes, involving local communities through food- and cash-for-work mechanisms.

Sustainability Ratings:

Overall Sustainability: Likely (L).

Socio-political Sustainability: Moderately Likely (ML).

Financial Sustainability: Likely (L).

Institutional Sustainability: Likely (L).

5.9 Factors Affecting Project Performance

5.9.1 Preparation and Readiness

The project effectively managed its performance and addressed various cross-cutting issues satisfactorily throughout its implementation. The engagement with stakeholder groups exhibited commendable quality and nature, contributing positively to the overall evaluation of the project.

5.9.2 Quality of Project Management and Supervision

The evidence gathered during this evaluation indicates that the project and its activities were efficiently managed and appropriately supervised. The project was administered by UNEP

through a dedicated team situated in Haiti, which comprised a project manager, field coordinator, waste specialist, governance specialist, and supporting staff. The oversight of these personnel fell under the purview of the UNEP country program manager, ensuring efficient project management.

5.9.3 Stakeholders Participation and Cooperation

The project utilized and enhanced several valuable partnerships marked by positive collaboration. The project adeptly implemented adaptive management measures to address challenges encountered during implementation. Communication and consultation with key stakeholders, project partners, and implementing partners were consistently collaborative and coherent throughout the project duration, showcasing effective project management.

5.9.4 Responsiveness to Human Rights and Gender Equality

The project exhibited a keen focus, both in its design and implementation, on matters of equity and the gender-related aspects pertaining to the addressed issues and its own interventions. Gender mainstreaming was actively observed, with women representing over 50% of beneficiaries and engaging in various activities like crop development, nursery maintenance, planting, sensitization, and training.

5.9.5 Environmental and Social Safeguards

The project's success can be attributed significantly to the unwavering commitment of the Government of Norway and the high-quality contributions made by its representatives. The project demonstrated effective implementation of environmental, social, and economic safeguards to safeguard plantations and green and blue economy initiatives from adverse impacts during unforeseen events, such as the major earthquake in August 2021 and the challenges posed by the COVID-19 pandemic. This reflects a proactive approach to risk management and resilience in the face of external disruptions.

5.9.6 Country Ownership and Driven-ness

The adaptability exhibited by UNEP in navigating external challenges, including political instability and adverse climatic conditions, had a minimal impact on the project's implementation. The active engagement and participation of government departments further played a crucial role in ensuring the stability of the project. This resilience and collaboration underscore the project's effective management in the face of external uncertainties.

5.9.7 Communication and Public Awareness

The project experienced a notable positive impact due to active community participation and effective awareness-raising about the importance of ecosystems. Stakeholders demonstrated a keen interest in the program's approach, emphasizing the integration of capacity building with practices and species selection aimed at enhancing food security. This unique combination garnered increased commitment from local communities, thereby contributing significantly to improved food security within the Marine Protected Areas and their buffer

zones. The success of these community-driven initiatives is a testament to the project's efficacy in fostering local engagement and sustainability.

Rating for factors affecting project performance is Satisfactory (S).

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 CONCLUSIONS

166. The overarching aim of the project was to assist Haitian authorities and local communities in implementing practical ecosystem management approaches in two Protected Areas (PAs) - Macaya and Port Salut-Pointe Abacou, located in the Southern region of Haiti. This endeavour aimed to reduce degradation, foster sustainability, and enhance the well-being of local populations. By doing so, the project aimed to uphold healthier terrestrial and marine ecosystem services, while promoting sustainable livelihoods to reduce overall levels of poverty and food insecurity.

167. Despite facing significant challenges throughout the project's duration, including socio-political crises, roadblocks, insecurity, violent protests, and shortages of fuel and supplies, compounded by unforeseen events like the COVID-19 pandemic and a major earthquake in August 2021, UNEP successfully delivered the project's outcomes.

168. The active involvement of local civil society organizations as execution partners has been and will remain a pivotal factor in the project's successful implementation. These partners are deeply rooted in the local communities, possessing a wealth of knowledge and capabilities directly relevant to local needs. They are also recognized as legitimate agents of development in their respective fields and areas of intervention. Similarly, the engagement of decentralized branches within relevant ministries has proven highly beneficial and will be instrumental in ensuring the sustainability of the project's achievements.

169. Building upon the successes of the first phase of Macaya Grand Sud, UNEP executed an ambitious activity plan, supported by the Norwegian government, targeting ecosystems protection, livelihood improvement, green value chains development, governance strengthening, and initial studies into blue economy and waste management. Achievements of the MGSII project include:

Outcome 1: Improved management of Macaya and Port Salut – Abacou (PSA) protected areas by local communities.

- The Port-Salut-Pointe Abacou (PSPA) Management Plan, encompassing the surveillance program and governance structure, was formally validated.
- Thirteen communities-initiated priority programs outlined in the PA management plans, focusing on green economy value chains (cashew nuts, beekeeping, castor oil, fishing, and aquaculture) and natural resources management (agroforestry, riverbank protection, mangrove rehabilitation).
- A total of 7.5 hectares of mangrove ecosystems in Saint-Jean-du-Sud and 35 hectares of watershed across two Protected Areas were restored.
- Riverbanks were fortified and safeguarded through bamboo planting, mitigating flash flooding and erosion, spanning over 16.45 kilometers in PSPA and 7km in Macaya Park.
- Agroforestry plots covering 120.04 hectares in Port-Salut and 236.69 hectares in Saint-Jean-du-Sud were established.
- The Management Plan and surveillance program for Macaya National Natural Park were effectively implemented, with support for the deployment of 99 surveillance agents.
- Awareness was heightened within local communities, schools, and institutions at both local and national levels, facilitated by 56 awareness-raising sessions in Macaya and PSPA.

- The Haitian Biodiversity Fund (www.biodiversite.ht) became independent in managing its trust fund, with a recruited supervisory and management team, and confirmed initial contributions from key donors.
- The Table Verte 2020, a regional governance consultation forum for South Haiti, successfully gathered international, national, and local partners to deliberate on crucial environmental and development projects.
- Strong partnerships were forged with local actors, characterized by trust and mutual support.
- Coordination between departmental ministerial staff and local civil society actors was significantly enhanced.

Outcome 2: Uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut – Abacou and their buffer zones

- Local partners, primarily locally based and credible civil society actors, were strengthened and professionalized, with 25 associations receiving support.
- Technical and management capacity in sustainable practices related to fishing, castor oil, honey, cashew nuts, ecotourism, and sustainable land management was bolstered, actively engaging 609 individuals, including 333 women (55%).
- Three hundred and seventy-four beneficiaries experienced a 50% increase in income through engagement in new or improved livelihood practices.
- Governance structures, including a consultation group for value chain governance, were established, and six biannual meetings were organized.
- An environmental study focused on the blue economy identified actionable socioeconomic opportunities.
- An environmental study on waste management explored mechanisms to fortify the economic model for effective solid waste management, leveraging emergency aid financing methods ("food-for-work" and "cash-for-work").

170. Stakeholders demonstrated robust interest in the project's approach. The combination of capacity-building with species that enhance food security motivated beneficiaries, leading to more profound engagement from local communities. This, in turn, contributed to heightened food security, particularly in periods of scarcity due to roadblocks, COVID-19, and unforeseen events. Consequently, the project was deemed a success and stands as a replicable model.

171. While the accomplishments of MGS1 and MGS2 have been significant in placing Southwestern Haiti on the development map, there persists a need for continued follow-up and expansion of activities to achieve a tipping point for sustainability and resilience building.

172. The region remains substantially affected by socioeconomic factors tied to poverty and political instability, exacerbated by frequent climate disasters. Therefore, UNEP intends to sustain programming efforts in the area with MGS3, striving to fortify resilience capable of withstanding political and climate fluctuations. The overarching goal of MGS2 is to progressively foster financial self-sufficiency for communities, directing public, private, and external funds towards sustainable revenue-generating activities, nature-based solutions, adaptive capacities, and social welfare systems.

173. UN Environment has observed positive outcomes from investments in governance, particularly in enhancing coordination among development actors through the Table Verte. However, there is still considerable work to be done in this regard. There is a pressing need to enhance multi-stakeholder collaborations, dialogue, integration, and ownership to ensure synergy in interventions and the durability of project results.

174. Overall, the project achieved success despite the challenging circumstances in Haiti. This success can be attributed to UNEP's operational model, which mobilizes key stakeholders and engages civil society organizations rooted in local communities as implementing partners. Through MGS1 and MGS2, these organizations accumulated invaluable knowledge and capacities directly pertinent to local needs. They continue to support communities and oversee project activities post-project completion. The project effectively raised awareness among local communities about the criticality of healthy ecosystems for their security and livelihoods, representing a commendable aspect of the project.

175. Throughout the MGS2 project phase, UNEP focused on three main areas of work: governance and regional planning, ecosystem and watershed management, and energy, organized around four projects (Gouvernance Sud, Mer Sud, Terre Sud, and Énergie Sud). By broadening the scope of work to encompass green value chains, sustainable agriculture, waste management, and deeper engagement in field activities, UNEP included new activities and intervention forms, all of which were highly relevant.

176. Through this project and others executed in Haiti, UNEP has fostered robust, long-standing local partnerships. Strengthening these partnerships further and assisting civil society partners in becoming less reliant on sporadic project funding has been a significant factor in ensuring quality and stability. The partners were integral to the programming. Long-term collaboration with UNEP by project partners enabled the implementation of major programs in their respective areas of interest. Consequently, funding from the Government of Norway played a pivotal role in building civil society capacity in South Haiti.

6.1.1 Key strategic questions

177. The Terms of Reference (ToR) for the Evaluation outlined five crucial strategic inquiries that needed to be addressed. The responses to these questions are comprehensively presented and summarized in the Executive Summary.

In the second phase of the project, has any evidence been found to suggest that it has continued to generate benefits and uphold ecosystem services and sustainable productivity of terrestrial and aquatic systems, while improving the livelihoods of local communities? If so, what factors have contributed to this?

178. Certainly. The project has notably impacted food security, particularly in aquaculture. Many beneficiaries have continued their aquaculture endeavours, resulting in increased consumption of fish and improved income for some. This has allowed them to diversify their diet while ensuring a reliable source of protein. Furthermore, post-harvest losses have been reduced, and kitchen waste is being recycled.

179. Beneficiaries have reported enhanced availability of fish, especially in areas with limited coastal access like Camp Perrin. This not only bolsters food security for local populations but also contributes to ecosystem preservation. The success of aquaculture demonstrates its potential to augment livelihoods and enhance nutrition, not only in the region but potentially elsewhere.

180. A women's organization, OFTDK, which received project support, is still thriving in tilapia production two years later. They are working towards providing small ponds in the gardens of members with adequate space. Some beneficiaries have seen their breeding units multiply significantly, indicating the income-boosting potential of aquaculture. Notably, the number of individuals engaged in aquaculture has doubled compared to the initial count.

181. Similar successes have been observed in beekeeping, with an increase in hive numbers and improved yields. The adoption of project-supported beekeeping practices by non-beneficiary beekeepers suggests successful knowledge transfer. Additionally, the positive impact of beekeeping includes a gradual reduction in pressure on biodiversity within the protected area.

182. Key factors contributing to this success include the project's design of highly sought-after interventions, employing a participatory approach. The enthusiastic engagement of beneficiaries has helped sustain activities despite considerable challenges, such as earthquakes and droughts. The project also emphasizes training in ecosystem conservation, promoting environmentally friendly methods through demonstrations, discussions, and distribution of educational materials. Beneficiaries are also equipped with the skills for monitoring and evaluating their activities.

How successful has the selection and mobilization of key stakeholders, both local and external, been in influencing the project's performance and ensuring the sustainability of its benefits? Is there any evidence to support the notion that the relationship with local authorities and communities has evolved over time?

183. One of the notable strengths of UNEP's operations in Haiti lies in its ability to mobilize key stakeholders effectively. Through sustained presence in project areas, UNEP has cultivated a relationship of trust with local communities over time. Additionally, UNEP has forged robust connections with the decentralized departments of the Ministry of Environment and the Ministry of Agriculture, Natural Resources, and Rural Development. These departments continue to lend their support even beyond the conclusion of the project.

184. The successes of the MGS2 project and other endeavors led by the Ministry of Environment, in collaboration with UNEP in the Grand Sud, owe a significant debt to the pivotal role played by civil society organizations deeply ingrained in local communities. These organizations have amassed valuable knowledge and skills directly pertinent to local needs. They are duly acknowledged as legitimate agents of development in their respective fields and areas of intervention. These organizations have not only been instrumental in the past but continue to act as co-implementing partners in project execution. Their involvement remains a vital factor for the successful realization of projects. They possess deep roots in the local communities, ensuring their expertise aligns closely with local requirements.

185. Similarly, the active engagement of decentralized units within relevant ministries proves highly advantageous in achieving project objectives.

In terms of the sustainability of the project's results, what opportunities exist that can have a significant positive impact in Haiti and the region? Furthermore, what are the most critical aspects or gaps in the project's sustainability strategy?

186. The establishment of marine protected areas, along with the implementation of a comprehensive management plan and the creation of the Haitian Biodiversity Fund, are anticipated to yield a lasting positive impact in both Haiti and the broader region. The emphasis on training local staff within the Ministry of Environment (MDE) and the Ministry of Agriculture, Natural Resources, and Rural Development (MARNDR) is particularly beneficial for sustainability, bolstering local capacity for

effective management. Leveraging local expertise for various activities, including the development of management plans for protected areas, is an additional strength.

187. Providing information and training to local leaders and community members, including the youth, is expected to enhance project management, compliance, empowerment, and overall sustainability. However, it is worth noting that the project faced constraints in funding for activities, limiting its transformative and long-term sustainability potential in some instances.

188. For instance, in the realm of sustainable fisheries, the project has demonstrated commendable achievements across various intervention levels. It has set a positive trajectory for sustainable fisheries and enhanced resilience within well-protected marine areas. This has assisted Haitian authorities and local communities in adopting practical approaches to ecosystem management. Nonetheless, some fishermen express concerns about inadequacy, given the increased number of fishermen in need, while available funds remain limited in relation to the beneficiary count.

189. Similarly, in aquaculture, while the results were promising and communities exhibited strong interest, there has been a shortage of funding, both from UNEP and other organizations, to scale up these achievements.

190. The challenging security situation in the country has added complexity to sustaining project activities. For example, in aquaculture, difficulties arise in accessing fish feed due to the presence of main suppliers in the cul de sac area, controlled by gang groups, and roadblocks along the Martissant road, which is a common transportation route. Prolonged droughts induced by climate change further complicate the maintenance of aquaculture ponds.

To what extent did the project adjust effectively to address new priorities that emerged, particularly in response to key challenges such as COVID-19? How did these adjustments impact the achievement of the project's expected results, as outlined in its original results framework?

191. Throughout the project, particularly in 2019, the presence of political instability and violence created exceptionally difficult conditions for project execution. It is crucial to assess all project accomplishments and shortcomings within the context of this unique and challenging backdrop. However, the resilience of implementing partners deeply embedded in the communities allowed them to persist in their activities, even in the face of obstacles and insecurity, thereby safeguarding the project's results. COVID-19 had a minimal impact on the project, aside from the adjustment of training and meetings to outdoor venues with appropriate protective measures. This shift also provided UNEP with an opportunity to educate beneficiaries about essential sanitary precautions.

What opportunities have been identified to enhance the integration of Gender and Human Rights considerations in the implementation of ecosystem management projects in Haiti? How would such improvements benefit the sustainability of the project's results?

192. From both a strategic and operational standpoint, the program has notably advanced specific strategies benefiting women and youth. The project demonstrated a strong emphasis on equity and gender-related considerations in both its design and implementation. Active gender mainstreaming was evident, with women comprising more than 50% of beneficiaries and participating in diverse activities such as crop development, nursery maintenance, planting, sensitization, and training. It has effectively created new avenues for production and elevated income prospects for these demographic groups.

193. **Summary of project performance and ratings:** The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project demonstrates a performance rating of 'Satisfactory'.

Table 11. Summary of project ratings by evaluation criteria

Criterion	Summary assessment	Consultant's Rating
Strategic Relevance	The project was relevant to local needs, opportunities, and priorities, and it was well aligned to relevant national, regional and global policies and strategies, including UNEP's own MTS and PoW	S
<i>1.Alignment to UNEP MTS and POW</i>	The project was aligned to the MTS and the PoW.	S
<i>2.Alignment to Donor strategic priorities</i>	The project was fully aligned to the donor's priority, which sees it as a flagship project in a priority country for development cooperation where the Government of Norway has been a key development partner.	HS
<i>3.Relevance to regional, sub-regional and national environmental priorities</i>	The project was relevant to the needs and priorities of the Grand Sud region and of that region's communities and ecosystems, and it contributed to all relevant national policies as well as regional and international agreements	S
<i>4.Complementarity with existing interventions</i>	The project was built on UNEP interventions that were being implemented at the time of project design, with full complementarity.	S
Quality of Project Design	The assessment of Project Design Quality conducted at inception stage resulted in a satisfactory rating of 5.212	HS
Nature of External Context	The context in which the project was executed was moderately favourable as it presented a number of challenges: political instability, insecurity, institutional weaknesses and the devastation of a major earthquake in August 2021. These factors were however well mitigated by the project team's in-depth knowledge and understanding of local realities and its ability to cope with the disruptions caused by the natural disaster.	U
Effectiveness	The overall effectiveness was assessed as Satisfactory because the project produced many of its expected outputs, and outcomes.	S
<i>1.Availability of outputs</i>	Most of the outputs expected have been delivered.	S
<i>2.Achievement of project outcomes</i>	The outcomes as expressed in the ProDoc were achieved.	S
<i>3.Likelihood of impact</i>	The likelihood of impact was deemed to be likely.	L
Financial Management	Financial management by the Haiti Country Office, UNON, CMB and UNOPS is satisfactory	S
<i>1.Adherence to UNEP's financial policies and procedures</i>	The project has fully adhered to UNEP's financial policies and procedures	S
<i>2.Completeness of project financial information</i>	The documentation provided to this evaluation indicates that project financial information is complete	S
<i>3.Communication between finance and project management staff</i>	Communication between finance and project management staff has been effective and efficient	S
Efficiency	Financial management has generally met expectations, but certain procedures have led to decreased efficiency. This is particularly evident in delays related to fund	S

Criterion	Summary assessment	Consultant's Rating
	transfers, which in turn have affected the project's and its partners' ability to meet agreed-upon timelines for deliverables	
Monitoring and Reporting		S
<i>1. Monitoring design and budgeting</i>	The monitoring design, as specified in the ProDoc, was meticulously implemented and found to be satisfactory. The monitoring design, as outlined in the ProDoc, was comprehensive and appropriate. The allocated budget allowed the UNEP Country Office to significantly strengthen its Monitoring and Evaluation (M&E) capabilities and systems. The allocated budget enabled the UNEP Country Office to substantially enhance its Monitoring and Evaluation (M&E) capabilities and systems.	S
<i>2. Monitoring of project implementation</i>	The monitoring design, as specified in the ProDoc, was diligently executed and found to be satisfactory. This is especially noteworthy as the project played a pivotal role in establishing a robust monitoring system for activities and outputs within the UNEP Haiti Country Office. Importantly, this system was subsequently broadened to encompass UNEP's entire project portfolio in the southern region of Haiti. Through the MGS2 project, the UNEP Haiti Country Office successfully implemented a robust monitoring system for its activities and outputs. This system was later expanded to cover all projects conducted by UNEP in Southern Haiti, resulting in substantial enhancements in program and project management quality. The system facilitated the monitoring of partner grants, tracking of activities, and the evaluation of outputs based on indicators specified in various project documents.	S
<i>3. Project Reporting</i>	The quality of reporting was commendable. However, there were instances where the formats and scope of the reports generated did not consistently allow for a clear differentiation of activities, inputs, and outputs across the concurrently implemented projects.	S
Sustainability	External factors make the sustainability of project interventions were found likely.	L
<i>1. Socio-political sustainability</i>	It is moderately likely that the socio-political context will experience substantial improvement. There is a demonstrated local commitment to maintaining interventions and outcomes, and the UNEP Country Office has shown its capacity to adapt to changes.	ML
<i>2. Financial sustainability</i>	The likelihood of financial sustainability is likely favourable, attributed in part to the enduring support from the Government of Norway and the engagement of other development partners in the same sectors and geographic area.	L
<i>3. Institutional sustainability</i>	The key institutions upon which the sustainability of interventions depends are generally likely.	L
Factors Affecting Performance	Taken together, the factors mentioned here contributed positively to project implementation and to performance	S
<i>1. Preparation and readiness</i>	The project was a continuation of an ongoing initiative, with most of its activities based on prior work and	S

Criterion	Summary assessment	Consultant's Rating
	thorough preparation. Given the existing operational office and established collaborations with execution partners, UNEP was well-prepared for the swift implementation of this project upon its commencement.	
2. Quality of project management and supervision	The evidence collected for this evaluation suggests that the project and its activities were effectively administered and appropriately overseen.	S
3. Stakeholders' participation and cooperation	The project leveraged and strengthened numerous valuable partnerships, characterized by positive collaboration.	S
4. Responsiveness to social justice, human rights and gender equity	The project demonstrated attentiveness, both in its design and execution, to matters of equity and the gender-related aspects of the addressed issues and its own interventions.	S
5. Environmental, social and economic safeguards	The pre-contracting due diligence procedures ensured that partners adhere to safeguards requirements.	S
6. Country ownership and driven- ness	This has been generally satisfactory.	S
7. Communication and public awareness	Several effective communication initiatives have been executed, including efforts specifically directed towards communities that may be affected by development interventions.	S
Overall Project Performance Rating		S

Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Likelihood of impact and Sustainability are rated from Highly Likely (HL) to Highly Unlikely (HU). Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

6.1.2 Lessons Learned

Lesson Learned #1: It is important to strengthen local and national capacities and ownership to achieve good project results.

194. **Context:** The project focused on bolstering local and national capacities while fostering ownership among key entities like Ministries of Agriculture and Environment, CIAT, and related Departmental Directorates. It also worked towards empowering selected municipalities to spearhead local development in collaboration with Ministries. Moreover, the project aimed to organize local groups into well-structured formal associations and cooperatives, guided by socio-economic and environmental sustainability principles, thereby fostering the establishment of social enterprises. Additionally, the project aimed to assist local organizations in executing activities and leveraging their local expertise.

Lesson Learned #2: Prioritizing sustainability is very important to achieving high quality project results.

Context: The initiative placed a premium on sustainability and achieving high-quality results through various strategies. This included providing direct support to governments at various levels with resources such as materials, training, and human resources. It also entailed leveraging established governance structures, policy frameworks, and strategies. Furthermore, the initiative contributed to decision-making processes and plans by integrating scientific insights and effective decision support tools. There was a strong emphasis on capacity building and

promoting ownership through hands-on learning experiences with implementing partners, including government officials.

Lesson Learned #3: Enhancing coordination and synergies among stakeholders helps to promote the “One UN” approach.

Context: The initiative sought to enhance coordination and synergies among diverse stakeholders, including Ministries, Donors, UN agencies, and partner projects. This involved strengthening government-led planning and coordination mechanisms at the local level, particularly by reinforcing existing but under-resourced systems. Effective collaboration was achieved through the engagement of various Ministries within sectoral project steering committees, each institution taking charge of specific actions while ensuring regular progress updates. By adopting a “One UN” approach, joint planning and follow-up meetings were instituted to enhance aid coordination, sustainability, and effectiveness in partnership with government entities. This approach was crafted not only to support the Government but also to facilitate informed investments by Donors and the private sector across different development domains. Furthermore, the project endeavoured to strengthen regional connections by capitalizing on existing networks like WCR and CaMPAM, aiming to exchange knowledge and expertise on related issues.

Lesson Learned #4: Fostering gender sensitivity and inclusivity in project design and implementation is critical to achieving gender equality.

195. **Context:** Ensuring gender sensitivity entailed several key strategies. This encompassed active involvement of women in activities related to job creation, income generation, and provision of essential business training. It also involved facilitating meaningful participation of women in decision-making processes through formal membership in local structures such as associations and cooperatives, as well as involving them in pertinent trainings and pilot demonstrations. Additionally, the project mandated partners to include sex-disaggregated data in their reporting processes. Ongoing monitoring was also conducted to track women’s participation and roles throughout the implementation phase.

6.1.3 Recommendations

Recommendation #1: UNEP in collaboration with project partners should establish an effective multi-stakeholder platform for coordination and decision-making with the aim of achieving positive project outcomes.

Challenge/problem to be addressed by the recommendation: There is a critical need for an efficient and strategic platform to facilitate multi-stakeholder dialogue, coordination, and decision-making. This platform will enable other UN Agencies, international NGOs, and decentralized government institutions to align their efforts in an integrated manner, thereby generating a catalytic effect for positive project outcomes.

Priority Level: Important

Type of recommendation: Project-level

Responsibility: UNEP, in collaboration with project partners.

Proposed Implementation Time Frame: Within six months of finalizing the recommendations’ implementation plan.

Recommendation #2: The Ministry of Tourism (MoT) should make efforts to promote ecotourism activities at project sites and Macaya National Park.

Challenge/problem to be addressed by the recommendation: The Ministry of Tourism (MoT) should actively promote ecotourism activities at the project sites, including Macaya National Park. Tourists should be encouraged to partake in field visits, including visits to cashew, cacao, castor, and honey processing units, to bolster the sales of cashew nuts, castor oil, chocolates, and honey for foreign exchange earnings. The MoT should also offer training programs for tourist guides and proficiency courses in French, Creole, and English to rural youth, including women, to stimulate self-employment.

Priority Level: Opportunity for Improvement

Type of recommendation: Partners recommendation

Responsibility: Ministry of Tourism (MoT).

Proposed Implementation Time Frame: Within thirty-six months of finalizing the recommendations' implementation plan.

Recommendation #3 Explore and promote nature-based opportunities for green job creation, beyond the scope of tourism, by engaging systematically with relevant partners.

Challenge: Identifying long-term economic prospects beyond tourism.

Priority Level: Important.

Responsibility: UNEP, in collaboration with relevant partners such as the International Labour Organization (ILO) and other relevant ministries.

Implementation Time Frame: Immediate action to initiate discussions and partnerships, with ongoing efforts to explore and leverage nature-based opportunities.

Additional Notes: This approach broadens the focus beyond tourism, aligning with ongoing initiatives such as the "agroecology and green jobs" project in Grand' Anse. It ensures that economic opportunities are not solely reliant on tourism and can withstand fluctuations in the tourism sector.

Recommendation #4: In future projects in Haiti, human rights and gender mainstreaming should be strengthened by involvement of women and marginalised groups through the empowerment and capacity building in an effort to achieve gender equality.

Challenge/problem to be addressed by the recommendation: The active involvement of women and individuals from marginalized groups, representing over 50% of the beneficiaries, was a significant achievement throughout the project. This inclusivity should be sustained in the subsequent phases of the project.

Priority Level: Important

Type of recommendation: Project-level

Responsibility: UNEP in collaboration with project partners.

Proposed Implementation Time Frame: Within six months of finalizing the recommendations' implementation plan.

ANNEX – I: TOR for the Terminal Evaluation

Section 1: PROJECT BACKGROUND AND OVERVIEW

Project General Information

Table 1. Project summary

UNEP PIMS ID:	321.3	Umoja Project ID:	02027
Sub-programme:	Healthy and productive ecosystems	Expected Accomplishment(s):	EA 1: Increased use is made of the ecosystem approach with a view to maintaining ecosystem services and the sustainable productivity of terrestrial and aquatic systems
Implementing Partners	UNEP Regional Office for Latin America and the Caribbean (ROLAC) Government of Norway		
Relevant SDG(s) and indicator(s):	Goal 1- Target 1A, Indicator 1.a.3 Goal 2- Target 2.3, Indicator 2.3.2 Goal 2- Target 2.4, Indicator 2.4.1 Goal 14- Target 14.1, Indicator 14.1.1 Goal 14- Target 14.2, Indicator 14.2.1 Goal 14- Target 14.4, Indicator 14.4.1 Goal 14- Target 14.5, Indicator 14.5.1 Goal 14- Target 14.b, Indicator 14.b.1 Goal 15- Target 15.1, Indicator 15.1.2 Goal 15- Target 15.2, Indicator 15.2.1 Goal 15- Target 15.4, Indicator 15.4.1		
Programme of Work Output(s):	Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in economic decision-making. Awareness-raising of the role of economic decision-making in achieving ecosystem-related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes		
UNEP approval date:	October 2018		
Expected start date:	July 2018	Actual start date:	October 2018
Planned operational completion date:	December 2020	Actual operational completion date:	September 2021
Planned total project budget at approval:	USD 5,138,243	Actual total expenditures reported as of [date]:	USD 5,138,243
Planned Environment Fund allocation:	USD 0	Actual Environment Fund expenditures reported as of [date]:	USD 0
Planned Extra-Budgetary Financing:	USD 5,138,243	Secured Extra-Budgetary Financing:	USD 5,138,243
		Actual Extra-Budgetary Financing expenditures reported as of Dec 2022:	USD 5,138,243
First disbursement:	30/12/2017	Planned date of financial closure:	TBD – awaiting UNOPS final statement
No. of formal project revisions:	None	Date of last approved project revision:	
No. of Steering Committee meetings:	2	Date of last Steering Committee meeting:	02/12/2020
Mid-term Review/ Evaluation⁴ (planned date):		Mid-term Review/ Evaluation (actual date):	No. (the MGS Phase 1 Terminal Evaluation in 2021 (October 2021) encompassed a review of phase 2 progress)

⁴ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

Terminal Evaluation (planned date):	September 2020	Terminal Evaluation (actual date):	December 2022
Coverage - Country:	Republic of Haiti	Coverage - Region:	Latin America and the Caribbean
Dates of previous project phases:	Macaya Grand Sud P. I (USD 9,046,466 funded by Norway, 2015-2018)	Status of future project phases:	MGS Phase 3 project was signed in October 2022.

Project Rationale

Southwestern Haiti is composed of fragile ecosystems and biodiversity, vulnerable to human stressors, and devastated by frequent and extreme climate events. The Grand Sud⁵ region houses some of the richest biodiversity values in the Caribbean with outstanding ecological features from the mountains to the sea. The Macaya Protected Area, located in the country's southern peninsula, contains Haiti's last primary forest and is a global biodiversity hotspot, containing endemic species of orchids, mammals and the largest concentration of endemic amphibians in the world. Macaya is also an important source of freshwater and houses the source for eight rivers that flow into *Grand'Anse* and the *Département du Sud*.

The southern region contains more forest than any of the other regions in Haiti, but due to its rich biological diversity and natural resources, Macaya attracts farmers and dwellers from other regions in search of land, resources and new opportunities to support themselves. Local populations continue to rely on unsustainable extraction of natural resources to subsist, eroding their natural environment and livelihoods. The growing demand for energy, primarily for firewood and charcoal, jeopardizes the integrity of this essential resource for soil protection and risk reduction, against erosion and landslides.

Due to its location, Southwestern Haiti is exposed to extreme weather events and natural risks. These include hurricanes, cyclones, floods, droughts, landslides, earthquakes and tsunamis. In terms of climate change scenarios in Haiti, the project document states that temperatures could increase by 0.8-1 degree Celsius by the year 2030 and by 1.5-1.7 degrees Celsius by 2060. Mean precipitation is anticipated to decrease with predictions that as much as 50% of Haiti's surface area will become dryland, while extreme weather events, such as severe rainfall leading to floods, are anticipated to increase in frequency. This presents a dire situation, particularly for coastal villages, as communities have often barely recovered from one weather event when another one strikes, creating an ongoing cycle of increasing poverty and devastation.

While many Caribbean Island States face similar natural risks, Haiti faces higher death tolls, greater destruction of infrastructure and long-lasting negative impacts (such as food insecurity, water shortages and disease outbreaks) due to maladaptive practices, and a lack of capacity by key stakeholders to buffer their livelihoods from extreme events.

In its 2012 development plan, the Government of Haiti selected key regional development poles considered as investment priorities to boost the regional development and economic growth of the country. One of these decentralized "regional development poles" is the "South Pole" which comprises the three Departments in the southwest of the country, namely: *Départements du Sud*, *de Grand'Anse* and *de Nippes*.

UNEP has been a recognized leader in the Southern area of Haiti in supporting the government in declaring and demarcating protected areas, supporting the development of an integrated regional development plan, driving donor investments for co-financing projects, coordinating with the regional office, all for the purposes of strengthening ecosystems and their services, and sharing the benefits of ecosystem services with highly vulnerable populations. Despite the success of UN Environment's interventions, through Norwegian support, significant problems still remain many of which have been exacerbated by recent disasters.

Many of the interventions by UN Environment through the Macaya Grand Sud project (Phase I), were the first of their kind. With the completion of preliminary phases, specific challenges that need to be addressed in a second phase came to light, which need to be addressed in order to build on previous successes and ensure a broader impact. It was observed that government structures remain very weak, and that there was a lack of coordination among municipal, departmental and national players. These institutions had been unable to accompany local communities through technical support, extension services, or follow-up in the aftermath of climate disasters.

This project therefore served to scale up and deepen the achievements of the first phase of programming, with a focus on the operationalization and implementation of the Management Plans for two protected areas - Macaya National Park (NP) and Port Salut-Abacou MPA (PSPA). The project supported rehabilitation and restoration of degraded ecosystems, and the proliferation of sustainable livelihood activities which promote long-term ecosystem services. By addressing value chains and associated livelihoods, the project also addressed causes of ecosystem degradation, and sought to institutionalize the ecosystem approach through partnerships with government, civil society, international organizations and private sector actors which play a key role in value chains. This project has been a cooperation between Norway and UNEP, and has been based the activities of the Cote Sud Initiative (CSI) - a coalition of Partners, donors and NGOs in South Haiti that was established by UNEP in 2013. The project's activities were designed to assist the Haitian government at federal and decentralized levels as well as local communities, to adapt practical ecosystem-based management approaches to promote decreased environmental degradation, sustainability, and improved livelihoods and well-being of the local populations in Macaya and Port Salut-Abacou.

Project Results Framework

The overall objective of the project is to "enhance local capacities to address ecosystem degradation, and to introduce sustainable local livelihoods at scale in the Macaya and Port Salut-Abacou protected areas and in their buffer zones." This approach is based on the recognition that environmental sustainability in southern Haiti can only be achieved by promoting viable sustainable livelihood opportunities for an otherwise impoverished population that is highly dependent on the use of vulnerable natural resources. To achieve this objective, the project was structured under two main components that were designed to achieve mutually reinforcing results: 1: Protected Areas Management and 2: Sustainable Livelihoods

⁵ *Grand Sud* refers to the greater Southern region composed of the *departements du Sud*, *Grand'Anse*, and *Nippes*.

Table 2 below presents an abridged version of the project's logical framework, as depicted in the Project Document.

Table 2. Logical Framework (abridged version)

Components	Specific objectives	Expected Outcomes	Outputs
Component 1: Protected Areas Management	Implementation of the management plans for two protected areas - Macaya National Park and Port Salut-Abacou, through conservation, ecological restoration, sensitization, and surveillance	Outcome 1- Protected Areas Management Improved management of Macaya and Port Salut-Abacou (PSA) protected areas by local communities	Output 1.1 - Implementation of practical ecosystem restoration works in Protected Areas Output 1.2- Development and implementation of community-supported monitoring and surveillance programme for the two PAs Output 1.3 - Awareness raising activities carried out for key stakeholders in the project area Output 1.4 - Establishment of a National Biodiversity Trust Fund to support the development of sustainable financing mechanisms for Protected Areas, particularly in Southern Haiti. Output 1.5 - Regional governance consultation forum for South Haiti – <i>Table Verte</i> – is held annually
Component 2: Sustainable Livelihoods	The development of key value chains of significant social, ecological and economic importance in and around the Macaya National Park and the Port Salut-Abacou MPA	Outcome 2- Uptake of environmentally sustainable livelihoods by individuals living in Macaya and Port Salut-Abacou and their buffer zones	Output 2.1: Acquisition of sustainable livelihood skills by beneficiary communities for castor oil, honey, and groundnut production Output 2.2: Dissemination of knowledge amongst associations for processing, marketing and distribution for castor oil, honey and groundnuts products Output 2.3. Consultation group established for value chain governance Output 2.4: Identification of key opportunities for sustainable coastal economy development Output 2.5: Acquisition of sustainable livelihood skills by beneficiary communities for sustainable fishery practices, aquaculture and ecotourism Output 2.6: Set up of a functional waste collection center

These two outcome areas include a number of interlinked and mutually reinforcing activities around the following three nexus:

Protected areas & Green/Blue Economy nexus: Protecting priority natural assets while developing a sustainable economic use of natural resources through a value chain approach (fisheries, fruit trees, cacao, honey, castor oil, fisheries)

Green/Blue Economy & Waste Management nexus: Addressing waste as a valuable resource (from human activities) to be managed as a proper green value chain with sustainable and decent job creation opportunities (primarily cleaning, collection, recycling)

Waste Management & Protected areas nexus: Treating the volume of land-based source of pollution generated in order to directly contribute to the reduction of anthropogenic threats to ecosystems within and around protected areas.

Executing Arrangements

This project was managed by UNEP with UNOPS logistic support and under the leadership of a Project Steering Committee (PSC) co-shared by Ministère de l'Environnement (MDE), (Comité Interministériel d'Aménagement du Territoire (CIAT) and Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR).

A UNEP Project Manager supported by a core team was responsible for the day-to-day execution of the project. Each project outcome was overseen by the PSC and each outcome had a specific Government Chair; MDE was the lead on Outcome 1 and MARNDR on Outcome 2. Diagram 1 below shows the general execution arrangements of the project.

Project Cost and Financing

The project had an overall budget of USD 5,138,243 made up of a Government of Norway allocation of USD 4,757,633 and Programme Support Cost (PSC) of USD 380,611 to support the achievement of results. Table 3 below shows the estimated project budget and sources of funding as per the project design documentation.

Table 3: Budget Summary

TYPE	SOURCE OF FUNDING	Details	Year 1	Year 2	Year 3	Total
CASH	Environment Fund (EF) activity budget		0	0	0	0
	Regular Budget (RB) activity budget		0	0	0	0
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	Secured (Government of Norway)	1,526,300	1,836,300	1,395,033	4,757,633
		Unsecured XB funding	0	0	0	0
	Programme Support Cost on Secured funds	122,104	146,904	111,603	380,611	

TYPE	SOURCE OF FUNDING	Details	Year 1	Year 2	Year 3	Total
		XB Sub-total	1,648,404	1,983,204	1,506,635	5,138,243
	SUB- TOTAL		1,648,404	1,983,204	1,506,635	5,138,243
	Regular Budget post costs					
TOTAL PROJECT PLANNED BUDGET			1,648,404	1,983,204	1,506,635	5,138,243
	Funding secured		100%	100%	100%	100%

Implementation Issues

[Describe, in a neutral and objective manner, any important issues emerging from project implementation which the evaluation should take into consideration in making assessments in performance, or important revisions to the logframe or funds allocations, or risks mentioned in PIMS during project implementation etc.]

The project activities were heavily hampered during the entirety of the project period due to socio-political crisis in the country triggering roadblocks and barricades, insecurity, violent protests and shortage of fuel and supplies. The overall situation has kept degrading and becoming increasingly volatile throughout the course of the project. It has also triggered indirect impacts including on a macroeconomic level, with increased inflation, devaluation of the national currency and significant increase in the cost of operations and associated pressure on partners and beneficiaries' livelihoods.

In addition, unforeseen events exacerbated this chaotic background, such as the COVID 19 pandemic. The pandemic started comparatively late in Haiti, with first cases reported only in May 2020. In practices, consequences of the COVID pandemic have been limited compared to the already complex and volatile context associated with socioeconomic and political instability. Government restrictions including on public gathering have had very temporary effect (no more than a few weeks), and it quickly proved impossible to implement as the population was lacking the capacities (masks) and opportunity to abide (need to work and sustain the household on a daily basis often requesting to go to work, to market etc.

UNEP carried out a consultation with beneficiaries and partners after COVID stroke, to assess the opportunity to redirect or reschedule activities. Unexpectedly, the unanimous message from local communities and partners was actually to accelerate the rate of implementation as people were suffering from reduced opportunities to make their living, and particularly keen on implementing project's activities. COVID led to some minor impacts including the need to deploy sanitary solutions, like hand washing points in project communities, sanitary communication campaigns, and to adjust the planning and modalities for meetings leading to some additional costs and delays.

Thus, UNEP organization and team management was affected primarily by the security situation, and only remotely by COVID specific and additional circumstances. The team adjusted its working modalities, including providing power and communication equipment and back-up to allow all the personnel to work remotely even before COVID stroke, as regular events of blockages required daily, early morning decision on the ability to gather to the office or not. In addition, the operating modality of the project proved very resilient, as UNEP has been implementing activities through local partners and stakeholders who remained actively engaged throughout the project. The combination of adaptive management and fundamentals of the operating model have enabled the project to mitigate disruptions despite a highly volatile and constantly degrading context.

The project area and partners were eventually significantly affected by a major earthquake in August 2021, which came around the closing of the project and led to some final complications even though it did not shift the overall course of final activities.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

Objective of the Evaluation

In line with the UNEP Evaluation Policy⁶ and the UNEP Programme Manual⁷, 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 (to include Ministries, Donors, UN agencies, other strategic partners and associated projects). 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.

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 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

⁶ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁷ <https://wecollaborate.unep.org>

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

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:

- (a) **Q1:** This project serves to scale up and deepen the achievements of the first phase of programming. What evidence exists, if any, to suggest that the project has continued to sustain/generate benefits (i.e. upholding ecosystem services and sustainable productivity of terrestrial and aquatic systems, while improving the livelihoods of local communities) in this second phase, and what factors have contributed to this?
- Q2:** Given the importance of ownership by, and leadership from, local communities for the effectiveness of the project and the sustainability of its benefits, to what level of success has the selection and mobilisation of the key stakeholders (local and external) influenced project performance, and what evidence exists, if any, to support the view that the relationship with the local authorities and communities has evolved over time?
- Q3:** With regard to the sustainability of results that can be attributed to this intervention, what opportunities exist that are likely to have a catalytic effect in Haiti (and the region) and what does the evaluation find to be the most critical aspects and/or gaps in the project's sustainability strategy?
- Q4:** To what extent did any adjustments allow the project to effectively respond to the new priorities that emerged in relation to key challenges/COVID-19, and how did these adjustments affect the achievement of the project's expected results, as stated in its original results framework?
- Q5:** What opportunities has the evaluation identified to improve the integration of gender and human rights considerations in the implementation of ecosystem management projects in Haiti, and with what foreseeable benefits to the sustainability of results?

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

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:

Alignment to the UNEP Medium Term Strategy⁸ (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 Building⁹ (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.

Alignment to Donor/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. 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.

⁸ 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>

⁹ <http://www.unep.fr/ozonaction/about/bsp.htm>

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) or 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.

Complementarity with Relevant Existing Interventions/Coherence¹⁰

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization¹¹, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

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

(b) Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating¹² 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 upheaval¹³). 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 Outputs¹⁴

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 supervision¹⁵

¹⁰ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

¹¹ 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.

¹² 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.

¹³ 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.

¹⁴ 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)

¹⁵ 'Project management and supervision' refers to the supervision and guidance provided by UNEP to implementing partners and national governments.

Achievement of Project Outcomes¹⁶

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed¹⁷ 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

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.

1. The Evaluation will consider the extent to which the project has played a catalytic role¹⁸ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

¹⁶ 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)

¹⁷ All submitted UNEP project documents are required to present a Theory of Change. 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.

¹⁸ 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.

level of communication between the Project 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.

Focussing 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 complementarities¹⁹ with other initiatives, programmes and projects etc. to increase project efficiency.

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 SMART²⁰ 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.

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.

Project Reporting

UNEP has a centralised Project Information Management System (PIMS) 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. 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

Sustainability 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.

¹⁹ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

²⁰ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

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.

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.

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.)

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).*

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, it may refer to the project management performance of an implementing partner 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/Implementing Agency; 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.

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 implementing partner(s). 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.

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 Environment²¹.

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

²¹ The Evaluation Office notes that Gender Equality was first introduced in the 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

vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

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

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 requirements²² 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.

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 gender and marginalised groups.

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.

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:

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

Interviews (individual or in group) with:

- UNEP Project Manager (PM);
- Project management team, where appropriate;
- UNEP Fund Management Officer (FMO);
- Project partners, including MDE, CIAT, MARNDR, MTPTC, Ministry of Tourism (MOT), UGP Macaya, other UN agencies (UNDP, Un Habitat, WHO, FAO, etc), Municipal government, NGOs, CBOs, etc.)
- Sub-Programme Coordinator;

²² 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 design since 2011.

Relevant resource persons;
Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

Surveys – as deemed appropriate the evaluation team

Field visits – as will be deemed appropriate during the evaluation inception phase

Other data collection tools - as appropriate

Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare:

Inception Report: (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.

Preliminary Findings: typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.

Draft and Final Evaluation Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

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

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 Project Manager/Implementing Partner, 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 Consultant(s) and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final Main 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 Project Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

The Evaluation Team

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

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

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

Specific Responsibilities:

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

Inception phase of the evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;

develop the desk review and interview protocols;
 draft the survey protocols (if relevant);
 develop and present criteria for country and/or site selection for the evaluation mission;
 plan the evaluation schedule;
 prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the evaluation, including:

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

Reporting phase, including:

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

Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 5. Tentative schedule for the Evaluation

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

Contractual Arrangements

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

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

Schedule of Payment for the Evaluation Consultant:

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

5. **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.

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

7. 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.

8. If the consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard²³.

²³ This may include contract cancellation in-line with prevailing UN Secretariat rules.

ANNEX II – Evaluation Brief

Project Overview

The Macaya Grand Sud Phase II (MGS2) project succeeded the MGS1 initiative and preceded the MGS3 project. Originally scheduled to commence on January 1st, 2018 and conclude in December 2020, the project, in practice, commenced on January 1st, 2019 and concluded on September 30, 2021. Funded by the Government of Norway, the project received a total budget of USD 5,138,243.

The overarching objective of the MGS2 project was to support Haitian authorities and local communities in implementing effective ecosystem management strategies within the Macaya and Port Salut-Point Abacou Protected Areas, located in the Southern region of Haiti. The aim was to mitigate environmental degradation, foster sustainability, and enhance the well-being of local populations. This endeavour sought to preserve healthier terrestrial and marine ecosystem services, as well as promote sustainable livelihoods to reduce overall levels of poverty and food insecurity.

Following the operational conclusion of the project, a terminal evaluation was conducted with dual purposes: (i) to provide substantiated results for accountability purposes, and (ii) to facilitate operational enhancement, knowledge sharing, and learning through insights and lessons gleaned by UNEP and its primary project partners. To achieve these objectives, the evaluator meticulously reviewed project records and documents, along with pertinent literature, conducted interviews with key stakeholders, project team members, and implementing partners, and administered a survey questionnaire to project beneficiaries. These comprehensive activities culminated in evaluation findings and lessons that would be instrumental in disseminating knowledge to a diverse range of audiences.

Evaluation Findings

The UNEP-led project in Haiti, particularly in aquaculture, has significantly improved food security by increasing fish consumption and income for beneficiaries. This has led to diversified diets and reduced post-harvest losses. Notably, areas with limited coastal access, like Camp Perrin, have seen enhanced fish availability, benefiting both local populations and ecosystem preservation. The success extends to a women's organization, OFTDK, which continues to thrive in tilapia production, indicating the income-boosting potential of aquaculture. Beekeeping has also seen positive outcomes, with increased hive numbers and yields. The project's success lies in sought-after interventions and participatory approaches, supported by the engagement of beneficiaries, despite challenges like earthquakes and droughts. UNEP's effective mobilization of key stakeholders and strong relationships with local communities and government departments have been crucial. Civil society organizations play a vital role as co-implementing partners, leveraging their deep-rooted knowledge. The establishment of marine protected areas and the Haitian Biodiversity Fund holds promise for lasting positive impacts. However, funding constraints pose challenges for sustainability, particularly in fisheries and aquaculture. The security situation and climate-induced factors add complexity to project activities. Despite these obstacles, the resilience of implementing partners has safeguarded project results. COVID-19 had minimal impact, prompting adjustments in training and meetings. The project has strategically advanced opportunities for women and youth, creating new avenues for production and income.

Lessons Learned

The MGS2 project reveals some important lessons regarding the implementation of similar projects in Haiti. Despite facing significant challenges including the COVID-19 pandemic and a devastating earthquake in August 2021, UNEP has demonstrated remarkable adaptability and resilience in maintaining project commitments and making substantial progress. The active involvement of local communities, coupled with efforts to raise awareness about the vital role of mangroves in ecosystem regulation and protection during storms, has led to a positive shift in community perception. Integrating solutions for sustainable livelihoods and involving women in decision-making processes further strengthens mangrove restoration efforts. Stakeholders have shown keen interest in the program's approach, which combines capacity building with practices that enhance food security for beneficiaries, ultimately contributing to improved food security within Marine Protected Areas (MPAs) and buffer zones. Effective coordination through mechanisms like the South Department Table Verte and value chains consultation groups has proven instrumental in optimizing resources and activities in targeted areas. Given Haiti's ongoing political instability and security concerns, a combination of long-term interventions and short-term mechanisms, including payments for environmental services, could play a pivotal role in promoting both recovery and development. One of the project's standout achievements lies in its effectiveness in heightening awareness among local communities regarding the vital importance of preserving healthy ecosystems for their own security and livelihoods. This represents a distinctly positive outcome of the initiative.

Project's achievements and results

The project's accomplishments and outcomes were assessed positively and found to encompass a wide range of contributions towards achieving its intended goals. Notably, initiatives aimed at raising awareness and facilitating knowledge transfer were identified as key drivers of the project's success. Additionally, a pivotal outcome of the project was the concrete demonstration of benefits witnessed by the beneficiaries. Overall, the project received a favourable evaluation, attributed to the commendable achievements across all its facets.

ANNEX III - People Consulted During the Evaluation

Organization	Name	Telephone	Email	Comments	Gender
MDE/DDS	Jean-Marc Cherisier	(509)34894141	jmcherisier@yahoo.fr	Departmental Director	Male
MDE/DDS	Nozile Clausel	(509)34405476	nozile.clausel@yahoo.com	Point focal DDS/UNEP	Male
ANAP	Prenor Coudo	(509)37130060	coudop@yahoo.com	Technical Director	Male
MARNDR/DDAS	Aubourg Marcelin	(509)36213089	marcelinaubourg68@yahoo.fr	Departmental Director	Male
MARNDR\DDAS	Hugue Surfin	(509)38315352	hsurfin@gmail.com	Point focal DDAS/UNEP	Male
ORE	Eliassaint Magloire	(509)37921718	Saintelias02@gmail.com	Director - ORE	Male
PADI	Alex Lamarre	(509)37045638	alekoha@gmail.com	Implementing partner	Male
ReefCheck	Stephen Jean-Louis	(509) 4125-7940	sjlouis@reefcheck.org	Implementing partner	Male
FNGA	Judes Saint Gille	(509) 36386031	Coord.techfnga@gmail.com	Technical Coordinator	Male
TNC	Maxene Atis	(509)4324-8705	matiss@tnc.org	Implementing partner	Male
UNEP	Paule Juneau	(507)6163-6433	paule.juneau@un.org	Project Manager	Female
UNEP	Dario Noël	(509) 3271-6981	dario.noel@un.org	Field Coordinator	Male
UNEP	Sergo Notus	(509)48610107	sergo.notus@fao.org	Waste Specialist	Male
UNEP	Paul Judex Edouarzin	(509)3777-1910	pauljudex.edouarzin@un.org	Governance specialist	Male
UNEP	Jean Max Milien	(509)49477772	Jeanmax.milien@un.org	Field Coordinator	Male
Project Beneficiaries	Claude Alece	(509)3107-0319		Project Beneficiary	Male
	Mirtha Bernard	(509)3441-2383 / 3427-7140		Project Beneficiary	Female
	Kysse Romelus	(509)34021268		Project Beneficiary	Male

ANNEX IV – Planned Budget Summary

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Year 1	Year 2	Year 3	Total	
CASH	Environment Fund (EF) activity budget		0	0	0	0	
	Regular Budget (RB) activity budget		0	0	0	0	
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	Secured (Government of Norway)		1,526,300	1,836,300	1,395,033	4,757,633
		Unsecured XB funding		0	0	0	0
		Programme Support Cost on Secured funds		122,104	146,904	111,603	380,611
		XB Sub-total		1,648,404	1,983,204	1,506,635	5,138,243
	SUB- TOTAL		1,648,404	1,983,204	1,506,635	5,138,243	
IN-KIND							
TOTAL PROJECT PLANNED BUDGET (without EF & RB posts' costs)							
In Kind EF & RB Posts	Environment Fund post costs						
	Regular Budget post costs						
TOTAL PROJECT PLANNED BUDGET							
	Funding secured		100%	100%	100%	100%	
	Allocation to Regional Offices						
Regional Budget	Latin America and the Caribbean	0	0	0		0	
Divisional Budget	Ecosystems	1,648,404	1,983,204	1,506,635		5,138,243	

ANNEX V – List of Documents Reviewed

Project planning and reporting documents

Project Document – Macaya Grand Sud Phase II (PIMS – 02027) Programme of work 2018 – 2021.

PIMS reports: June 2015, December 2015, June 2016, December 2016, June 2017, December 2017, June 2018 and December 2018.

Particip GmbH. 2014. Evaluation of Norway's Support to Haiti after the 2010 Earthquake. NORAD, Evaluation Department

Project Macaya Grand Sud, status of implementation. Norway – UN Environment annual meeting. PowerPoint presentation. Matti Lehtonen. 29 March 2017. Port Salut, Haiti

UN Environment in Haiti Progress Report. January-June 2018

UN Environment in Haiti – Activity Report July-December 2018

Rapport d'évaluation des résultats des activités du PNUE dans le sud de 2017-2022 (Evaluation Report on the results of UNEP activities in the South 2017-2022)

UNEP. 2015b. United Nations Environment Programme in the South of Haiti, Strategy – Achievements – Lessons Learned, 2013 – 2015 Self-Assessment and Substantive Progress Report. Norway-UNEP 2015 Annual Review.

UNEP. 2019. United Nations Environment Programme in the South of Haiti, Strategy – Achievements – Lessons Learned, 2015 – 2018 Self-Assessment. Norway-UNEP 2015 Annual Review. UN Environment Haiti Country Office.

Financial statements

Interim Certified Financial Statement for the period ending 28 February 2021. Haiti MSG – 1000/32AEL – MI-32AEL-000002. Cleared by UNON Accounts Section, 11 May 2021. Financial statement, IDB and Ministry of the Environment, CPL-5060-1121-3F05. March 2016. (MNNP management plan).

Financial statement. UNDP SNAP AEL2K71. March 2016. (MNNP management plan)

Project outputs

Brunet, Nathalie. 2016. Document de stratégie de communication pour la promotion des aires marines protégées (Port Salut – St Jean du Sud). Programme des Nations Unies pour l'Environnement, Port-au-Prince, Haïti.

Gouvernement de la République d'Haïti. 2015. Plan de Gestion, Parc National Naturel Macaya, 2015 – 2020. Ministère de l'Environnement, Agence Nationale des Aires Protégées.

Desile Destine, Horiol. 2016. Développement de Filières Vertes dans la Zone Tampon du Parc Macaya – Propositions de Filières Stratégiques. Ministère de l'Environnement et Agence Nationale des Aires Protégées.

UNEP. 2015. Document de stratégie: Intervention de PNUE et partenaires dans le secteur du cacao dans le Département du Sud.

UNEP 2016a. Document de stratégie : Intervention de PNUE et partenaires dans le secteur du vétiver dans le Département du Sud.

UNEP 2016b. Strategy document: Interventions by UNEP and partners in castor oil in Haiti's South Department.

Urbaconsulting - Hydroconseil – CGS. 2018. Plan de gestion et de valorisation des déchets pour la ville des Cayes. Comité Interministériel d'Aménagement du Territoire (CIAT).
Statut du rapport: modifié après commentaires

Previous evaluations

UN Environment Evaluation Office. 2016a. Terminal Evaluation of the UNEP projects in the Haiti Cote Sud Initiative Portfolio. Part I: Governance Sud Project.

UN Environment Evaluation Office. 2016b. Terminal Evaluation of the UNEP projects in the Haiti Cote Sud Initiative Portfolio. Part II: Mer Sud and Terre Sud Projects.

Renard, Yves. 2020. Ecosystem Approach to Haiti Côte Sud. Mid-term Review.

Reference and strategy documents – UN and UNEP

Busby, Joshua and Wolfgang Weiszegger. 2020. Independent Review of UNEP engagement on conflict- and disaster-affected states. Social Science Research Council, Conflict Prevention and Peace Forum.

Carbon, Michael and Tiina Piironen. 2012. Evaluation of the UNEP Sub-Programme on Disasters and Conflicts. United Nations Environment Programme, Nairobi, Kenya.

Security Council. 11 February 2021. United Nations Integrated Office for Haiti – Report of the Secretary-General.

UNEP. 2013. UNEP Haiti Country Programme. 2013 – 2017 Strategy. UNEP. 2014. Biennial programme of work for 2016–2017.

UNEP. 2015a. Medium Term Strategy 2014 – 2017. United Nations Environment Programme, Nairobi, Kenya

UNEP. 2016. Medium Term Strategy 2018 – 2021. United Nations Environment Programme, Nairobi, Kenya

UNEP. 2016b. Programme of work and budget for the biennium 2018-2019. United Nations Environment Assembly of the United Nations Environment Programme. Report of the Executive Director.

UNEP. May 2016. Strengthened UNEP Strategic Regional Presence: Contributing to The Future We Want. Operational Guidance Note.

Varty, Nigel, Sarah Humphrey, Tiina Piironen and Michael Spilsbury. 2015. Evaluation of the UNEP Sub-Programme on Ecosystem Management. United Nations Environment Programme, Nairobi, Kenya.

Outputs, related projects and institutions

Créocéan. 2019. Révision de la méthodologie pour l'élaboration des documents de plan de gestion des aires protégées terrestres et marines en Haïti. Banque Interaméricaine de Développement.

Lejonc, Grégoire and Lucille Palazy. 2018. Final Evaluation of the Sustainable Land Management of the Upper Watersheds of Southwestern Haiti Program. Grant Agreement GRT/FM-11803-HA & GRT/HR-13930-HAGEF –HA-X1002; GEF ID: 3132. Ministère de l'Environnement and Agence Nationale des Aires protégées. BRL Ingénierie, IDB, Norad and GEF

Reference documents – Haiti

Gouvernement de la République d'Haïti. 2012. Plan Stratégique de Développement d'Haïti, Pays Émergent en 2030.

Annex VI - Evaluation Framework

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Strategic relevance		
<p>To what extent is the project in alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities?</p> <p>To what extent are the project's objectives and implementation strategies consistent with global, regional, and national environmental priorities?</p> <p>To what extent is the project in alignment to Donor/Partner Strategic Priorities?</p> <p>To what extent is the project in alignment with relevance to Global, Regional, Sub-regional and National Environmental Priorities?</p> <p>To what extent has the project explored and built complementarity with Relevant Existing Interventions/Coherence?</p>	<p>Document review,</p> <p>Interviews</p>	<p>Project documents, Programme of Work, UNEP staff, and UNEP main project partners.</p>
Quality of Project Design		
<p>See Annex IX of this report</p>	<p>Desk study, interviews</p>	<p>Project document; Progress reports Project team</p>
Nature of External Context		
<p>How did the political, environmental, social, institutional context change, if at all, and how did it affect project implementation?</p> <p>What were, if any, the adaptive management measures planned and implemented in response?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Effectiveness		
Availability of Outputs		
<p>How successful was the project in delivering the planned outputs and in a timely manner? In case of delays or modifications to the outputs, what were the reasons?</p> <p>How participatory was the delivery of outputs?</p> <p>What were the factors influencing the delivery of outputs – both facilitating and hindering factors, such as quality of project management and supervision, preparation and readiness, etc.?</p> <p>How useful and relevant were the delivered outputs to intended beneficiaries?</p> <p>How satisfactory was the quality of generated knowledge products content-wise (incl. studies, training and other information materials, etc.) in terms of communicating clearly key findings / concepts, relevant issues, etc. and considering the existing knowledge and capabilities of target audiences?</p>	<p>Desk study, interviews, case studies, survey</p>	<p>Project documents, project team, interviews with key stakeholders, case studies, survey data</p>
Achievement of Project Outcomes		
<p>How effective was the project management and supervision in terms of quality?</p> <p>To what degree did the stakeholders actively participate and cooperate?</p> <p>How well did the project demonstrate responsiveness to human rights and promote gender equality?</p> <p>How successful was the communication and public awareness efforts?</p>	<p>Desk study, interviews, case studies, survey</p>	<p>Project documents, project team, interviews with key stakeholders, case studies, survey data</p>
Likelihood of impact		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
<p>To what extent did the project achieve the most important outcomes to attain intermediate states and the impact?</p> <p>To what extent do the trained national and local government representatives remain in the system?</p> <p>To what extent did the relevant stakeholders, including women, participate in the project planning and implementation processes?</p>	<p>Desk study, interviews, case studies, survey</p>	<p>Project documents, project team, interviews with key stakeholders, case studies, survey data</p>
Financial Management		
<p>To what extent did the financial management of the project adhere to UNEP's financial policies and procedures?</p> <p>To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Efficiency		
<p>To what extent was the implementation of project activities compliant with the original plan, both with regards to time and financial budgets? If not, were there any impacts on planned outputs and outcomes?</p> <p>To what extent was the project cost-effective?</p>	<p>Desk study, interviews, case studies</p>	<p>Project documents, project team, interviews with key stakeholders, case studies</p>
Monitoring and Reporting		
Monitoring design and budgeting		
<p>How adequate was the project's M&E plan in terms of completeness of indicators, indicator definitions (SMART), frequency of data collection, and resource allocation (both human and financial).</p> <p>To what extent were the project's indicators and methods for data collection relevant and appropriate for tracking progress?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Monitoring of project implementation		
<p>To what extent was the monitoring system operational - indicators measured timely, with indicated frequency and methods of data collection - throughout the project's implementation?</p> <p>To what extent was the monitoring the representation and participation of disaggregated groups (incl. women, marginalized, vulnerable groups) in project activities conducted?</p> <p>What was the quality of the information generated by the monitoring system and how it was used to adapt and improve project execution, achievement of outcomes and for ensuring sustainability?</p> <p>What was the performance at the project's completion against Core Indicator Targets?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Project reporting		
<p>To what extent were the reporting requirements fulfilled and with respect to the effects of the project on disaggregated groups?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Sustainability		
Socio-political sustainability		
<p>To what extent do social and political factors support the continuation and further development of project outcomes?</p> <p>To what extent the individual and/or institutional built capacities, if any, are sustained or have a potential to be sustained, considering the socio-political stability, staff turnover, and other factors.</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
<p>To what extent do the trained national and local government representatives remain in the system?</p> <p>What is the level of readiness of national government stakeholders to continue work on the project's-initiated policy and legal changes, and on strengthening the institutional arrangements.</p>		
Financial sustainability		
<p>To what extent are the project outcomes financially sustainable?</p>	<p>Desk study, interviews, case studies</p>	<p>Project documents, project team, interviews with key stakeholders, case studies</p>
Institutional Sustainability		
<p>To what extent is the sustainability of project outcomes dependent on issues related to institutional frameworks and governance?</p> <p>To what extent are the institutional capacity development efforts likely to be sustained?</p>	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Factors affecting project performance and cross cutting issues		
Preparation and readiness		
<p>What changes were made to the project design after the project approval?</p> <p>To what extent the documents promised in the design were developed: e.g., communication and stakeholder engagement plan?</p> <p>What was the extent and quality of engagement of the project team with all the relevant stakeholder groups?</p>	<p>Desk study, interviews, case studies</p>	<p>Project documents, project team, interviews with key stakeholders, case studies</p>
Quality of project management and supervision		
<p>How effective was the project management in terms of:</p> <ul style="list-style-type: none"> - Planning and implementing activities for delivering the stated results, supervising the project performance? - Ensuring the participation of all the relevant stakeholders in project activities? - Ensuring coordination, knowledge sharing among the involved parties / similar initiatives - Responding to and overcoming challenges, managing risks? 	<p>Desk study, interviews</p>	<p>Project documents, project team, interviews with key stakeholders</p>
Stakeholder participation and cooperation		
<p>To what extent the stakeholder engagement plan was implemented?</p> <p>To what extent did the project involve all the relevant stakeholders in its implementation?</p> <p>How effective were the mechanisms for stakeholder participation and cooperation.</p> <p>To what extent was the engagement of different - gendered, marginalized groups, etc. – was ensured?</p>	<p>Desk study, interviews, case studies</p>	<p>Project documents, project team, interviews with key stakeholders, case studies</p>
Responsiveness to human rights and gender equity		
<p>To what extent has the project applied the UN Common Understanding in the human-rights based approach (HRBA) and the UN Declaration on the Rights of Indigenous People</p> <p>To what extent does the intervention adhere to UNEP's Policy and Strategy for Gender Equality and the Environment?</p>	<p>Desk study, interviews, case studies</p>	<p>Project documents, project team, interviews with key stakeholders, case studies</p>

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
<p>To what extent has project implementation and monitoring taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation?</p> <p>What were the completed gender-responsive measures and, if applicable, actual gender result areas?</p>		
Environmental and social safeguards		
<p>To what extent did the project address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage?</p> <p>To what extent UNEP requirements were met to: review risk ratings on a regular basis; monitor project implementation for possible safeguard issues; respond to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken?</p> <p>To what extent were the pilot projects screened for any safeguarding issues and environmental and social risk assessments conducted?</p> <p>To what extent did the project management of the project minimize the project's environmental footprint?</p>	Desk study, interviews	Project documents, project team, interviews with key stakeholders
Country ownership and driven-ness		
<p>To what extent was the momentum built among the project's stakeholders for them to take the results from outcomes to intermediate states and impacts.</p> <p>How committed are the stakeholders to implementing the developed plans and adopting the suggested changes to the legal framework?</p>	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
Communication and public awareness		
<p>What was the effectiveness of communication of learning and experience sharing between project partners and interested groups arising from the project during its life?</p> <p>What is the sustainability of the communication channels established under the project?</p> <p>What was the effectiveness of public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behavior among the target stakeholders?</p> <p>How effectively were the existing communication channels and networks used, including meeting the differentiated needs of gendered or marginalized groups?</p>	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies

ANNEX VII - Survey Questionnaire

Phone-based Interview with project beneficiaries conducted by N.V. Durga Prasad Rao, Evaluation Consultant for the Terminal Evaluation of the MGS2 project.

Section 1: Respondent Information

Q1. Please state your name.

Q2. Please indicate your gender: Male / Female.

Q3. What is your age in years?

Q4. How many members are there in your household?

Q5. What is the highest level of education you have completed? Elementary to middle school / High school / Vocational Institute / Higher education.

Section 2: Improved Management of Macaya and Port Salut - Abacus (PSA) Protected Areas by Local Communities

Q1. Have you participated in the improved Vetiver production practices in the Port Salut Protected Areas? Yes / No.

Q2. If yes, please explain how it was beneficial to you.

Q3. Have you participated in the implementation of ecosystem restoration works in the Protected Areas? Yes / No.

Q4. If yes, please describe how it helped in reducing ecosystem degradation and improving sustainable livelihoods.

Q5. Have you participated in the awareness-raising activities conducted for key stakeholders in the Protected Area? Yes / No.

Q6. If yes, please explain how it was beneficial to you.

Section 3: Uptake of Environmentally Sustainable Livelihoods by Individuals living in Macaya and Port Salut - Abaccou and their Buffer Zones

Q1. To what extent has value chain development benefited you in terms of high-value crops like Vetiver and Cacao?

Q2. To what extent have you benefited from castor oil, honey, and groundnut production?

Q3. To what extent have sustainable fishery practices, aquaculture, and ecotourism benefited you?

Q4. Does tourism provide a source of income for women through the sale of goods and food? If so, is it a major or additional source of income for them?

Section 4: Sources of Information and Participation in Training and Decision-making Processes

Q1. What are your primary sources of information on improved management of protected areas and sustainable livelihoods? Community members / TV/Radio / social media / print media / training / others.

Q2. Have you participated in any training sessions on sustainable agriculture, fisheries, and ecotourism issues? Yes / No.

Q3. If yes, when did you participate?

Q4. How useful did you find the training sessions? Very useful / Useful / Somewhat useful / Less useful.

Q5. Would you recommend such training to individuals involved in agriculture, fisheries, aquaculture, and ecotourism? Yes / No.

Q6. Did you share the knowledge you gained from the training with your household members, community members, or others?

Q7. Have you participated in skill development workshops related to plastic waste management, castor oil, honey, and groundnut production? Yes / No.

Q8. If yes, please explain how it was beneficial to you.

Thank you for your valuable participation in the survey.

ANNEX VIII - Consultant's brief resume

N V Durga Prasad Rao, Evaluation Consultant

Nationality	Indian
Country experience	India, Afghanistan, Madagascar
Education	M.Sc. (Ag) in Agricultural Botany, M.A. in Economics, M.A. in International Relations, B.Sc. in Biological Sciences, Post Graduate Diplomas in Project Management, Business Management, Sustainable Rural Development, Agricultural Extension Management, Plant Protection, Post Graduate Certificate in Agriculture Policy, and a Diploma in French.
Experience	24 years of professional experience in the field of Agriculture, Horticulture, Climate Change, Natural Resource Management, Environment, Monitoring and Evaluation, and Sustainable Rural Development. Expertise in Quantitative and Qualitative Research Methods, Interviewing Techniques, Samplings, Statistical Analysis, Reporting. Worked as Agricultural Officer and as Assistant Director of Agriculture in the Department of Agriculture, Government of Telangana, India. He has also worked as an International Integrated Pest Management Specialist for The World Bank project, National Horticulture and Livestock Project, Ministry of Agriculture, Irrigation & Livestock, Kabul, Afghanistan. He has also worked as an Ecosystem / Environmental Management Consultant for the United Nations Environment Programme (UNEP).
Selected Assignments in Environment Area	<p>Agriculture, Horticulture, and Climate Change Specialist:</p> <p>Years of Experience: 24 years</p> <p>Expertise: Quantitative and Qualitative Research Methods, Interviewing Techniques, Samplings, Statistical Analysis, Reporting.</p> <p>Government Positions:</p> <p>Agricultural Officer and Assistant Director of Agriculture - Department of Agriculture, Government of Telangana, India</p> <p>International Assignments:</p> <p>Integrated Pest Management Specialist - The World Bank Project, National Horticulture and Livestock Project, Ministry of Agriculture, Irrigation & Livestock, Kabul, Afghanistan</p> <p>Ecosystem / Environmental Management Consultant - United Nations Environment Programme (UNEP)</p>
Other Skills	Microsoft Tools: Word, Excel, and Power Point

ANNEX IX – Project Design Quality Assessment

A.	Operating Context		YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating: (see footnote 2)
1	Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance?	i)Ongoing/high likelihood of conflict?	No	The project document does not identify any unusually challenging operational factors that are likely to negatively affect project performance.	5
		ii)Ongoing/high likelihood of natural disaster?	No	Extreme weather conditions are identified as risk factors.	
		iii)Ongoing/high likelihood of change in national government?	No	Does not affect much due to political transitions.	
B.	Project Preparation		YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating: (see footnote 2)
2	Does the project document entail clear and adequate problem and situation analyses?		Yes	The project document outlines the issue of limited economic opportunities in the Macaya and Port Salut - Abacus protected areas and proposes solutions to address it. The proposed approach involves assisting local communities and Haitian authorities in implementing practical ecosystem management strategies to restore ecosystems, increase their value, and promote sustainable economic and social well-being. However, the analysis overlooks the broader economic context of the country and lacks information on the financing of relevant sectors at both national and selected municipality levels.	4.5
3	Does the project document include a clear and adequate stakeholder analysis, including by gender/minority groupings or indigenous people?		Yes	The project successfully established and strengthened numerous valuable partnerships, showcasing good cooperation. However, in some cases, the level of participation was limited, which had a restricted impact on the quality and relevance of planning outputs, as well as the long-term sustainability of the interventions.	
4	<i>If yes to Q3: Does the project document provide a description of stakeholder consultation/participation during project design process? (If yes, were any key groups overlooked: government, private sector, civil society, gendered groups and those who will potentially be negatively affected)</i>		Yes	The project was designed and implemented with a strong consideration for equity and the gender aspect of the issues being tackled, demonstrating sensitivity towards these aspects throughout its execution.	
5	Does the project document identify concerns with respect to human rights, including in relation to sustainable development? (e.g., integrated approach to human/natural systems; gender perspectives, rights of indigenous people).		Yes	The project document highlights concern regarding human rights, particularly in relation to sustainable development.	
C	Strategic Relevance		YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
6	Is the project document clear in terms of its alignment and relevance to:	i) UNEP MTS, PoW and Strategic Priorities (including Bali Strategic Plan and	Yes	The project document explicitly demonstrates its alignment and relevance to UNEP, MTS (Medium-Term Strategy), PoW (Programme of Work), and strategic priorities, including the Bali Strategic Plan and South-South Cooperation.	

		South-South Cooperation)			6
		ii) GEF/Donor strategic priorities	Yes	The project is completely aligned with the priority of the donor, who considers it as a flagship project in a priority country for development cooperation. The Government of Norway has played a crucial role as a key development partner in this context.	
		iii) Regional, sub-regional and national environmental priorities?	Yes	The project exhibited a high level of relevance to the needs and priorities of the Grand Sud region, along with its communities and ecosystems. Furthermore, it made valuable contributions to all pertinent national policies, as well as regional and international agreements.	
		iv. Complementarity with other interventions	Yes	The project was developed based on existing UNEP interventions that were being implemented during the project's design phase, ensuring complete complementarity between them.	
D	Intended Results and Causality		YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
7	Are the causal pathways from project outputs (Availability of goods and services to intended beneficiaries) through outcomes (changes in stakeholder behaviour) towards impacts (long lasting, collective change of state) clearly and convincingly described in either the log frame or the TOC? (NOTE if there is no TOC in the project design documents a reconstructed TOC at Evaluation Inception will be needed)		Yes	While the theory of change and the logical framework outline the essential outcomes of the project, such as knowledge accumulation/transfer, capacity building and creating an enabling environment, there is a lack of certain intermediate outcomes and states. Additionally, the causal pathways are not sufficiently elaborated upon.	5
8	Are impact drivers and assumptions clearly described for each key causal pathway?		Yes	While certain assumptions can be considered as drivers, the document fails to include explicit drivers.	
9	Are the roles of key actors and stakeholders, including gendered/minority groups, clearly described for each key causal pathway?		Yes	The document provides a clear description of the roles of key actors and stakeholders within each causal pathway.	
10	Are the outcomes realistic with respect to the timeframe and scale of the intervention?		Yes	The adoption and implementation of legislation and changes in institutional arrangements typically take the longest time. The project focuses on developing and submitting recommendations for these changes, making the indicated time frame reasonable for achieving community-level results. However, the replication activities may face some time constraints	
E	Logical Framework and Monitoring		YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	
11	Does the logical framework ...	i) Capture the key elements of the Theory of Change/ intervention logic for the project?	Yes	The logical framework captures the key elements of the TOC.	6
		ii) Have appropriate and 'SMART' results at output level?	Yes	Most output indicators align with SMART (Specific, Measurable, Achievable, Relevant, Time-bound) criteria.	
		iii) Have appropriate and 'SMART' results at outcome level?	Yes	The logical framework demonstrates suitable and SMART outcomes at the level of desired results.	
		iv) Reflect the project's scope of work and ambitions?	Yes	The logical framework accurately represents the project's scope and aspirations.	
12	Is there baseline information in relation to key performance indicators?		Yes	Baseline information is available for key performance indicators.	

13	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	Yes	Specific targets for output and outcome indicators have been defined to indicate the desired level of achievement.	
14	Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?	Yes	The monitoring plan and logical framework provide a comprehensive list of milestones.	
15	Have responsibilities for monitoring activities been made clear?	Yes	Clear responsibilities were established for monitoring activities	
16	Has a budget been allocated for monitoring project progress?	Yes	Sufficient budget has been allocated for monitoring project progress.	
17	Is the workplan clear, adequate and realistic? (e.g. Adequate time between capacity building and take up etc)	Yes	The work plan is well-defined, appropriate, and achievable.	
F	Governance and Supervision Arrangements	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
18	Is the project governance and supervision model comprehensive, clear and appropriate? (Steering Committee, partner consultations etc.)	Yes	Under the leadership of a project steering committee (PSC), the project has been jointly managed by UNEP and the Government of Norway, with logistical support from UNOPS.	6
19	Are roles and responsibilities within UNEP clearly defined? (If there are no stated responsibilities for UNEP Regional Offices, note where Regional Offices should be consulted prior to, and during, the evaluation)	Yes	The Project Manager undertakes the responsibilities associated with the execution of the project activities.	
G	Partnerships	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
20	Have the capacities of partners been adequately assessed? (CHECK if partner capacity was assessed during inception/mobilisation where partners were either not known or changed after project design approval)	Yes	Well defined strategies for partnerships and cooperation.	5
21	Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	Yes	The project management setup is well-structured, with clearly defined roles and responsibilities.	
H	Learning, Communication and Outreach	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
22	Does the project have a clear and adequate knowledge management approach?	Yes	This project is designed on the lessons learned from the MGS - Phase I project.	6
23	Has the project identified appropriate methods for communication with key stakeholders, including gendered/minority groups, during the project life? If yes, do the plans build on an analysis of existing communication channels and networks used by key stakeholders?	Yes	The plans were built on analysis of existing communication channels and networks used by key stakeholders	
24	Are plans in place for dissemination of results and lesson sharing at the end of the project? If yes, do they build on an analysis of existing communication channels and networks?	Yes	The plans were built on an analysis of existing communication channels and networks used by key stakeholders	
I	Financial Planning / Budgeting	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
25	Are the budgets / financial planning adequate at design stage? (Coherence of the budget, do figures add up etc.)	Yes	Considering the proposed interventions and the scale of activities, the budget appears adequate, particularly when compared to similar initiatives in the country. However, some items within the budget seem to be allocated at a lower level.	5

26	Is the resource mobilization strategy reasonable/realistic? (E.g., If the expectations are over-ambitious the delivery of the project outcomes may be undermined or if under-ambitious may lead to repeat no cost extensions)	Yes	The project demonstrates a high level of cost-effectiveness by effectively coordinating and sharing resources with two other projects (GEF and AFD).	
J	Efficiency	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
27	Has the project been appropriately designed/adapted in relation to the duration and/or levels of secured funding?	Yes	The project's design aligns well with the duration and levels of secured funding.	6
28	Does the project design make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	Yes	Although the financial management of the project has been deemed satisfactory, certain procedures have led to decreased efficiency, particularly in terms of delays in fund transfers. These delays have consequently affected the project and its partners' ability to deliver outputs within the agreed-upon time frames.	
29	Does the project document refer to any value for money strategies (i.e., increasing economy, efficiency and/or cost-effectiveness)?	Yes	The project document highlights value for money strategies.	
30	Has the project been extended beyond its original end date? (If yes, explore the reasons for delays and no-cost extensions during the evaluation)	No	The project has not been extended beyond its original end date.	
K	Risk identification and Social Safeguards	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
31	Are risks appropriately identified in both the TOC/logic framework and the risk table? (If no, include key assumptions in reconstructed TOC at Evaluation Inception)	Yes	The theory of change and the project risk log appropriately identify climate risks (such as droughts, hurricanes, and flooding) as well as political transitions.	5
32	Are potentially negative environmental, economic, and social impacts of the project identified and is the mitigation strategy adequate? (Consider unintended impacts)	Yes	The project recognizes and addresses the potential adverse environmental, economic, and social impacts, demonstrating an adequate mitigation strategy.	
33	Does the project have adequate mechanisms to reduce its negative environmental footprint? (Including in relation to project management and work implemented by UNEP partners)	Yes	The project incorporates effective mechanisms to mitigate its environmental impact.	
L	Sustainability / Replication and Catalytic Effects	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
34	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	Yes	The socio-political context is unlikely to substantially improve, but the sustainability of project outcomes is not highly dependent on social/political factors. There is local commitment and adaptability demonstrated by the UNEP Country Office. Financial sustainability is moderately likely due to the long-term commitment of the Government of Norway and involvement of other development partners. However, the key institutions for sustainability are generally weak.	4.5
35	Was there a credible sustainability strategy and/or appropriate exit strategy at design stage?	Yes	There was a credible sustainability strategy and appropriate exit strategy at the project design stage.	
36	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action? (If yes, capture this feature in the	Yes	The project design presents strategies to promote and support scaling up, replication and catalytic action.	

	<i>reconstructed TOC at Evaluation Inception)</i>			
M	Identified Project Design Weaknesses/Gaps	YES/NO	Comments/Implications for the evaluation design (e.g., questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	Section Rating:
37	Were recommendations made by the PRC adopted in the final project design? If no, what were the critical issues raised by PRC that were not addressed.	Yes	The challenges include weak regulatory and institutional capacity, insufficient investment and start-up funds for agricultural production, fisheries, and biodiversity protection, inadequate waste management structures, lack of public awareness, and limited economic opportunities.	5
38	Were there any critical issues not flagged by PRC? (If yes, what were they?)	No	No critical issues were identified.	No rating applicable.
N	Gender Marker Score	SCORE	Comments	No rating applicable.
39	<p>What is the Gender Marker Score applied by UNEP during project approval? (This applies for projects approved from 2017 onwards)</p> <p>UNEP Gender Scoring: 0 = gender blind: Gender relevance is evident but not at all reflected in the project document. 1 = gender partially mainstreamed: Gender is reflected in the context, implementation, log frame, or the budget. 2a = gender well mainstreamed throughout: Gender is reflected in the context, implementation, log frame, and the budget. 2b = targeted action on gender: (to advance gender equity): the principal purpose of the project is to advance gender equality. n/a = gender is not considered applicable: A gender analysis reveals that the project does not have direct interactions with, and/or impacts on, people. Therefore, gender is considered not applicable.</p>	2a	Gender is well maintained throughout the project implementation.	

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

ANNEX X – Quality Assessment of The Evaluation Report

Quality Assessment of the Evaluation Report

Evaluand Title:

Terminal Evaluation of Macaya Grand Sud II- Regenerating Ecosystems, Building Green and Blue Economies to Achieve Sustainable Livelihoods” (ID 321.3 / PIMS 02027)

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
Substantive Report Quality Criteria		
<p>Quality of the Executive Summary:</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>The executive summary captures the main highlights of the project’s performances – both in terms of successes and challenges. Recommendations and Lessons learned are included; these require to be revised further. The summary of project performance and ratings by criteria are also included.</p>	5
<p>I. Introduction</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>The Introduction is complete and covers all the essential elements</p>	6
<p>II. Evaluation Methods</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.).</p>	<p>The section is complete and covers the main elements required for the description of the approach and methods used, including considerations for ethical issues, gender and human rights. Limitations to the evaluation have also been included.</p>	6

<p>Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. <i>Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have 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>III. The Project</p> <p>This section should include:</p> <ul style="list-style-type: none"> • <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). • <i>Results framework:</i> Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> Description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> A description of the implementation structure with diagram and a list of key project partners • <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 • <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>The section is complete and covers the main elements required for the description of the context, results framework, stakeholders, implementation arrangements and changes, as well as project financing.</p>	<p>6</p>
<p>IV. Theory of Change</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>²⁴ was designed (who was involved etc.) and applied to the context of the</p>	<p>The TOC narrative and diagram are presented clearly.</p> <p>More information about the process taken to reconstruct the TOC was required.</p> <p>While the connections between activities, outputs, and outcomes</p>	<p>5</p>

²⁴ 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

<p>project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the <i>TOC at Evaluation</i>. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'</i>. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>outlined in the Theory of Change and results framework are consistent, there are new elements introduced at Evaluation and an explanation of how this came about needs to be more detailed in the narrative.</p> <p>Some inconsistencies between the results statements in the TOC diagram and in the narrative have been noted.</p> <p>The section includes a comparison of the original results statements between the Prodoc and the reconstructed TOC.</p>	
<p>V. Key Findings</p> <p><u>Findings Statements</u>: The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p>These are captured in the Executive summary in a satisfactory manner</p>	5
<p>A. Strategic relevance:</p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation²⁵), 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"> i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities ii. Alignment to Donor/GEF/Partners Strategic Priorities iii. Relevance to Regional, Sub-regional and National Environmental Priorities iv. Complementarity with Existing Interventions 	<p>The section is complete and covers all the required aspects of relevance in adequate detail.</p>	5
<p>B. Quality of Project Design</p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>The design weaknesses and strengths are discussed. The ratings summary is presented in a table. Reference is made to the detailed design quality assessment template in the annex.</p>	6

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*.

²⁵ 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.

<p>C. Nature of the External Context</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 upheaval²⁶), and how they affected performance, should be described.</p>	<p>The external features of the context under which the project was being implemented are reported.</p>	<p>5</p>
<p>D. Effectiveness</p> <p>(i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention?</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>The section is complete.</p> <p>lacks an in-depth assessment on the outputs and focusses mainly on the completion of activities as indicated in the project's Completion Report. The text does not offer any independent insights as to how successful the project was in delivering against each of the programmed Outputs. The assessment of the project's achievement of Outcomes also lacks a robust analysis. Assessment of performance for these sub-criteria are mainly supported by self-reporting by the project.</p>	<p>3</p>
<p>(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>The analysis lacks a critical analysis of the causal pathways leading to the intended impact, including roles of key agents of the change process, as well as drivers and assumptions.</p>	<p>3</p>
<p>E. Financial Management</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"> • <i>Adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff • 	<p>This section is complete and covers the three aspects of financial management. However, the assessment does not provide an in-depth analysis with sufficient evidence provided to support the performance rating given for this criterion</p>	<p>3</p>
<p>F. Efficiency</p>	<p>The section is incomplete in its analysis of the implications of delays, time- and cost-saving measures employed by the</p>	<p>4.5</p>

²⁶ 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>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"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • 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. • The extent to which the management of the project minimised UNEP's environmental footprint. 	<p>project, synergies with pre-existing initiatives, etc.</p>	
<p>G. Monitoring and Reporting</p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • Project reporting (<i>e.g. PIMS and donor reports</i>) 	<p>The section is complete and covers all the three aspects of the criterion to varying levels of detail; one is able to get a general conception of performance under each sub-category assessed.</p>	<p>4.5</p>
<p>H. Sustainability</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> <ul style="list-style-type: none"> • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability 	<p>All the three aspects of sustainability have been covered in this section.</p> <ul style="list-style-type: none"> • <i>Socio-political Sustainability and Institutional Sustainability are sufficiently discussed, and some examples have been provided to support the assessments.</i> • <i>Financial Sustainability: It is not clear from the text how the project's outcomes will continue to be sustained financially after project closure.</i> 	<p>4.5</p>
<p>I. Factors Affecting Performance</p> <p>These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. 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"> • Preparation and readiness • Quality of project management and supervision²⁷ • Stakeholder participation and co-operation • Responsiveness to human rights and gender equality • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness 	<p>The section is complete although the extent to which these factors have been discussed is light</p>	<p>4</p>

• ²⁷ 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>VI. Conclusions and Recommendations</p> <p>i) Quality of the conclusions:</p> <p>Conclusions should be summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during an evaluation process. It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line.</p> <p>The key strategic questions should be clearly and succinctly addressed within the conclusions section. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p> <p>Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly.</p> <p>Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p>The conclusions section discusses the project's successes and some of its challenges in detail.</p> <p>The key strategic questions have been explicitly addressed.</p>	6
<p>ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>The lessons learned statements as formulated are quite general and applicable to projects even in a wider context. They are based on actual findings in the report.</p>	5
<p>iii) Quality and utility of the recommendations:</p> <p>To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p> <p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a</p>	<p>The section is complete.</p> <p>The recommendations as formulated:</p> <ul style="list-style-type: none"> - specify the remedial action being proposed to improve/correct the identified problem - identify specific agents for the recommended action - state the priority level 	5

<p>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>		
VII. Report Structure and Presentation Quality		
<p>i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?</p>	The report is complete and follows the guidelines given by the Evaluation Office in order to meet an acceptable level of quality.	5
<p>ii) Quality of writing and formatting: 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>	The report is written in English that is considerably well written; the quality and tone of the language used is acceptable for an official document. Formatting guidelines have been adhered to	5
OVERALL REPORT QUALITY RATING		Satisfactory

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.