



**Canada**

**STRENGTHENING ADAPTIVE CAPACITIES TO ADDRESS CLIMATE CHANGE  
THREATS ON SUSTAINABLE DEVELOPMENT STRATEGIES FOR COASTAL  
COMMUNITIES IN HAITI**

**FINAL EVALUATION REPORT**

*Port-au-Prince, Haiti*

Survey date: November / December 2016  
Report drafting date: December 2016 / January 2017

*This evaluation was conducted with the support of*

**GEF/UNDP**

**Haiti – Final Evaluation Report**  
**Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti**

Atlas ID:	00059395
PIMS ID of the project (UNDP):	3971
Project ID (GEF):	3733
Region and country of the project:	Haiti
Implementing partner:	Ministry of Environment (MDE), National Direction of Drinking Water and Sanitation (DINEPA), National Center of Geospatial Information (CNIGS), Food Security (CNSA)
Other Partners:	Ministry of Agriculture (MARNDR), Ministry of Economy and Finance (MEF)
Beneficiary:	Government of Haiti
Duration of the intervention:	2011-2016
Start date of the intervention:	September 2011
End date of the intervention (extension):	October 2016
GEF Focal Area	Climate Change
GEF4 Focal Area Strategic Objective:	To support pilot and demonstration projects for adaptation to climate change
UNDAF Goal/ UNDP Strategic Plan	
Environment and Sustainable Development Outcomes	1. Promote climate change adaptation 2. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans.
CPAP Output	1/ Strategic, legal, institutional and communicational frameworks are developed; and their implementation promoted to better address environmental and natural resources management problems at the national and local levels. 2/ Tools and systems to improve access to drinking water, sanitation services, and management of solid wastes are developed and implemented.

GEF's contribution:	USD 3,500,000
UNDP's contribution:	USD 200,000
Global Affairs Canada's contribution	USD 2,700,000
Government of Haiti's contribution (in kind):	USD 8,080,000
Total Budget:	USD 14,480,000
Evaluation team members:	Alexandre Borde (International expert)
Evaluation period:	November 28 – December 6, 2016
Evaluation report date:	December 2016 – January 2017

The evaluation field mission took place from November 28 to December 6, 2016. The project intervention sites of Jacmel and Aquin were visited.

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## Acronyms and Abbreviations

ACC	Adaptation to Climate Change
AIP	Annual Investment Program
ALM	Adaptation Learning Mechanism
AP3C/UE	<i>Appui à la prise en compte du changement climatique dans le développement national d'Haïti</i>
AWP	Annual Work Plan
CAEPA	Comité d'Approvisionnement en Eau Potable et d'Assainissement
CC	Climate Change
CCA	Climate Change Adaptation
CCAF	Canada-UNDP Climate Change Adaptation Facility
CIAT	National Committee for Territorial or Land use Public Infrastructure and Projects ( <i>Comité Interministériel d'Aménagement du Territoire</i> )
CIDA	Global Affairs Canada, former Canadian International Development Agency ,
CNIGS	National Center of Geospatial Information ( <i>Centre National de l'Information Géo-Spatiale</i> )
CNSA	Coordination Nationale de la Sécurité Alimentaire
CNP	Coordonnateur (trice) National(e) du Projet
COP	Conference of the Parties
COP-21	21 <sup>st</sup> Conference of the Parties to the UNFCCC
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPP	Comité de Pilotage du Projet
DDE/SE	<i>Direction Départementale pour le Sud-Est du Ministère de l'Environnement</i>
DINEPA	<i>Direction Nationale de l'Eau Potable et de l'Assainissement</i>
DPC	Office of Civil Protection
EGP	<i>Équipe de Gestion du Projet</i>
EU	European Union
FAES	Economic and Welfare Assistance Fund
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
GCCA	Global Climate Change Alliance
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	GreenHouse Gas
GiZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
INDC	Intended Nationally Determined Contribution
IPCC	Intergovernmental Panel on Climate Change
LDCF	Least Developed Countries Fund
LECZ	Low Elevation Coastal Zones
MARDNR	Ministry of Agriculture, Natural Resources and Rural Development
MDE	Ministry of Environment ( <i>Ministère de l'Environnement</i> )
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finances
MICT	Ministry of Interior and Territorial Communities
MPCE	Ministry of Planning and External Cooperation
MTR	Mid-Term Review
NAPA	National Action Programs for Adaptation
NGO	Non Governmental Organizations
NIM ou NEX	<i>Modalité d'Exécution Nationale du PNUD</i>

ODSA	<i>Observatoires Départementaux de Sécurité Alimentaire</i>
OECS	Organization of East Caribbean States
ONEV	National Observatory of Environment and Vulnerability
OREPA	<i>Office Régional d'Eau Potable et d'Assainissement</i>
PIF	Project Identification Form
PIR	Project Implementation Review
PMT	Project Management Team
PPCR	Pilot Program for Climate Resilience
SAP	<i>Système d'Alerte Précoce</i> (Early Warning System)
SNGRD	National System for Risk and Disaster Management
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNFCCC	United Nations Framework Convention on Climate Change
USAID	US Agency for International Development
USD	US Dollars
VRA	Vulnerability Reduction Assessment
WMO	World Meteorological Organization

## Résumé exécutif (FR)

Le projet financé par le PNUD, le FEM et GAC (Global Affairs Canada) intitulé “Renforcement des capacités d’adaptation des communautés côtières d’Haïti pour faire face aux menaces du changement climatique sur les stratégies de développement durable a duré six ans, entre 2011 et 2016. Le but du projet était de renforcer la capacité d’Haïti à intégrer ses politiques d’adaptation au changement climatique au sein de ses plans de développement locaux et nationaux. Le projet aspirait à améliorer les capacités institutionnelles du pays et à répondre aux risques climatiques grandissants dans les zones côtières.

Tableau récapitulatif du projet

<p>Intitulé : Renforcement des capacités d’adaptation pour faire face aux menaces du changement climatique sur les stratégies de développement durable des communautés côtières en Haiti.</p> <p>Période du Programme PNUD : 2010-2014</p> <p>Durée du projet : 66 mois</p> <p>Arrangements de mise en œuvre : NIM</p>	<p>Date de signature du Document de Projet : 18/04/2011</p> <p>Date de clôture prévue: 06/2014</p> <p>Date de clôture réelle : 31/10/2016</p> <p>Délai accordé: 9 mois</p>																																						
<p>Budget lors de l’approbation du DG (USD)</p> <table><tr><td>Budget total</td><td>13,280,000</td></tr><tr><td>FEM</td><td>3,500,000</td></tr><tr><td>Contribution du PNUD:</td><td>200,000</td></tr><tr><td>Montant du cofinancement du Gouvernement de Haïti (en nature):</td><td>9,580,000</td></tr><tr><td>MDE</td><td>2,900,000</td></tr><tr><td>CIAT</td><td>2,000,000</td></tr><tr><td>CNIGS</td><td>1,500,000</td></tr><tr><td>CNSA</td><td>180,000</td></tr><tr><td>DINEPA</td><td>3,000,000</td></tr></table>	Budget total	13,280,000	FEM	3,500,000	Contribution du PNUD:	200,000	Montant du cofinancement du Gouvernement de Haïti (en nature):	9,580,000	MDE	2,900,000	CIAT	2,000,000	CNIGS	1,500,000	CNSA	180,000	DINEPA	3,000,000	<p>Budget lors de la clôture du projet (USD)</p> <table><tr><td>Budget total</td><td>15,480,000</td></tr><tr><td>FEM</td><td>3,500,000</td></tr><tr><td>PNUD</td><td>200,000</td></tr><tr><td>CIDA (Global Affairs Canada)</td><td>2,700,000</td></tr><tr><td>Montant du cofinancement du Gouvernement de Haïti (en nature):</td><td>8,080,000</td></tr><tr><td>MDE</td><td>3,900,000</td></tr><tr><td>CIAT</td><td>2,000,000</td></tr><tr><td>CNIGS</td><td>1,500,000</td></tr><tr><td>CNSA</td><td>180,000</td></tr><tr><td>DINEPA</td><td>1,500,000</td></tr></table>	Budget total	15,480,000	FEM	3,500,000	PNUD	200,000	CIDA (Global Affairs Canada)	2,700,000	Montant du cofinancement du Gouvernement de Haïti (en nature):	8,080,000	MDE	3,900,000	CIAT	2,000,000	CNIGS	1,500,000	CNSA	180,000	DINEPA	1,500,000
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## Résumé exécutif

Le principal problème que le projet cherchait à résoudre était la vulnérabilité croissante des zones côtières à faible élévation (LECZ) d’Haïti au changement climatique. Les autorités locales et nationales, actuellement à faible capacité technique, capacité de gestion, ressources matérielles et ressources financières, ont été les principaux obstacles à surmonter ou à faire face aux changements anticipés. La population côtière en particulier manque de capacités, de ressources et d’aide financière pour s’adapter et surmonter l’aggravation des conditions climatiques.

L’objectif principal du projet est de «renforcer la capacité d’Haïti à intégrer les politiques d’adaptation aux changements climatiques dans les plans de développement locaux et nationaux». Du point de vue de l’évaluateur, l’objectif global est équivalent à son objectif de développement. À l’heure actuelle,

l'adaptation au changement climatique, soulignée par certaines stratégies et plans nationaux importants, figure parmi les priorités en Haïti et a été reconnue comme la base du développement durable.

Le projet a été officiellement lancé par un atelier à Port-au-Prince le 22 septembre 2011. Dès le départ, les éléments du cadre logique du projet ont été salués comme un modèle pour les futures initiatives sur l'adaptation au changement climatique. Il a été mis en œuvre conformément au document de projet PNUD-FEM (ProDoc), élaboré en 2010 et révisé fin 2012 / début 2013 dans le cadre d'une contribution financière de l'Agence canadienne de développement international (ACDI) pour la période 2014-2015. Le projet devait durer quatre ans jusqu'en décembre 2015 et a reçu une prolongation de neuf mois de suite à une demande du bureau de pays du PNUD.

Le fonctionnement du projet a été retardé, au départ, par des difficultés organisationnelles et institutionnelles, notamment le départ du Point Focal National et le recrutement d'un nouveau PNR. Ce dysfonctionnement de départ a été bien traité par le PNUD et le PMU. De plus, le cofinancement de l'ACDI à partir de 2013 a stimulé le projet. Le projet a donc reçu une prolongation de la date de clôture du projet, ce qui a permis la finalisation de nombreuses activités.

Le projet a touché plus de 200 000 bénéficiaires en sensibilisant aux impacts du changement climatique, en renforçant les capacités des communautés locales à s'adapter au changement climatique grâce à une meilleure gestion des ressources en eau et des pratiques agricoles durables. Il a créé un environnement dynamique avec une forte implication des acteurs au niveau national et local en renforçant la Direction du Changement Climatique au sein du ministère de l'Environnement, en promouvant la coopération interministérielle et impliquant un grand nombre d'ONG et d'OSC dans les activités de projets.

Bien que certains projets pilotes aient eu moins d'impact que d'autres, toute l'initiative LDCF a créé un environnement propice et un fort intérêt pour l'adaptation au changement climatique en Haïti. Le projet a en effet été un catalyseur de l'action d'adaptation au changement climatique dans le pays, comme en témoigne l'élaboration d'instruments stratégiques hautement stratégiques tels que l'INDC du pays et la Politique nationale sur le changement climatique qui est encore en cours d'élaboration avec le soutien direct de l'équipe de projet. Le projet a donc montré que l'investissement dans le secteur de l'environnement en Haïti est très pertinent lui-même.

Un grand nombre d'initiatives d'adaptation aux changements climatiques sont en cours de développement grâce à la coopération créée par le projet. Le projet de l'ACDI sur le renforcement des chaînes de valeur agroalimentaires et l'adaptation au changement climatique, le projet ONU Femmes, l'UNESCO et le PNUD sur les femmes et les catastrophes, le projet AP3C de l'UE et de nombreuses autres initiatives en cours de formulation.

Dans le cadre de ce projet, de nombreux partenariats ont été mis en place pour faciliter la mise en œuvre des activités du projet. Ces partenariats ont impliqué des organismes de recherche, des ministères, des municipalités et des universitaires. L'évaluateur considère que ces partenariats ont contribué au succès de la mise en œuvre du projet. Efficaces et diversifiés, ils ont apporté une réelle valeur ajoutée à cette initiative.

Le projet semble être un succès par rapport aux objectifs initialement fixés, d'une part, et contre la vision que les bénéficiaires en ont, d'autre part.



Les principales conclusions de l'évaluation du terminal sur ce projet sont:

- Le projet ACC a soutenu le développement de huit projets pilotes sur l'adaptation au changement climatique, en mettant les communautés locales au savoir-faire et aux nouvelles technologies, ce qui leur a permis de mieux s'adapter au changement climatique.
- Dans un contexte post-Matthew, le projet a également permis d'accroître la résilience des agriculteurs et a contribué à atténuer les inondations grâce à l'infrastructure de gestion de l'eau. Pourtant, certaines activités et constructions de projets ont été touchées et doivent être reconstruites.
- Le projet a sans doute renforcé la Direction du changement climatique ainsi que les bureaux départementaux de l'environnement (DDE / SE et DDE / S). La capacité institutionnelle a donc été renforcée, d'autant que le projet a déclenché une coopération interministérielle sur les aspects multisectoriels du changement climatique.
- La prise en compte étendue des aspects sexospécifiques dans les activités de projet et le suivi a été un succès avec une forte participation des femmes dans les projets pilotes et l'élaboration d'une stratégie de genre.
- Le projet du CAC a généré une grande quantité de connaissances et d'informations sur le changement climatique en Haïti, en diffusant des connaissances non seulement sur les impacts du changement climatique, mais aussi sur les approches et pratiques d'adaptation. La sensibilisation a atteint plus de 200 000 personnes et le projet a entraîné une forte implication des communautés locales ainsi que des parties prenantes institutionnelles dans tous les ministères. Le partenariat avec la DINEPA / OREPA sur les projets pilotes du bassin versant a été particulièrement fructueux.
- Aucune stratégie claire de sortie n'a été élaborée par les partis nationaux sur la façon dont les mesures d'adaptation seront maintenues après le financement du projet. Pourtant, la mise en œuvre du projet AP3C de l'UE et un nouveau projet GAC de l'ACDI garantissent la poursuite de la mise en œuvre de certaines activités d'adaptation. Il est néanmoins nécessaire d'élaborer une stratégie de sortie solide pour assurer la durabilité des capacités d'adaptation acquises aux niveaux national et local.
- Le pays a besoin d'une assistance technique et financière encore forte, les effets négatifs du changement climatique devenant de plus en plus sévères. Les stratégies et les technologies d'adaptation doivent être mises à l'échelle et développées dans tout le pays.
- L'évaluation finale confirme ainsi que le projet présente un bon terrain de reproduction grâce à des activités bien documentées et à des réalisations durables du projet.

Tableau d'évaluation (notes)

Critère	Note	Commentaire
<b>Implementation of the project</b>		
<b>Contrôle et Evaluation</b>	<b>S</b>	<p>La planification du suivi et de l'évaluation était assez complète et détaillée dans le document de projet, en intégrant à la fois les évaluations internes quotidiennes et annuelles du S &amp; E ainsi que les évaluations externes à la mi-projet et à l'achèvement du projet. Un budget cohérent a été mis en place pour assurer le fonctionnement du S &amp; E.</p> <p>Le système de suivi et d'évaluation était fragile et donc peu fiable au début de la mise en œuvre du projet (les rapports de suivi et d'évaluation étaient souvent incomplets) et cela a été souligné dans l'examen à mi-parcours. Une réponse appropriée à l'examen à mi-parcours a ensuite été mise en œuvre, y compris un outil de suivi et d'évaluation mis à jour et élaboré, avec des données crédibles présentées dans les rapports techniques des partenaires et recueillies lors des visites sur le terrain du S &amp; E.</p> <p>Les recommandations de l'examen à mi-parcours ont été mises en œuvre et ont eu des conséquences positives sur l'exécution du projet, avec des ajustements appropriés des activités du projet concernant les progrès et le temps restant pour ces activités.</p>
<b>Mise en œuvre par le PNUD</b>	<b>S</b>	Les activités de mise en œuvre, de suivi et de facilitation du PNUD ont été assurées de manière adéquate tout au long du projet. La structure et la mise en œuvre du projet étaient adéquates et le rôle joué par le PNUD comme garant de cette adéquation.
<b>MDE Execution</b>	<b>S</b>	Le MDE a pleinement joué son rôle d'agent d'exécution du projet, avec la mise à disposition de locaux et de personnel tout au long de la durée du projet, ainsi qu'une supervision politique et technique appropriée du projet. Le projet a été confronté à des difficultés institutionnelles et organisationnelles dans le rôle et le positionnement des différents partenaires clés lors du départ du point focal du projet du PNUD au milieu de l'année 2012 et les difficultés ultérieures rencontrées par le bureau pour surveiller efficacement les progrès de la coordination du projet. Et le projet était en cours de juin à fin septembre 2013 en raison de l'absence d'un NPD. Un renouvellement de l'UGP après septembre 2013 a considérablement accru la dynamique de mise en œuvre des activités du projet.

<b>Coordination entre le PNUD, le partenaire de mise en oeuvre et le partenaire executif</b>	<b>S</b>	Pendant toute la durée du projet, la coordination entre le PNUD, le MDE et le CIAT n'a pas été un problème majeur, hormis une période de difficultés organisationnelles en 2012 après le départ du Point Focal du FEM. Outre cela, la coordination du MDE a été bonne pendant la mise en œuvre du projet. Un nouveau point focal national a été désigné pour le projet dans le MDE et le MDE a fourni des locaux pour le projet dans le cadre de leur contribution en nature. De plus, le ministère a fourni des ressources humaines pour toutes les activités de sensibilisation réalisées dans le cadre du projet.
<b>Project results</b>		
<b>Résultats globaux</b>	<b>S</b>	<p>Le document de projet, tel qu'il était initialement conçu, est ambitieux et correspond aux préoccupations des communautés locales touchées par le changement climatique.</p> <p>L'évaluation finale du projet montre que les résultats globaux ont tous été atteints. Les approches de mise en œuvre adoptées ont permis d'atteindre cet objectif grâce à ses extrants et impacts. Le projet a atteint son objectif en augmentant la résistance des zones côtières à faible altitude aux menaces émergentes liées au changement climatique et à la capacité institutionnelle de planifier et de réagir aux impacts induits par le climat dans les zones côtières. Des lacunes mineures ont été observées dans les résultats des projets, comme il est expliqué ci-dessous, mais le projet a fourni la plupart des résultats prévus. Au total, 50 ateliers de formation sur la DAC, la sécurité alimentaire, l'information sur le climat et la gestion des risques de catastrophe ont été entrepris, formant plus de 1 200 personnes. Des campagnes de sensibilisation ont attiré plus de 200 000 personnes qui ont manifesté leur intérêt pour les enjeux liés au changement climatique, 2 150 documents et manuels de communication relatifs à la DPA ont été diffusés et 8 projets pilotes ont été ou sont mis en œuvre à la suite de ce projet.</p>
<b>Pertinence</b>	<b>HS</b>	La pertinence du projet est évidente car la question de la sécurité alimentaire et de la gestion durable de l'eau est importante et sensible aux aléas climatiques en Haïti. Cela justifie le choix des essais et le développement des activités d'adaptation agricole et de gestion de l'eau. En tant que première initiative du FDCF sur l'adaptation au changement climatique en Haïti et implication directe du document national du PANA, le projet était urgent en ce qui concerne

		les menaces du changement climatique pour le pays et en particulier la vulnérabilité croissante des zones côtières.
<b>Efficacité et efficience</b>	<b>S</b>	<p>L'analyse de l'efficacité et de l'efficience a été faite en fonction de l'adéquation des dépenses et des moyens financiers utilisés pour atteindre les résultats escomptés. Si les résultats ne peuvent pas tous être quantifiés, les résultats, fondés sur plusieurs données micro-économiques et qualitatives, sont largement positifs. Les fonds ont été décaissés de manière appropriée et les résultats connexes ont été pour la plupart positifs comme décrit ci-dessus.</p> <p>Il convient de mentionner que l'équipe a démontré sa motivation et sa participation à la mise en œuvre du projet. Cette évaluation est basée sur les témoignages des bénéficiaires et des partenaires nationaux, à commencer par la Direction des changements climatiques et les délégués ministériels du Ministère de l'environnement rencontrés par l'équipe d'évaluation les 1er et 2 décembre 2016. Inversement, l'équipe de projet Pourraient bénéficier de la capacité institutionnelle et des capacités d'interaction politique majeures que peut attendre d'une autorité gouvernementale. De plus, le RPC a travaillé régulièrement.</p>
<b>Appropriation par le pays</b>	<b>S</b>	<p>Le projet est le résultat d'un processus qui a ses origines lors de la rédaction de la PANA.</p> <p>Les décisions importantes (choix du CNP, des sites cibles dans les départements Sud et Sud-Est ...) et des activités ont été mises en œuvre avec l'accord systématique et global du RPC et des autorités haïtiennes. Une coopération étroite avec le gouvernement a certainement permis que le projet soit approprié par les institutions à tous les niveaux (y compris les villages); Elle a également contribué à intégrer assez facilement les questions de changement climatique, même si les bénéficiaires sont principalement concernés par l'amélioration de leurs conditions de vie.</p> <p>Il faut donc souligner que l'implication et l'appropriation ont été très satisfaisantes aux niveaux local et national: tant de la part des populations rurales, des villages et des autorités que d'autres institutions nationales partenaires. Tous ont été très satisfaits du projet et ont participé activement à sa mise en œuvre: les représentations ministérielles des ministères de l'environnement et de l'agriculture ont apporté leur soutien par l'entremise de leurs experts et des communautés locales à travers les différents groupes. Bien que l'implication ait été</p>

		inégale entre les bureaux du Sud et du Sud-Est concernant les activités du projet pilote.
<b>Durabilité</b>	<b>S</b>	<p>L'évaluation du projet du CAC a montré que la population bénéficiaire était motivée par le projet: elle constitue un atout pour le pays et est vécue comme telle. La durabilité des activités entreprises semble probable. Cependant, pour que ses impacts soient bénéfiques et durables, une réplication des activités sera nécessaire. Les résultats positifs du projet devraient être utilisés pour étendre les pratiques du projet aux autres zones vulnérables du pays.</p> <p>Certains partenariats garantissent déjà la pérennité des actions du projet comme le programme d'intégration des changements climatiques au niveau national financé par l'Union européenne qui travaille sur les stratégies nationales de développement - smart smart et les activités sur le terrain où les activités pilotes du projet peuvent être reproduites.</p>
<b>Impact</b>	<b>S</b>	<p>L'impact du projet a été confirmé par l'évaluation finale concernant l'objectif principal et les objectifs spécifiques. Le projet a touché plus de 200 000 personnes grâce à une campagne de sensibilisation sur les questions liées au changement climatique et à des formations sur l'adaptation, l'information sur le climat, la gestion de l'eau et les pratiques agricoles adaptées.</p> <p>Bien que certains projets pilotes aient eu moins d'impact que d'autres, toute l'initiative LDCF a créé un environnement propice et un fort intérêt pour l'adaptation au changement climatique en Haïti. Le projet a en effet été un catalyseur de l'action d'adaptation au changement climatique dans le pays, comme en témoigne l'élaboration d'instruments stratégiques hautement stratégiques tels que l'INDC du pays et la Politique nationale sur le changement climatique qui est encore en cours d'élaboration avec le soutien direct de la projet de groupe. Le projet a donc montré que l'investissement dans le secteur de l'environnement en Haïti est très pertinent lui-même.</p>

#### Résumé des recommandations

- Premièrement, les résultats positifs du projet doivent être récupérés et reproduits à une plus grande échelle, comme le demande implicitement le gouvernement par l'entremise de la CINI. Les partenariats avec les ONG et les autres partenaires techniques doivent être renforcés dans les futurs projets. Plus généralement, la coordination avec les donateurs et les autres acteurs du développement et du climat en Haïti doit être poursuivie, amplifiée et étendue à de nouveaux acteurs tels que le Fonds vert pour le climat. Il est recommandé de formuler une note conceptuelle pour un montant d'environ 40 millions

de dollars EU, afin de mettre en œuvre un projet national de résilience et de reboisement. Ce projet pourrait être mis en œuvre dans des zones vulnérables dans les départements Sud et Grande Anse.

- Le pays doit élaborer une stratégie claire pour le financement du climat dans le pays au niveau national et international. L'application du MEF pour devenir une entité accréditée par le GCF doit être soutenue à l'aide des fonds de préparation du GCF. L'expérience du PNUD dans les procédures du GCF pourrait être très bénéfique.
- La coopération entre le PNUD et les autorités nationales et locales devrait être poursuivie sur des thèmes similaires à ceux couverts par le projet du CAC, y compris sur l'accès aux ressources en eau, le reboisement et les écosystèmes marins et côtiers.
- La capacité institutionnelle accrue déclenchée par le projet doit être soutenue et améliorée. Le site web de DCC doit rester actif, le CDC devrait continuer à recruter des experts et les activités d'adaptation devraient être suivies dans les départements, mais aussi dans les communes. Le changement climatique devrait être intégré dans les politiques sectorielles du pays, en commençant par intégrer l'adaptation au changement climatique dans la planification budgétaire nationale. La coopération interministérielle créée par le projet doit être poursuivie et les aspects environnementaux doivent être intégrés dans les politiques multisectorielles.
- De même, l'ACDI devrait continuer de financer des activités d'adaptation fondées sur les réalisations du projet dans le domaine de l'agriculture durable et des comités de bassins hydrographiques.
- La coopération entre les agences nationales et les communes ("communes") doit être développée pour assurer une plus grande durabilité des mesures d'adaptation au niveau local et pour une meilleure harmonisation des initiatives d'adaptation.
- Le projet a créé une dynamique favorable aux actions d'adaptation au changement climatique aux niveaux national et local, mais comme il s'agissait de la première initiative d'adaptation de nombreuses activités doivent être poursuivies et prolongées. Dans le cadre du prochain cycle programmatique, il est recommandé de se concentrer transversalement sur l'accès à l'eau, de renforcer la résilience des moyens de subsistance dans les zones isolées avec des communautés très vulnérables et d'adapter le changement climatique à la santé.

## Executive Summary

The UNDP-GEF-GAC funded project entitled “Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti” lasted for 6

years, from 2011 until 2016. The goal of the project was to strengthen Haiti's capacity to mainstream climate change adaptation policies into local and national development plans. It aims to enhance the institutional capacity of the country and to respond to increasing climate risks in coastal areas.

#### Project Summary Table

<p>Title: Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti</p> <p>UNDP Country Program Period :2010-2014</p> <p>Project Duration: 66 months</p> <p>Implementation Arrangements: NIM</p>	<p>Project Document Signature Date: 18/04/2011</p> <p>Original Planned Closing Date: 06/2014</p> <p>Actual Closing Date: 31/10/2016</p> <p>Extension duration granted: 9 months</p>																																						
<p>Budget at CEO Endorsement (USD)</p> <table> <tr> <td>Total budget</td><td>13,280,000</td></tr> <tr> <td>GEF</td><td>3,500,000</td></tr> <tr> <td>UNDP's contribution:</td><td>200,000</td></tr> <tr> <td>Government of Haiti's co-financing total (in kind):</td><td>9,580,000</td></tr> <tr> <td>MDE</td><td>2,900,000</td></tr> <tr> <td>CIAT</td><td>2,000,000</td></tr> <tr> <td>CNIGSCNIGS</td><td>1,500,000</td></tr> <tr> <td>CNSA</td><td>180,000</td></tr> <tr> <td>DINEPA</td><td>3,000,000</td></tr> </table>	Total budget	13,280,000	GEF	3,500,000	UNDP's contribution:	200,000	Government of Haiti's co-financing total (in kind):	9,580,000	MDE	2,900,000	CIAT	2,000,000	CNIGSCNIGS	1,500,000	CNSA	180,000	DINEPA	3,000,000	<p>Budget at project closing (USD)</p> <table> <tr> <td>Total Budget</td><td>15,480,000</td></tr> <tr> <td>GEF</td><td>3,500,000</td></tr> <tr> <td>UNDP</td><td>200,000</td></tr> <tr> <td>GAC</td><td>2,700,000</td></tr> <tr> <td>Government of Haiti's co-financing total (in kind):</td><td>8,080,000</td></tr> <tr> <td>MDE</td><td>3,900,000</td></tr> <tr> <td>CIAT</td><td>100,000</td></tr> <tr> <td>CNIGSCNIGS</td><td>1,500,000</td></tr> <tr> <td>CNSA</td><td>250,000</td></tr> <tr> <td>DINEPA</td><td>1,500,000</td></tr> </table>	Total Budget	15,480,000	GEF	3,500,000	UNDP	200,000	GAC	2,700,000	Government of Haiti's co-financing total (in kind):	8,080,000	MDE	3,900,000	CIAT	100,000	CNIGSCNIGS	1,500,000	CNSA	250,000	DINEPA	1,500,000
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#### Executive Summary

The main problem that the project was seeking to address was the increasing vulnerability of Low-Elevation Coastal Zones (LECZ) of Haiti to climate change. The local and national governments presently low technical capacity, management capacity, physical resources and financial resources were the main barriers to overcome or cope with the anticipated changes. The coastal population in particular lacks the capacity, resources and financial assistance to adapt to and overcome worsening climatic conditions.

The main goal of the project is to "strengthen Haiti's capacity to mainstream climate change adaptation policies into local and national development plans". From the evaluator's perspective, the overall goal is equivalent to its development objective. Currently, adaptation to climate change, as emphasized by some important national strategies and plans, is among priority agenda in Haiti and has been recognized as a basis of sustainable development.

The project was officially launched by a workshop in Port-au-Prince on September 22, 2011. From the outset, the elements of the project's logical framework were hailed as a model for future initiatives on Climate Change Adaptation (CCA). It was implemented according the UNDP-GEF project document (ProDoc), which was developed in 2010 and revised late 2012/early 2013 in the context of a financial

contribution from the Global Affairs Canada (GAC) for the period 2014/2015. The project was expected to last four years until December 2015 and was granted a nine months' extension following a request from UNDP Country Office.

The operation of the project was delayed, at the beginning, by organizational and institutional difficulties including the departure of the National Focal Point and the recruitment of a new RNP. This starting dysfunction has been well treated by the UNDP and the PMU. Moreover, the co-financing from GAC starting in 2013 boosted the project. The project thus received an extension for the project closing date, which allowed the finalization of many activities.

The project affected more than 200,000 beneficiaries by raising awareness on climate change impacts, strengthening capacities of local communities to adapt to climate change through better waters resources management and sustainable agricultural practices. It has created a dynamic environment with strong implication of stakeholders at national and local level by reinforcing the Direction of Climate Change in the ministry of Environment, promoting inter-ministerial cooperation, and involving a wide number of NGOs and CSOs in projects activities.

Though some pilot projects have been less impactful than others, the whole LDCF initiative has created an enabling environment and strong interest in climate change adaptation in Haiti. The project has indeed proven catalytic for climate change adaptation action in the country, as shown by the development of highly strategic policy instruments such as the country's INDC as well as the National Climate Change Policy which is still under development, with the direct support of the project team. The project has thus shown that investing in the environmental sector in Haiti is highly relevant itself.

A wide number of climate change adaptation initiatives are now being developed thanks to the cooperation created by the project, such as; GAC's project on "Strengthening agri-food value chains and adaptation to climate change", UN Women, UNESCO and UNDP's project on Women and Disaster, EU's AP3C project, and many other initiatives under formulation.

As part of this project, many partnerships have been implemented to facilitate the implementation of project activities. These partnerships have involved research organizations, government departments and municipalities and academics. The evaluator considers that these partnerships have been instrumental to the success of the project implementation. Efficient and diverse they have brought a real added value to this initiative.

The project appears to be a success against the objectives set initially, on the one hand, and against the vision that the beneficiaries hold of it, on the other hand.

The Terminal evaluation's main conclusions on this project are:

- The ACC project supported the development of eight pilot projects on climate change adaptation, introducing local communities to know-how and new technologies, which allowed them to better adapt to climate change.
- In a post-Matthew context, the project has also proven to increase farmers' resilience, and helped mitigate flooding thanks to water management infrastructure. Yet, some of the projects activities and constructions were affected and need to be reconstructed.
- The project has arguably strengthened the Direction for Climate Change as well as the department offices for environment (DDE/SE and DDE/S). Institutional capacity has thus been



enhanced, especially since the project triggered an inter-ministry cooperation on the multi-sectoral aspects of climate change.

- The extensive inclusion of gender aspects in project activities and monitoring has been a success with a strong participation of women in the pilot projects and the development of a gender strategy.
- The ACC project has generated a wide amount of knowledge and information on climate change in Haiti, disseminating knowledge not only on the impacts of climate change but on adaptation approaches and practices. Awareness-raising has reached more than 200,000 people and the project has triggered a strong implication of local communities as well as institutional stakeholders across ministries. The partnership with DINEPA/OREPA on watershed pilot projects has been particularly successful.
- No clear exit strategy has been developed by national parties as to how adaptation measures will be sustained after the project financing. Yet, the implementation of the EU AP3C project and a new GAC project are guaranteeing further implementation of some adaptation activities. There is though a need to build a strong exit strategy to ensure the sustainability of acquired adaptive capacity at national and local level.
- The country's need for technical and financial assistance is still strong as climate change adverse impacts become more and more severe. Adaptation strategies and technologies must be scaled up and developed across the country.
- The final evaluation thus confirms that the project presents good ground for replication thanks to well-documented activities and sustainable achievements of the project.

The project evaluation can be summarized in the following scoring table:

#### Evaluation Code

<b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i></b>	<b><i>Sustainability ratings:</i></b>	<b><i>Relevance ratings</i></b>
6: Highly Satisfactory (HS): no shortcomings	4. Likely (L): negligible risks to sustainability	2. Relevant (R)
5: Satisfactory (S): minor shortcomings	3. Moderately Likely (ML): moderate risks	1.. Not relevant (NR)
4: Moderately Satisfactory (MS)	2. Moderately Unlikely (MU): significant risks	<b><i>Impact Ratings:</i></b>
3. Moderately Unsatisfactory (MU): significant shortcomings		3. Significant (S)
2. Unsatisfactory (U): major problems		

1. Highly Unsatisfactory (HU): severe problems	1. Unlikely (U): severe risks	2. Minimal (M) 1. Negligible (N)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

### Evaluation Scoring Table

Criteria	Note	Comment
<b>Implementation of the project</b>		
<b>Monitoring and evaluation</b>	<b>S</b>	<p>Planning for monitoring and evaluation was quite comprehensive and detailed in the project document, integrating both internal M&amp;E daily and annually, and external evaluations at mid-project and project completion. A consistent budget was implemented to ensure the functioning of M&amp;E.</p> <p>The monitoring and evaluation system was fragile and therefore unreliable at the beginning of project implementation (monitoring and evaluation reports were often incomplete) and this was pointed out in the MTR. A proper MTR response was then implemented including an updated and elaborated M&amp;E tool with credible data submitted in technical reports of partners and collected during M&amp;E field visits.</p> <p>The recommendations of the MTR have been implemented and had positive consequences on the project execution, with appropriate adjustments of project activities regarding the progress and remaining time for these activities.</p>
<b>UNDP implementation</b>	<b>S</b>	The UNDP's implementation, monitoring and facilitation work was provided adequately throughout the project. The structure and implementation of the project were adequate, and the role of UNDP significant as the guarantor of this adequation.
<b>MDE Execution</b>	<b>S</b>	The MDE has fully played its role as executing agency of the project, with the provision of premises and staff throughout the life of the project, and an appropriate political and technical supervision of the project. The project was confronted to institutional and organizational difficulties in the role and positioning of the various key partners during the departure of the project coordinator in the middle of the 2012 and subsequent difficulties faced by the office to efficiently monitor progress of the project coordination unit, and the project was pending from June to end of September 2013 due to the absence of an NPD. A renewal of the PMU after September 2013 has significantly increased the implementation dynamics of the project activities.
<b>Coordination between the UNDP, the implementing</b>	<b>S</b>	Over the whole project duration, the coordination between UNDP, the MDE and the CIAT has not been a major problem,

<b>partner and the executive partner</b>		apart from a period of organizational difficulties in 2012 after the departure of the GEF Focal Point. Besides that, the coordination the MDE has been good during the project implementation. A new National Focal Point has been designated for the project in MDE and the MDE provided office space for the project as part of their in-kind contribution. In addition, the ministry provided human resources for all awareness activities done through the project.
<b>Project results</b>		
<b>Global results</b>	<b>S</b>	<p>The project document, as it was originally developed, is ambitious, and corresponds to the concerns of local communities affected by climate change.</p> <p>The final evaluation of the project shows that the overall results were all achieved. The implementation approaches adopted have ensured the attainment of this objective through its outputs and impacts. The project has achieved its objective by increasing the resilience of low-elevation coastal zones to emerging climate change threats enhanced and the institutional capacity to plan for and respond to climate induced impacts in coastal areas. Minor shortcomings have been observed in project results, as detailed below, but the project has delivered most of the planned outcomes. Overall 50 training workshops on CCA, food security, climate information, and disaster risk management have been undertaken, training more than 1,200 people. Awareness raising campaigns have reached more than 200,000 people now showing their interest in climate change issues, 2,150 communication materials and manuals relating to CCA have been disseminated, and 8 CCA pilot projects have been or are being implemented as a result of this project.</p>
<b>Relevance</b>	<b>HS</b>	The relevance of the project is obvious as the question of food security and sustainable water management is important and sensitive to climatic hazards in Haiti. This justifies the choice of testing and developing agricultural and water management adaptation activities. As the first LDCF initiative on climate change adaptation in Haiti and a direct implication of the country's NAPA document, the project was urgently needed regarding climate change threats to the country, and especially the increasing vulnerability of coastal zones.
<b>Efficiency and Effectiveness</b>	<b>S</b>	<p>The analysis of effectiveness and efficiency was made with reference to the appropriateness of expenditures and financial means used to achieve the desired results. If the results cannot all be quantified, the results, based on several micro-economic data and qualitative information, is largely positive. Funds were appropriately disbursed and related results have been mostly positive as described above.</p> <p>It should be mentioned that the team has shown motivation and involvement in the implementation of the project. This</p>

		assessment is based on the testimonies of the beneficiaries as well as national partners, starting with the Climate Change Directorate and the Departmental Delegates from the Ministry of Environment met by the evaluation team on Dec 1, 2 and 3 2016. Conversely, the project team could benefit from the institutional and major political interaction capacity as can be expected from a government authority. In addition, the CPP has worked regularly.
<b>Appropriation by the country</b>	<b>S</b>	<p>The project is the result of a process that has its origins at the time of the drafting of the NAPA.</p> <p>Important decisions (choice of CNP, of target sites in the South and South East Departments...) and activities were implemented with the systematic and comprehensive agreement of the CPP and the Haitian authorities. Close cooperation with the Government has certainly allowed the project to be appropriated by the institutions at all levels (including villages); it also helped to integrate quite easily the issues of climate change, even if the beneficiaries are mainly concerned with improving their living conditions.</p> <p>We must therefore emphasize that the involvement and ownership was very satisfactory at local and national levels: both on the part of the rural populations, villages and authorities and other national institutions partners. All were very satisfied with the project, and participated actively in its implementation: departmental representations of the ministries of environment and agriculture brought their support through their experts, and local communities through the various groups. The context has been different between the South and Southeast department offices concerning pilot project activities.</p>
<b>Sustainability</b>	<b>S</b>	<p>The evaluation of the ACC project showed that the beneficiary population was motivated by the project: it is an asset for the country and is experienced as such. The sustainability of undertaken activities seems likely. Yet, for its impacts to be beneficial and sustainable, a replication of the activities will be required. The positive results of the project should be used to extend the practices of the project to other vulnerable zones of the country.</p> <p>Some partnerships already ensure the durability of the project actions as the program of climate change integration at the national level funded by the European Union which work on national development strategies-climate smart and field activities where the project pilot activities can be replicated.</p>
<b>Impact</b>	<b>S</b>	The impact of the project was confirmed by the final evaluation, regarding the principal objective as well as specific objectives. The project has reached more than 200,000 people through awareness raising campaign on climate change issues, and through trainings on adaptation,

	<p>climate information, water management, and adaptive agricultural practices.</p> <p>Though some pilot projects have been less impactful than others, the whole LDCF initiative has created an enabling environment and strong interest in climate change adaptation in Haiti. The project has indeed proven catalytic for climate change adaptation action in the country, as shown by the development of highly strategic policy instruments such as the country's INDC as well as the National Climate Change Policy which is still under development, with the direct support of the project team. The project has thus shown that investing in the environmental sector in Haiti is highly relevant itself.</p>
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### Summary of recommendations

- First, the positive results of the project must be recovered and replicated at a larger scale as implicitly requested by the Government through the INDC. Partnerships with NGOs and other technical partners must be strengthened in future projects. More generally, coordination with donors and other development and climate actors in Haiti must be pursued, amplified and extended to new actors such as the Green Climate Fund. It is recommended to formulate a concept note for an amount of around USD 40 million, to implement a nationwide resilience and reforestation project. This project could be implemented in vulnerable zones in the South and Grande Anse departments. UNDP, as the most active Accredited Entity to the GCF, would be a good partner to assist the government in its implementation.
- The country must develop a clear strategy for climate financing in the country at national and international level. The application of the MEF to become a GCF accredited entity must be supported using GCF's readiness funds. UNDP's experience in GCF procedures could be highly beneficial. Another partner through the GCCA for this exercise could be the EU.
- The cooperation between the UNDP and national and local authorities should be pursued on similar themes to those covered by the ACC project, including on access to water resources, reforestation, and marine and coastal ecosystems.
- The greater institutional capacity triggered by the project must be sustained and enhanced. The DCC website must remain active, the DCC should continue hiring experts, and adaptation activities should follow up in departments but also with communes. Climate change should be mainstreamed in the country's sectoral policies, starting by integrating climate change adaptation in the national budget planning. The inter-ministry cooperation created by the project must be continued and environmental aspects must be integrated into multi-sectoral policies.
- Similarly, GAC should continue financing adaptation activities building on the achievements of the project in the field of sustainable agriculture and with watershed committees.
- Cooperation between national agencies and municipalities ("communes") should be developed to ensure more sustainability of adaptation measures at local level and for better harmonization of adaptation initiatives.

- The project has created a dynamic favorable to climate change adaptation action at national and local level, but as it was the first adaptation initiative many activities must be continued and extended. As part of the next programmatic cycle, it is recommended to focus transversely on water access, strengthening resilience of subsistence livelihoods in isolated areas with highly vulnerable communities, and adaptation to climate change for health.

## 1. Introduction

### 1.1. Purpose of the evaluation

The terminal evaluation (TE) is to assess performance of “Strengthening Adaptive Capacities To Address Climate Change Threats On Sustainable Development Strategies For Coastal Communities In Haiti” (ACC), in a comprehensive and systematic manner, from formulation, implementation and financing arrangements, to an assessment of the processes that affected attainment of results and the extent of achievement of outputs and outcomes towards achieving its objective and sustainable impacts at its end. This final evaluation assesses the achievement of the project objectives and draws lessons that can enhance the durability and sustainability of the benefits of this project and promote the overall improvement of programs supported by the UNDP.

The project was evaluated using standard UNDP/GEF evaluation criteria, against the specific development objective established in the Project Document. The TE also considers the extent to which the project is supporting the central/local government of Haiti to achieve relevant national/local strategic objectives, and its contribution to UNDP CPAP Outputs, the strategic priorities of UNDAF and the climate change portfolio in GEF Phase IV.

In this context, the objective of the final evaluation mission is to verify whether the project objectives have been achieved after six years of implementation, to identify factors that helped or hindered the project, to capitalize on the implementation experience for similar projects in the future.

The final evaluation field mission took place from November 28 to December 6, 2016 to analyze the strengths and weak points of the project, evaluating the global and per activity degree of completion from the UNDP’s evaluation criteria grid, and appreciate the dynamics and importance of the project's benefits.

Recommendations to all stakeholders in the project are made in this final evaluation report.

#### **Reminder of the Terms of Reference and the methodology proposed by the consultants for the final evaluation mission**

The UNDP office in Port-au-Prince has recruited an international consultant as part of the final evaluation of the “Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies For Coastal Communities In Haiti ” (ACC) over the 2011-2016 period. The objective of the evaluation mission is to specify to what extent the objectives were achieved, identify factors that helped or hindered the implementation of the program, as well as determine the lessons learned from this program.

During the assessment mission of ACC, the consultants’ tasks were as follows:

- Step 1: Establishing the starting note and the intervention schedule;
- Step 2: Literature review;
- Step 3: Final evaluation mission in the field: stakeholder interviews;
- Step 4: Final evaluation mission field: presentation of the first results;
- Step 5: Finalization of the report: drafting and dissemination of the interim version;
- Step 6: Finalization of the report: integration of comments and diffusion of the final version.

The documents and deliverables during this mission are:

- The methodological note and planning;
- The compilation of the first results of field consultations;
- The presentation of initial conclusions;
- The interim report ;
- The final report integrating comments.

The consultant joins to this report an executive summary and annexes (ToR of the evaluation, list of documents reviewed, list of people met and meetings' summaries, list of visited sites, a synthesis of the comments of the parties involved in the presentation and reading of the interim report, etc.).

## **1.2. Methodology and scope of the evaluation**

### **1.2.1. Mission preparation (steps 1 and 2)**

These steps serve to the collect of information, documents and needed data (methodological documents and reflections listed in the terms of reference), to prepare meetings with key actors and, more generally, to the understanding of the position of the Republic of Haiti regarding adaptation issues.

This includes the collection and literature review of the various available documents. This phase, lasting a total of four days, leads to the start of the consultation and field evaluation phase.

### **1.2.2. Field mission: consultations and first results analysis (steps 3 and 4)**

From the established action plan and following the preparation steps of the mission, the steps on the field are used to consult all stakeholders and to integrate the various elements useful to the formulation of recommendations regarding needs for assistance and development in the areas of the evaluated project. This phase therefore comprises three stages, including:

- Meetings with implementing partners and interviews with all stakeholders and resource persons present on site (other ministries and technical organizations, non-state actors, other projects and donors involved in the adaptation to climate change problem, etc.), the 28<sup>th</sup> to 30<sup>th</sup> November 2016 in Port-au-Prince
- A trip to the area of project intervention on the 1<sup>st</sup> to 3<sup>rd</sup> of December (Jacmel). These field visits allowed to interview local beneficiaries (groups, village leaders, village communities). The evaluation team has benefited from the assistance of the project management team during his travels.
- A thorough analysis of consultation and the restitution of initial results during a feedback meeting at the UNDP / EGP in Port-au-Prince, December 6<sup>th</sup>, 2016.

Once all the elements gathered and analyzed begins the final phase of the final evaluation report.

### **1.2.3. Finalization of the report (steps 5 and 6)**

The stages of finalization of the report were done in two steps: i) presentation of the first results of the assessment in an intermediate document with the results based on the usual assessment criteria, and ii) after taking into account the comments / remarks, etc., transmission of the final report.

The final evaluation was conducted in accordance with the guidelines, rules and procedures established by the UNDP and GEF as indicated by the UNDP evaluation guidelines for projects financed



by the GEF. The report content meets the terms of reference (see annexes). Validation of the document was made by the national part, the UNDP in Port-au-Prince and the Regional UNDP.

## **2. Description of the project and development context**

### **2.1. Development Context**

Ranking 155th in the HDR list, Haiti belongs to the poorest LDCs group and has long been vulnerable to climate related disasters. Haiti has long been vulnerable to tropical storms and hurricanes. The country lies on the primary pathway of tropical storms that originate in the Atlantic and strike Caribbean islands every hurricane season. In recent years, the Republic of Haiti has been afflicted by a significant increase in the occurrence of several natural disasters. Increasing temperatures and extreme weather events, such as more pronounced droughts, more intense precipitation, more devastating hurricanes and floods due to the rise of sea level are examples the climate change scenarios established in Haiti. According to the World Bank, the temperature in the country will increase by 0.8-1 °C by the year 2030 and by 1.5-1.7 °C by the year 2060. Regarding precipitation, they are expected to decrease by 5.9-20% by 2030 and by 10.6-35.8% by 2060.

If no action is taken to avoid these climate changes, the consequences in terms of loss of human loss, agricultural production and infrastructure damage will have a big impact in the country's economic and human development. All the key economic sectors, agriculture, infrastructure, fisheries, forestry and tourism are affected by climate change and will face challenges to overcome its consequences. Therefore, climate change adaptation measures are crucial to ensure Haiti's sustainable development, but also to secure the most vulnerable populations.

In line with its international commitments, the country has strengthened its institutional capacities in the field of climate change. The Ministry of Environment (MDE) has integrated climate change adaptation in its main missions. It also developed a National Adaptation Programmes of Action (NAPA) published in October 2006, to identify priorities and urgent adaptation needs regarding the degree of vulnerability of the population and social groups in the country. This document is based on a diagram drawing up the vulnerability of the sectors and a list of proposed adaptation options. In the end, the NAPA identifies eight projects - or "options" – as priority adaptation actions. The project "Building adaptive capacity to address Climate Change threats for Sustainable Development Strategies in coastal communities of Haiti" comes from the recommendations of the 2006 NAPA document, particularly with regard to option 2 "coastal zones management". This is the first project implemented under the NAPA, and as such, it is a key project in the climate change adaptation strategy of Haiti.

As part of the implementation of the Decision 28/CP.7 of the Conference of Parties at the UNFCCC during its 7th session in November 2001, regarding the development of National Action Programs for Adaptation (NAPA), the country has received funding from the Least Developed Countries Fund (LDCF) for the project. This funding helped to identify urgent actions to be implemented to strengthen the country's capacity for adaptation and reduce the vulnerability of coastal communities to the effects of extreme weather and climate risks.

This project, being the first of its kind, with support from the LDCF, and other national and international partners, aimed to help raise awareness on vulnerability of coastal areas in the context of CC, and address the relationship between CC and food security. The project through a systemic approach focused on advocating for better planning and investment policies in coastal areas where there is a high concentration of vulnerable communities. It also put a strong focus on building technical capacities and improving better decision frameworks on issues related to climate risk management, water management, and food security. While this initiative was supposed to look at broader impacts

of climate change in coastal zones, it aimed in particular at analyzing the effects of CC on key sectors which are integral to the overall development goals set forth in the NAPA, namely water and food security. To achieve this, the project was developed around four components:

1. Institutional capacity to plan for and respond to climate induced impacts in coastal areas improved.
2. Climate risks management is fully mainstreamed into humanitarian and development investment frameworks.
3. Resilience of low-elevation coastal zones to emerging climate change threats enhanced.
4. Models of best practices and lessons learned from the project activities captured and institutionalized

## **2.2. Project start and expected duration**

The project was officially launched by a workshop in Port-au-Prince on September 22, 2011. From the outset, the elements of the project's logical framework were hailed as a model for future initiatives on Climate Change Adaptation (CCA).

At the launch of the project, all stakeholders have demonstrated a strong engagement in making recommendations in relation to the roles and responsibilities of each key partner in the project, based on the project logical framework, monitoring and evaluation, and major activities planned for the end of 2011 and for 2012. The project was implemented according the UNDP-GEF project document (ProDoc), which was developed in 2010 and revised late 2012/early 2013 in the context of a financial contribution from the Global Affairs Canada for the period 2014/2015.

Due to a complicated political transition in the country the project had a very slow start and accumulated serious delays in the first year. The selection of the new Minister of Environment took even longer to finalize which affected the project. The Project coordinator was not in place before the end of September 2011. Moreover, the departure of the environmental focal point of UNDP in the middle of the 2012 and subsequent difficulties faced by the office to efficiently monitor progress of the project coordination unit.

The project was expected to last four years until December 2015 and was granted a nine months extension following a request from UNDP Country Office.

## **2.3. Issues that the project sought to solve**

The main problem that the project was seeking to address was the increasing vulnerability of Low-Elevation Coastal Zones (LECZ) of Haiti to climate change. The local and national governments presently low technical capacity, management capacity, physical resources and financial resources were the main barriers to overcome or cope with the anticipated changes. The coastal population lacks the capacity, resources and financial assistance to adapt to and overcome worsening climatic conditions.

Notably, the main climate-related threats in Haiti are (i) changes in rainfall levels and patterns; (ii) sea-level rise; and (iii) rise in temperature which all have negative impacts on key economic sectors such as agriculture and fisheries. The vulnerability of Haiti's population to these adverse effects of climate change is enhanced by limited government budgets available for resilience policies, government instability, a high population density, a high poverty incidence, and unsustainable farming practices.

More precisely, various barriers to overcome climate-related vulnerability were identified in the project document:

(i) One of the main issue that the project was seeking to address is the low efficiency of policies and climate resilient coastal land planning, the lack of awareness of policy makers, and the low capacity of stakeholders to respond to climate related risks. As a result, the incorporation of specific climate change risks in existing or future coastal planning frameworks, investment programmes, zoning regulations and management practices remains was limited.

(ii) Moreover, an insufficient institutional coordination between line ministries and key autonomous institutions concerned with coastal management, environmental protection and disaster management was impeding anticipatory, smooth and effective management of emerging coastal hazards in Haiti. Another important adaptation barrier is the limited information and use of relevant climate information for informing CRM strategies and for reacting in time to climate-related catastrophic events due to lack of technical, financial and material means to develop capacity to produce data and information.

This was enhanced by an inter-institutional coordination weakness, a lack the robustness and integration needed for addressing more frequent and intense coastal disasters, as well as the ability to transmit data and warnings to policy makers and vulnerable stakeholders in a timely and efficient manner.

(iii) The limited understanding of the cost of climate change and adaptation in Haiti's vulnerable LECZs minimized the attention given to the economic dimension of climate change in coastal policy and in investment decisions. Furthermore, the absence of climate risks costing methodologies and findings was limiting the formulation and implementation of long term strategies to expand and mobilize financing options for coastal risk reduction

(iv) Another major issue lied in the absence of a country-based approach to address adaptation of coastal zones, with strong ownership and leadership from the government. This resulted in financial and technical assistance from donor agencies remaining "project-based" and highly variable in nature. There was no mechanism to assess adaptation financing needs and secure availability and predictability of funds at a programmatic level.

(v) National capacities to design and implement suitable adaptation responses were insufficient and not supported by proven CRM models and best practices. A key problem was that urban planning processes, zoning and constructions standards, as well as shoreline management plans do not factor in the new patterns of risks brought about by changing climatic conditions and rising sea levels.

(vi) Unsustainable resources management practices used by coastal also was a huge barrier their development and security. This is explained by their limited access to alternative livelihoods and on-the-ground adaptation measures and technologies that could potentially strengthen their capacity to adapt.

All of the above mentioned barriers have a key underlying problem which is that there is a lack of education, public awareness regarding the increased climatic threats, how to adapt to these threats and having the appropriate financial mechanisms in place to deal with the issues.

#### **2.4. Immediate and development objectives of the project**

The main goal of the project is to “**strengthen Haiti’s capacity to mainstream climate change adaptation policies into local and national development plans**”. From the evaluator’s perspective, the overall goal is equivalent to its development objective. Currently, adaptation to climate change, as emphasized by some important national strategies and plans, is among priority agenda in Haiti and has been recognized as a basis of sustainable development.

Specifically, The Project Document set up an immediate objective for it: ‘**to strengthen adaptive capacities of populations and productive sectors in coastal areas to address increasing climate change risks**’.

The four outcomes, which together are intended to achieve the immediate objective, are:

**Outcome 1: Institutional capacity to plan for and respond to climate induced impacts in coastal areas improved**

**Outcome 2: Climate Risks Management is fully mainstreamed into humanitarian and development investment frameworks**

**Outcome 3: Resilience of low-elevation coastal zones to emerging climate change threats enhanced.**

**Outcome 4: Models of best practices and lessons learned from the project activities captured and institutionalized**

## 2.5. Baseline indicators established in the logical framework and expected results

The logical framework’s monitoring indicators were established during the project formulation to track the progress of the project and measure the achievement of targeted results. This has been formulated according to the criteria for monitoring and evaluation of the GEF, in the so-called "SMART" approach (Specific, Measurable, Achievable, Relevant, Time-bound). The basic status of these indicators was evaluated during the project start and is presented below:

Indicator	Baseline	Targets End of Project
<b>Project Objective</b>		
1. 1. Number of existing department to integrate climate change risks into departmental plans  2. Number of related ministries, municipalities, CBOs and research institutions implementing climate change adaptation activities.	1. None of the current existing departments integrate climate risks into planning processes.  2. None of the current set of (ministries, municipalities, CBOs and research institutions) implement cc-adaptation related activities.	1.1 All targeted departments integrate climate risks in planning processes  1.2 50% of ministries implement co-adaptation related activities
<b>Outcome 1</b>		
1. Allocation of budget for CC adaptation targets in sectoral plans (Ministries, CIAT; SNGRD, CNSA, MARNDR)	1. None	1. CIAT, MDE, MPCE, MARNDR; SNGRD; CNIGS, DINEPA; ONEV; CNSA all allocate budget lines to clearly defined adaptation targets

<p>2. Percentage of vulnerable communes with published emergency evacuation plans adjusted to take into account increased climate risks</p> <p>3. Number of local development plans integrating CC adaption strategies including assessment of investment needs as a result of training AND and capacity building conducted by the project</p>	<p>2. 20 communes with EWS</p> <p>3. none</p>	<p>2.30 communes with EWS adapted to increased climate risks and communal development plans with CC adaptation criteria</p> <p>3. Key development institutions (CIAT, Primature, MARNDR; MDE; MPCE; MICT; MTPTC; MSPP; CNIGS; ONEV; CNSA) trained in adaptation to CC and with installed technical capacities capable of implementing adaptation actions according to NAPA</p>
<b>Outcome 2</b>		
<p>1. Percentage of national investment frameworks incorporating adaptation to climate risks.</p> <p>2. Percentage of humanitarian and development organizations with adaptation targets and budget lines</p>	<p>1. Some NGOs are starting to incorporate CC adaptation within donor financed investment plans</p> <p>2. None of the national policy and investment frameworks (post disaster recovery plan, national plans for poverty reduction etc..) include adaptation to CC targets</p>	<p>1) 50% of the programmes funded through the interim commission for the reconstruction of Haiti include adaptation to CC targets and clear budget allocations</p> <p>2) 60% of the donor organizations operating in Haiti have included adaptation to CC in coastal areas as a priority of their investment</p> <p>3) 100% of the national development policies and plans have budget allocated to address clear adaptation to CC targets in coastal areas</p>
<b>Outcome 3</b>		
<p>1: % increase in awareness and response capacity to climate change and its impacts, particularly on the water and agriculture, sectors by the communities in pilot areas</p> <p>2: # of technologies for water, agriculture and food security sectors transferred to targeted areas.</p> <p>3: Strengthening of capacities to address climate risk and food security within coastal rural livelihood strategies in targeted areas indicated by # of people engaged in resilient livelihood activities;</p> <p>4: % of female farmers in the pilot areas with training in and access to adapted technical support for water, agriculture and food security</p> <p>5: # of women owning livestock or participating in other income-generating activities</p>	<p>1. Current field programs efforts remain largely dispersed with very little consideration paid to the new patterns of risk brought about by climate variability and change</p> <p>2. No information available on the effect of CC on the water, agriculture and food security sectors in coastal areas and no mitigation plans available</p> <p>3. No information available on the effect of CC on rural livelihoods and food and water security in vulnerable watersheds, among vulnerable groups (i.e. women) and no mitigation plans available</p>	<p>1. 100% increase in the outreach and sensitization activities in all the communes in the pilot areas</p> <p>2. Investments needs identified to climate proof the water and agriculture sector in the southern departments and relevant adaptation technology in targeted areas installed</p> <p>3. Investment needs identified to climate proof rural livelihoods, food security strategies in targeted vulnerable watersheds and among vulnerable groups, and efficient monitoring system in place to guide adapted transfer of technology in targeted areas and for target vulnerable groups</p> <p>4: 30% of female farmers has access and training in adapted technical support.</p> <p>5: 30% increase in # of women owning livestock or participating in other income-generating activities;</p>
<b>Outcome 4</b>		
<p>1. Number of 'lessons learned' systematized about managing climate change risks in coastal areas</p>	<p>1. There is very little available information on the adaptive capacities of populations and productive sectors in coastal</p>	<p>1. existence of knowledge forums and networks on adaptation to CC by the end of the project</p> <p>2. By the end of the project, at least "30% of the women have access to best practices and lessons</p>

<p>2. Number of men and women (public and decision makers) having access to best practices and lessons learned from project activities.</p> <p>3. Number of 'lessons learned' disseminated through the ALM platform and other regional networks.</p> <p>4: % of tools developed (manuals, guidelines) disseminated for replication and up-scaling through women's networks.</p>	<p>areas (the baseline will be determined at the inception phase).</p> <p>2. Gender related data are currently not available. The baseline will be determined at the inception phase.</p> <p>3. The baseline will be determined at the inception phase.</p>	<p>learned from the project in targeted areas over baseline established during the start-up phase of the project.</p> <p>3. By the end of the project, project lessons are distributed in hard copy (e.g. pamphlets, briefing notes, newsletters, booklets, etc.), electronically (e.g. via the project database), and via national and local workshops.</p> <p>4. Halfway through the project, a database is operational and regularly updated with project information.</p> <p>4: 100 % of tools developed (manuals, guidelines) disseminated for replication and up-scaling through women's networks in addition to standard distribution.</p>
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## 2.6. Main stakeholders

The project is funded by the **GEF**.

The UN Agency partner for the project is the **National Bureau of the UNDP in Haiti**. The UNDP is administrator of resources and played a quality insurance role throughout the project. The UNDP oversees and monitors the project in partnership with the executing agency of the project, the Ministry of Environment (MDE) and authorities designated by the regional administrations.

Institutional stakeholders as well as Civil Society Organisations/NGOs were involved during the whole process of project implementation.

The implementing entity was the **Ministry of Environment (MDE)**, in charge of issues related to the conservation of coastal ecosystems, EWS, formulation of environmental policies. Responsible partners were the following:

- The National Direction of Drinking Water and Sanitation (DINEPA), responsible for carrying out the State policy in the field of drinking water and sanitation
- National Center of Geospatial Information (CNIGS), in charge of producing and disseminating up-to-date and reliable geographical information throughout the national territory through the use of appropriate modern technologies, ensuring the availability of methods, tools, products and training to support the Planning of the country's sustainable development actions.
- Food Security (CNSA), responsible for influencing public policies designed to improve in a sustainable way the food security conditions of the Haitian population.

The Executing Entity/Implementing Partner was the **Interministerial Committee for land Use Planning** (Comité interministériel pour l'aménagement du territoire / CIAT), in charge of defining government policy on land use planning, watershed protection and management, water management, sanitation, urban planning and equipment.

The **other institutional partners** were:

- The Ministry of the Interior / Office of Civil Protection (DPC) related to baseline actions, hazard reduction and disaster management.
- The Ministry of Tourism for activities related to ecologically sustainable tourism infrastructure development.
- The Ministry of Economy and Finance (MEF) for activities related to fiscal incentives for sound environmental management, baseline research for GEF funded projects covered through FAES.
- The Ministry of Planning and Foreign Cooperation (MPCE) for activities related to territory zoning, land use, climate change data collection and monitoring topographical changes.
- The Ministry of Agriculture and Natural Resources and Rural Development (MARNDR) for activities related to watershed management, land resources management, food security, EWS and forestry

**Global Affairs Canada (GAC)** has provided additional funds to the project budget half way through the project implementation.

During the COP 15, held in December 2009 in Copenhagen, developed countries pledged to provide new and additional resources with balanced allocation between mitigation and adaptation, approaching USD 30 billion for the period 2010-2012. This collective commitment has come to be known as “Fast-Start Finance”. At the COP 17, the parties welcomed this new initiative and urged the developed countries to enhance the transparency of their reporting on the fulfilment of their fast-start finance commitments. Canada was one of the countries to fully deliver its commitment to provide its fair share of fast-start financing. Over the past three years, 1.2 billion USD in new and additional climate change financing has been issued. Canada’s support is benefiting over 50 developing countries and it has been delivered through multilateral channels and bilateral partnerships. Together with the UNDP, it has established the Canadian Climate Adaptation Facility (CCAF), a platform to enhance exchange among 6 countries: Cambodia, Cabo Verde, Haiti, Mali, Niger and Sudan. This facility incorporates national projects in those 6 countries to help local population of the poorest and most vulnerable populations to build more resilient agricultural practices, strengthen their infrastructures, diversify their sources of livelihood and improve their food security.

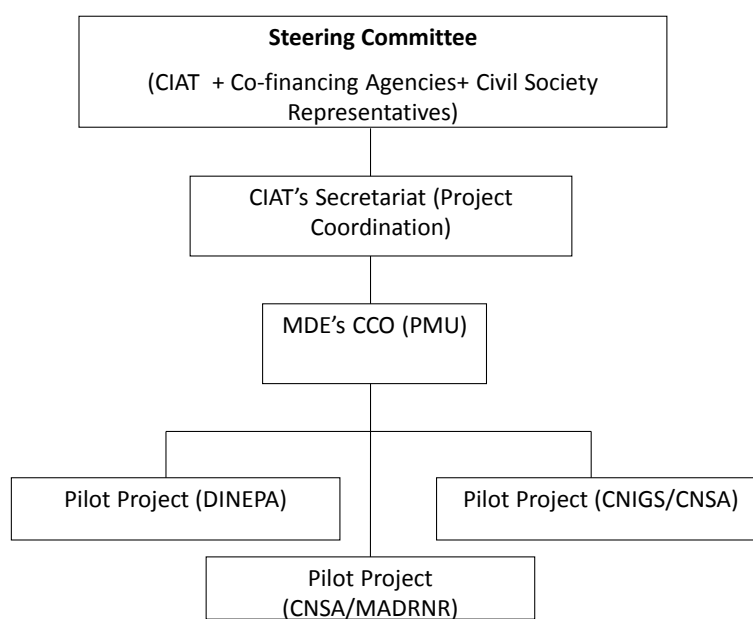
The additional funding provided by Global Affairs Canada to the ACC project was one of the projects facilitated by the CCAF through South-South cooperation and information sharing.

**Civil Society Organizations/NGOs** were also involved: a partnership with the platform of Civil Society and the Government (MDE, CIAT, CNIGS) was implemented.

The Small Grants Program through its partnership with Planet Village (NGO) undertook activities for strengthening the technical capacities of Environment Ministry staff on mangroves restoration and communities-based adaptation.

Through the farming plan activities, partnership has been developed with 4 NGOs: 2 Local (MOPROPS and ACAPE) and 2 International (CESVI and OXFAM ITALIA). These NGOs are technically supporting farmers with on-site training on soil conservation, composting, mangoes grafting, seeds treatment (cassava, sweet potato, peas strain, mil), irrigation techniques, water conservation, reforestation good practices and on pluri-culture gardening plots.

**Figure 4:** Project's organization structure



*Source: PRODOC*



### 3. Observations

#### 3.1. Project design and formulation

Summary Rating: Project Concept and Design is *Satisfactory*

##### 3.1.1. Design process

The financing agreement between the Government of Haiti, the execution partner, namely the MDE and UNDP for both funding and implementing the project "Building adaptive capacity to address Climate Change threats for Sustainable Development Strategies in coastal communities of Haiti", the first climate change adaptation (CCA) project in Haiti, was based on the 2006 NAPA document.

The project has been prepared in accordance with the eligibility criteria of the Least Developed Countries Fund (LDCF) managed by the Global Environment Fund (GEF/C.28/18, May 12, 2006). In accordance with the guidelines of the LDCF, the project adopted a programmatic approach to support the management of climate risks in the most vulnerable coastal areas. Over a period of 5 years, the project officially started in late September 2011, with MDE as the execution partner of UNDP, together with the National Centre of Geospatial Information (CNIGS), the Inter Ministerial Committee of Land Use Planning (CIAT), the National Direction of Drinking Water and Sanitation (DINEPA) the National Coordination for Food Security (CNSA), and the Global Affairs Canada (GAC).

The project identification started focusing on actions that can reduce the vulnerability of populations in coastal areas highly vulnerable to the adverse impacts of climate change. Pilot areas in which the project operates are characterized by a significant vulnerability to cyclones. Considering the damages recorded in these areas, the situation of coastal zones in the South and South-East departments is of high concern. The formulation process highlighted the need to strengthen the capacities of the targeted coastal communities so that they adapt to extreme events and climate change impacts with pre-identified results.

This exercise led to the development of a project document (ProDoc) in 2010, which was revised late 2012/early 2013 in the context of a financial contribution from the Global Affairs Canada for the period 2014/2015.

##### 3.1.2. Logical Framework and Results Analysis

Generally, the logical framework of a project consists of four main components: development objective, specific objective, outputs and activities, together with assumptions corresponding to each, by which the components can be realized or some of them contributed in a project cycle period. In this section, the logical framework, as it was defined in the revised project document, is examined. The status of various indicators and the degree of achievement of each objective are then evaluated in the next chapter.

The Project' development objective, as stated in its document, is 'to strengthen adaptive capacities of populations and productive sectors in coastal areas to address increasing climate change risks' which is in line with the country's priorities with regard to increasing the resilience of the most vulnerable

coastal zones to climate risks, defined as Low Elevation Coastal Zones (LECZ). It is also consistent with the expected effects of the Strategic Integrated Framework (SIF) and the Country Programme Action Plan (CPAP) 2013-2016, as it is to strengthen the capacity of national structures and coastal communities in the preservation of the environment and a better adaptation to climate change.

The analysis is carried out component by component, and addresses the impacts and sustainability of actions, and on ownership by the beneficiaries of the project results. The structure defined by the project document is reliable, since it is based on a logical division between an institutional capacity component (Outcome 1), an institutional component focusing on bi-lateral and multi-lateral cooperation (Outcome 2), a local capacity-building component (Outcome 3), with a fourth transverse component dedicated to the management and the effective implementation of the project. This structure is fairly standard - it is often taken by the GEF-funded projects - and has the benefit of clarity to articulate and implement activities at different local and national scales. The focus given to humanitarian and development investment frameworks through the second component is an innovative approach which demonstrates a design seeking to address Haiti's specific barriers to sustainable development.

Project Objective	
Indicators	Comments
<p>1. 1. Number of existing department to integrate climate change risks into departmental plans</p> <p>Baseline: None of the current existing departments integrate climate risks into planning processes.</p> <p>Target: All targeted departments integrate climate risks in planning processes</p>	Clear and realistic indicator aligned with project goal.
<p>2. Number of related ministries, municipalities, CBOs and research institutions implementing climate change adaptation activities.</p> <p>Baseline: None of the current set of (ministries, municipalities, CBOs and research institutions) implement cc-adaptation related activities.</p> <p>Target: All targeted departments integrate climate risks in planning processes</p>	Clear and realistic indicator aligned with project goal.

Indicators	Comments
<b>Outcome 1</b>	
<p>1. Allocation of budget for CC adaptation targets in sectoral plans (Ministries, CIAT; SNGRD, CNSA, MARNDR)</p> <p>2. Percentage of vulnerable communes with published emergency evacuation plans adjusted to take into account increased climate risks</p> <p>3. Number of local development plans integrating CC adaption strategies including assessment of investment needs as a result of training AND capacity building conducted by the project</p>	The three indicators are specific enough to shed light on the achievement of the first outcome. Indicator 2 could have avoided confusion by targeting a number of vulnerable communes and not a percentage as the baseline for a percentage is harder to define.
<b>Outcome 2</b>	
<p>1. Percentage of national investment frameworks incorporating adaptation to climate risks.</p> <p>2. Percentage of humanitarian and development organizations with adaptation targets and budget lines</p>	These indicators are relevant but the quantification work they imply is hard to undertake and to follow-up, maybe a number instead of percentages would have been easier to monitor.
<b>Outcome 3</b>	

<p>1: % increase in awareness and response capacity to climate change and its impacts, particularly on the water and agriculture, sectors by the communities in pilot areas</p> <p>2: # of technologies for water, agriculture and food security sectors transferred to targeted areas.</p> <p>3: Strengthening of capacities to address climate risk and food security within coastal rural livelihood strategies in targeted areas indicated by # of people engaged in resilient livelihood activities;</p> <p>4: % of female farmers in the pilot areas with training in and access to adapted technical support for water, agriculture and food security</p> <p>5: # of women owning livestock or participating in other income-generating activities</p>	<p>This set of indicators gives a comprehensive assessment of the outcome with disaggregated gender data. Yet, it is not clear how the % increase in awareness is evaluated and the revision of this indicator as proposed by the Mid-Term Review has not been applied.</p>
<b>Outcome 4</b>	
<p>1. Number of 'lessons learned' systematized about managing climate change risks in coastal areas</p> <p>2. Number of men and women (public and decision makers) having access to best practices and lessons learned from project activities.</p> <p>3. Number of 'lessons learned' disseminated through the ALM platform and other regional networks.</p> <p>4: % of tools developed (manuals, guidelines) disseminated for replication and up-scaling through women's networks.</p>	<p>These indicators are relevant for M&amp;E requirements and precise enough to facilitate the process.</p>

Overall project achievement indicators are relevant and most of them can be qualified as "SMART" (Specific, Measurable, Achievable, Relevant, Time-bound). Yet, the Mid-term Review presented some alternative for outcome indicators to provide more details on actual project beneficiaries, or to simplify their measurement, but this has not been taken into account. The Final Evaluation agrees on the lack of measurability of some indicators but also remarks that it has not been a substantial barrier to Monitoring and Evaluation, as detailed in sections 3.2.3 and 3.2.5 of this document.

### 3.1.3. Assumptions and risks

The assumptions and risks at objective and outcome levels have been set up in the Project Document. During the Project formulation, the external factors which may jeopardize the project have been identified and assessed through a participatory brainstorm and draft proposal meetings joined by relevant stakeholders.

Identified Risk (Prodoc)	Comments
<p>Outcome 1</p> <p>Insufficient coordination between line ministries and institutional instability which was further degraded by the recent earthquake slow down the intended project activities – <i>Medium</i>.</p>	<p>The risk identified is relevant, yet the mitigation measure seems a bit light since the MDE was still fragile at the beginning of the project. Yet partnerships developed between line ministries have guaranteed an efficient coordination.</p>
<p>Outcome 2</p> <p>Low absorptive and technical capacities of national institutions result in delays and sub-optimal performance of the project – <i>High</i>.</p>	<p>The risk identified is very relevant and its related mitigation measures precise and efficient. It seems this risk has been overcome successfully (see section 3.2.4 of this document).</p>
<p>Outcome 3</p> <p>Political instability or degradation of the security situation may hamper the project from operating normally and effectively – <i>Medium</i>.</p>	<p>The risk identified is relevant yet no specific mitigation measure has been specified but the assumption that "The current political situation is therefore very conducive to internationally</p>

	supported projects and is likely to remain the same throughout the life of the proposed intervention” has been reliable.
<p>Outcome 4</p> <p>1) Occurrence of natural disasters during preparation or implementation phase may deviate government and donors' attention and contribution from the project;</p> <p>2) the sheer vastness of the country may hamper the effective sharing of information across provinces;</p> <p>and 3) the recent collapse/damage of institutional structures may slow down the effective sharing of information across provinces – <i>Medium</i>.</p>	<p>All three risks identified are very relevant as the event of Matthew storm confirmed: “the even climate change induced disasters that could possibly occur during the lifetime of the project would only reinforce the relevancy of the intervention”.</p>

#### 3.1.4. Stakeholders participation planning

The Project Document was co-signed by **MDE** and **UNDP**. CIAT was designated as national executing agency, responsible for management of the GEF Project funds, for coordination at national level among UNDP CO, MDE, the line departments within MDE, other Ministries/national agencies concerned, and international organizations and NGOs, as well as for overall guidance, supervision and review in the course of the Project implementation. As is standard practice for UNDP/GEF projects, a National Project Director (NPD) was appointed to be responsible for the mentioned-above affairs.

During the project formulation, a stakeholder analysis has been made, with the main stakeholders and their roles in the Project identified. The Project design process involved consultation with the key stakeholder groups. For example, consultations had been undertaken for this Project preparation with representatives of above stakeholders through a series of site visits to the affected area, interviews with national and local partners, and through roundtable meetings. Such consultations and communication both continued during the Project’s implementation. In summary, the Project in the period of its identification made an analysis of the characteristics, problems, needs, interests and potentials of the stakeholders related to it, thus offering an opportunity to encourage the interested individuals and groups to participate in the Project from its outset and to use the outputs delivered by it.

This planning of stakeholders’ participation facilitated the interventions of each and strengthened the complementarity between the various adaptation activities, receiving support from academic organizations and more institutional supports by different technical ministries.

#### 3.1.5. Extension and replication approach

The project formulation allows an effective sharing of knowledge and lessons learned from the project. This should be done through existing networks and information sharing forums. This includes transmitting the results of the project within the UNDP and GEF networks to qualified personnel working on projects with similar characteristics, for example in connection with adaptation to climate change. This transfer is mainly made digitally and via the publication of brochures.

The project document assumes that pilot adaptation activities in a range of situations, with diverse climatic, geographical, political and civil characteristics will lead to the generation of a sizeable body of lessons and experiences which are planned to be disseminated and replicated through initiatives presented under Outcome 4 of the project. For instance, the project has made use of the GEF Adaptation Learning Mechanism (ALM), to ensure that the lessons learned from the project contribute to, and benefit from, experience in adapting to climate change across the whole of the GEF portfolio, and of the national website created by the project and now being managed and updated by the MDE.

Replication is envisaged to cover other coastal areas in the project intervention area. Guidelines for replication and up-scaling of good practices from the pilot project in the South East have been developed and the ecotourism project in the Southern region is being considered for replication.

Moreover, in order to assure the durability of the project actions the partnership continues with the program of climate change integration at the national level funded by the European Union which work on national development strategies-climate smart and field activities where the project pilot activities can be replicated.

The final evaluation confirms that the project presents good ground for replication thanks to well-documented activities and sustainable achievements of the project which will be detailed later in this document.

### **3.1.6. Links between the project and other interventions in the same sector**

Several projects aimed at combating climate change are developed by various actors in Haiti. The project “Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti” identified existing interventions on its action zone; this has enabled the project team to collaborate effectively with these partners during the implementation of project activities. Efforts made by the project team to create synergies with other projects, mentioned below are noteworthy. The project has worked in conjunction with and benefited from other ongoing project interventions in Haiti to avoid duplication of project efforts and to benefit from synergies. Of particular, relevance are the following projects:

- **Capacity Building in and Mainstreaming of Sustainable Land Management in Haiti (GDT)**<sup>1</sup>. Financed by the GEF and executed by the MDE, the project aims at creating an enabling environment for SLM by developing capacities within appropriate government and civil society institutions/user groups and mainstreaming into government planning and strategy development to halt and where feasible to reverse desertification processes in Haiti. The project has 4 outcomes: 1) SLM principles are mainstreamed into national policies, plans and legislation; 2) Capacity building for SLM is enhanced through training and inter-sectoral approaches; 3) Capacities for knowledge and awareness for SLM strategies and options are developed including by development of Land Information Systems and land tenure assessments; and, 4) Resource mobilization in support of SLM is enhanced and an Investment Plan is developed.
- **Reducing conflicting water uses in the bi-national Artibonite River basin** through development and adoption of a multi-focal area Strategic Action Programme. This project is financed by the GEF and proposes to assist Dominican Republic and Haiti in improving the joint management of the bi-national Artibonite watershed, through an ecosystem level approach that addresses the upper, mid, and lower watershed as a single unit. It aims to remove the major barriers and constraints to sustainable land and water resources management, foster bi-national cooperation, and generate national, regional, and global benefits. Through the formulation of a Strategic Action Programme (SAP), required priority interventions, reforms, and investments was planned to be agreed to thereby laying the foundations for improved watershed governance at bi-national and national levels. Within the SAP process, national integrated watershed action plans were planned to be developed to support implementation of a more comprehensive, ecosystem-based approach integrating IWRM and SLM principles into the management of the watershed.

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<sup>1</sup> <https://www.thegef.org/project/strengthening-climate-resilience-and-reducing-disaster-risk-agriculture-improve-food>

- **Creation of a National Protected Areas System.** This project financed by the GEF addresses the alarming loss of biodiversity in Haiti, and the limited effectiveness of current protected areas for ensuring BD conservation, due to their limited access to reliable funding and planning. This was planned to be done by promoting increased investment in PAs by the Government, in recognition of their importance for national development and vulnerability reduction; increasing the efficiency and effectiveness of the use of the funds available; and diversifying the sources of income available to PAs.
- **Support Programme for Environment Management (PAGE).** The PAGE project which is financed by UNDP focuses on systemic issues and on providing the necessary tools for more efficient decision making and resource use planning.
- **Programme for Developing the National System of Risks and Disasters (PDSNGRD).** The project is executed by UNDP and the goal of this project is to improve livelihoods of targeted populations through mitigating disasters and reducing vulnerability. Three objectives were planned: 1) to develop projects and activities in a participatory manner, with rapid impact on risk reduction; 2) to strengthen the institutions and actors responsible for promoting and coordinating the National System of Risk and Disaster Management; and 3) to mainstream risk management into the PRSP.
- **Watershed Initiative for Natural Environment and Resources (WINNER).** WINNER is executed by Chemonics and the purpose of the WINNER project is to invest in sustainable natural resource management at the scale and density needed to produce future positive landscape level reductions in environmental, infrastructural, and economic vulnerability in the Cul-de-Sac, Cabaret, Gonaïves/La Quinte, and other selected watersheds.
- **Programme of Land-based Information for the Sustainable Development (PITDD)/CNIGS.** The PITDD project aims at supporting the sustainable development process in Haiti, through systematic implementation and effective exploitation of land-based information tools. It covers six thematic applications: 1) land use planning; 2) watershed management; 3) national parks management; 4) communication and geographic infrastructures; 5) agriculture and food security; and 6) global land observatory.
- **Institutional Strengthening for Environmental Management Project (PRIGE).** The activities of this project executed by the MDE aims at establishing a functional environmental governance structure.
- **Support to Enhancing Food Security Monitoring in Haiti (ARSSA).** The objective of this project executed by the CNSA is to contribute to reduce food insecurity and poverty in Haiti through diffusing geo-referenced information and harmonizing food security programmes.
- **The Pilot Program on Climate Resilience.** The PPCR which derives from the Strategic Climate Fund (SCF) of the Climate Investment Fund (CIF) is about to initiate its first phase in Haiti under the leadership of the World Bank and in close partnership with IADB and UNDP. In the case of Haiti, due to its' lower level of preparedness, it focused in extensive capacity building in conjunction with targeted national investments which fits within the current projects list of priorities for the reconstruction. Coordination with the PPCR were pursued through regular technical meetings to ensure the harmonization and synergies of the LDCF project activities with the PPCR strategy.  
Based on the PPCR Guidance Note on Regional Programs, measures for integrating climate resilience focusing on the coastal environment have put emphasis on infrastructure and settlements thus complementing very efficiently the proposed project.
- **The FAO project to Strengthen the resilience to climate change and reducing disaster risk in agriculture to improve food security in Haiti after the earthquake.** In accordance with the earthquake in 2010, Haiti was highly affected, being the rural zones the worst conditions. This FAO project aims to improve the resilience of vulnerable farmers to achieve food security to all disasters related to climate change and natural causes.

- The AP3C Project “Appui à la prise en compte du changement climatique”. The aim of the AP3C program, which began in 2014 and is supposed to last until 2019, was to strengthen government capacity to integrate environmental sustainability and climate change adaptation into development policies, strategies, programs and projects. Preliminary discussions have been held with EU and the government, with the intention of integrating some of the processes already ongoing regarding integration of CC in local development plan. While both the Government and EU have been very interested in this possibility, agreements are still under the process of formalization.

### **3.1.7. Management**

The project was implemented by the UNDP and by the implementing partner MDE, which is directly joined to the Office of the Prime Minister, under the enforcement procedure called NIM or NEX (NEX Execution). However, the pilot initiatives have been implemented by specific entities such as DINEPA, as well as regional representations of the Ministry of Environment in the Southeast and the North West and regional representation of the Ministry of Agriculture in the South.

The implementation of the project was carried out under the general guidance of a Project Steering Committee (PSC), specifically formed for this purpose. The PSC includes the CIAT (composed of 7 Ministries such as the Ministries of Interior and Territorial Communities, Economy and Finance, Planning and Cooperation, Agriculture and Rural Development, Culture and Communication, Public Works, Transportation and Communication, and Environment). Agencies co-financing and representatives of the civil society and local authorities were also involved.

The Project Management Unit through the National Project Director worked closely with the CIAT's Technical Secretariat through the Project Coordinator to use the Focal Points in the Ministries forming the CIAT. Under the PMU supervision are the entities executing the pilot projects i.e. DINEPA and CNIGS/ CNSA.

The project was confronted to institutional and organizational difficulties in the role and positioning of the various key partners (including difficulties in understanding the interface between the PMU and the MDE), and the project was pending from June to end of September 2013 due to the absence of ant NPD. A renewal of the PMU after September 2013 has significantly increased the implementation dynamics of the project activities.

The section 3.2.1 details the important points relating to the project management, at the different scales of the project.

### **3.1.8. Relevance to UNDP and GEF Strategic Objectives**

The project addresses climate change adaptation needs, a national development priority and identified in the current UN and UNDP cooperation frameworks in Haiti. In particular, the United Nations Development Assistance Framework (UNDAF) 2006-2010 and the UNDP Country Program Action Plan (CPAP) identifies climate change as a major threat to development and UNDP Haiti is committed to invest core resources to support the project.

The project participates to achieving UNDP Strategic Plan Environment and Sustainable Development Outcomes by (i) Promoting climate change adaptation (ii) Strengthening capacity of developing countries to mainstream climate change adaptation policies into national development plans.

It contributed to achieve UNDP CPAP Outputs: (i) Strategic, legal, institutional and communicational frameworks are developed; and their implementation promoted to better address environmental and natural resources management problems at the national and local levels; (ii) Tools and systems to improve access to drinking water, sanitation services, and management of solid wastes are developed and implemented.

It was also in line with GEF-4 Climate Change Strategic Objective to “support pilot and demonstration projects for adaptation to climate change”.

### **3.2. Project implementation**

The overall quality of the project implementation has been rated **Satisfactory** as explained by the different argument below; a quite efficient adaptive management, successful partnerships and good execution of financial resources over the project period.

#### **3.2.1. Adaptive management**

The project had a very slow start and accumulated serious delays in the first year. This was explained by: (i) the political transition that followed the election of President Martelly which was particularly complicated (it took several attempts before a Government could finally be constituted). The selection of the new Minister of Environment took even longer to finalize which affected the project, indeed (ii) the Project coordinator was not in place before the end of September 2011; (iii) the project started its operation when the country was still in a transition phase after the earthquake (iv) the departure of the environmental focal point of UNDP in the middle of the 2012 and subsequent difficulties faced by the office to efficiently monitor progress of the project coordination unit.

In order to overpass these difficulties, the project has been implementing different adaptive management strategies to ensure the best project delivery. Such strategies include: (i) the implementation of several activities simultaneously; (ii) sharing the project activities plan with a range of government counterparts to ensure national ownership and (iii) constant dialogue with MDE technical and management staff to ensure a transparent project implementation. In that context, the Project Management Team was renewed and extended in September 2013. This has improved the quality of implementation and of monitoring of the project, with a monitoring tool elaborated by the project team and more frequent visits on the field.

Moreover, the project was adapted to the new funding brought by GAC in 2013 with a revision of the original project document and new management arrangements. This has proven a positive flexibility in the project management.

The project adaptive management has also proven to be efficient through the Midterm Review response, as most of the MTR recommendations have been addressed involving the national steering committee supervision and involvement. Following the MTR, the project management team was relocated at the MDE premises, field offices were set up on South and South east for better implication of stakeholders, awareness raising campaign and communication tools were developed with the



support of GAC, M&E tools have been strengthened and M&E system reviewed with a result based management approach, Steering Committee meeting frequency to two meetings a year. This participated to improve project achievements towards its objective and expected outcomes.

Adaptive management is thus considered highly satisfactory by the final evaluation.

### **3.2.2. Partnerships**

As part of this project, many partnerships have been implemented to facilitate the implementation of project activities. These partnerships have involved research organizations, government departments and municipalities and academics. The evaluator considers that these partnerships have been instrumental to the success of the project implementation. Efficient and diverse they have brought a real added value to this initiative.

#### **Partnerships with national authorities**

Besides the involvement of the Ministry of Environment, DINEPA and CNIGS, many partnerships have been developed with other ministries. Partnership has been developed with Agricultural Ministry through his South office to implement, monitor and evaluate the farming plan project. Another partnership with Tourism Ministry and Inter-American Development Bank has been built to ensure sustainability of activities in South through the project. They work green Tourism.

Partnership with Ministry of Finance has also contributed to the improvement of Institutional capacity to plan for and respond to climate induced impacts in coastal areas particularly in budget planning to implement relevant adaptation measures in several sectors of activities at the national level. The project has likewise involved the Ministry of Finance (MEF) to become a GCF Accredited Entity to enable direct access to the fund, and engage different MEF technical sections to implement some of the project activities, such as institutional capacity building for budgeting CC adaptation activities within different line ministries in the next fiscal year.

Most of these partnerships have been efficiently conducted through the project implementation period.

#### **SOUTH-SOUTH COOPERATION:**

- 1) Technical trainings on mangrove restoration and watershed management with Costa Rica/CATIE**
- 2) Interaction with 5 other developing countries implementing NAPA project through the Canada-UNDP Climate Change Adaptation Facility (CCAF)**

Established by Canada in partnership with UNDP, the Canadian Climate Adaptation Facility (CCAF) aims to strengthen climate-resilient approaches to agriculture and water management. It supports climate adaptation projects in six developing countries: Cambodia, Cabo Verde, Haiti, Mali, Niger and Sudan. In addition, a global component of the project promotes south-south cooperation with an emphasis on gender-sensitive approaches.

Despite their differences in geography, politics, language, climate change poses similar threats to sustainable development in all six of these countries such as change in rain cycles, droughts, floods, dust storms or high temperatures.

The countries projects/plans help communities to develop their resilience to climate change providing them water infrastructures, irrigation systems, feeding livestock structures, committees for a better

management of natural resources and reforestation, the introduction of more climate-resilient crops and women trainings.

The same approach is used in these six countries and enables them to work together. Then the CCAF, to complete their global purpose, collects and analyzes information, experiences and lessons learnt during national projects to understand what is working and how it can be applied in other countries.

Non-exhaustive review of activities done in Haiti through the NAPA project:

- Creation of a song and a video clip about climate change called “Nou an danje” written by Atis pou anviwonman, a group of Haitian artists whose Eud, Jean Jean Roosevelt and Tamara Suffren.
- Creation of Climate change website
- The reforestation of 120 hectares of mangrove around Aquin city.
- 800 public servants have been trained on climate change adaptation.
- The first Haitian Centre for Environmental Education has been strengthened in Aquin city.

### **Partnerships with research organizations and academics**

Partnerships with research centers and organizations are judged successful, not only for the needs of the project, but by and for project stakeholders. A partnership was successfully established with the faculty of Sciences of the State University of Haiti. A Masters programme has now a special module on CC thanks to the support of the project.

The strong partnership with CNIGS and ONEV has also resulted in the development of detailed maps of the coastal areas of Haiti focusing on CC vulnerability. The maps developed are in this document’s annex (See annex 6.8) This work was part of the study initiated by the project and these partners to develop a vast national study: the “climate profile of Haiti”. The final set of maps offered a very useful tool to sectorial and land use planners in the country. This tool allowed in particular analyzing how the coastline will be affected by sea level rise and extreme weather events. It also put a focus on assessing and reflecting CC impacts on coastal infrastructures in order to support planning of future investment programmes between now and 2030. A strong focus of this work was on conducting vulnerability assessments of local communities along the coastline and analyzing scenarios of potential migrations of large groups of people because of CC impacts.

### **Partnerships with local communities, Civil Society organizations and NGOs:**

The project and the departmental units of the MDE supported technical meetings on CC with local communal committees including local leaders, CASECs, ASECs. As part of this work, meteorological stations were installed in different strategic locations of the South Department. To support longer term assistance to local communities and authorities, the project has invested in the training of extension workers linked to the DPC and key sectorial ministries with departmental presence. In each department, 30 extension agents linked to DPC and key sectorial ministries with departmental presence were trained on CC impact prevention and adaptation.

Through the farming plan project, partnership has been developed with 4 NGOs: 2 Local (MOPROPS and ACAPE) and 2 International (CESVI and OXFAM ITALIA). These NGOs have technically supported the implementation of on-site training on soil conservation, composting, mangoes grafting, seeds treatment, irrigation techniques, water conservation, reforestation good practices and on pluri-culture gardening plots.

The project has promoted the involvement and engagement of the Climate Change Civil Society platform: This platform was created in December 2013 and involves 14 organizations of the civil society including economic, social and syndical partners and private sector. The objective of this platform is to promote leadership on climate change and force the decision makers to take action against climate change. In 2016, 24 new applications to be a member of the platform were pending. The platform was present at COP22.

To increase awareness and knowledge about gender inequalities, the project has developed a partnership with ONUFEMME to get the studies related to climate change's impacts on women.

#### **Partnerships with other projects**

Several projects aimed at combating climate change are developed by various actors in Haiti. Today, "Strengthening adaptive capacities to address climate change threats on sustainable development strategies for coastal communities in Haiti" project's achievements are used by other projects (discussed below). The project opened up new areas of work that have inspired many international organizations who are now running climate change adaptation projects in the country (IADB, WB, EU, AFD ).

#### *EU funded AP3C program*

The project was instrumental in coordinating together with the EU funded program AP3C logistical and capacity building for to the CC department of the Ministry of Environment. The aim of the AP3C program, which began in 2014 and is supposed to last until 2019, was to strengthen government capacity to integrate environmental sustainability and climate change adaptation into development policies, strategies, programs and projects. Preliminary discussions have been held with EU and the government, with the intention of integrating some of the processes already ongoing regarding integration of CC in local development plan. While both the Government and EU have been very interested in this possibility, agreements are still under the process of formalization.

#### *Alliance with the Small Grant Program*

A partnership with the SGP on mangrove restoration was implemented and continued until the end of the project: four hydro climatic stations were installed in February 2016 with the National Observatory on the Environment and Vulnerability (ONEV) adding to the three stations installed last year in collaboration with the Hydromet project of the PPCR/CIAT-SNRE-MARNDR. The GEF SGP is also financing the civil society platform created by the project.

#### *Discussion with the Inter-American Development Bank (IADB)*

Discussion has been held with IDB regarding the continuity of supporting the local government office in the Southern Region. The mangroves project is also seen as a great touristic opportunity and several meetings have been held with Tourism ministry, Protected Areas Agency and IDB to assure the continuity in this process. These discussions are very recent, and need more time to be well formalized.

The project also cooperated with the Pilot Program for Climate Resilience (PPRC) funded by the IDB and the IBRD and implemented by the CIAT. It includes actions to protect the environment in an integrated manner; to improve people's incomes and living conditions through economically promising activities; to strengthen institutional capacity and the legal framework; and to support and consolidate progress made in the area of climate resilience, all while improving land use and making local communities more adaptable and resilient. Three projects have been implemented and one is pending, the budget is USD 50 million.

### *Links with other projects*

The project was inspirational for many international organization; synergies have been created with the project “Disaster Risk Management and Reconstruction Project” for Haiti, funded by the World Bank, which aimed supporting the Recipient in improving disaster response capacity and enhance the resiliency of critical transport infrastructure. The project will end in 2017. The AFD also launched several adaptation projects after the successful implementation of the present project, most notably the project “Strengthening the capacity of farmers' organizations in the coffee sector”.

### **3.2.3. Integration of M&E in the adaptive management**

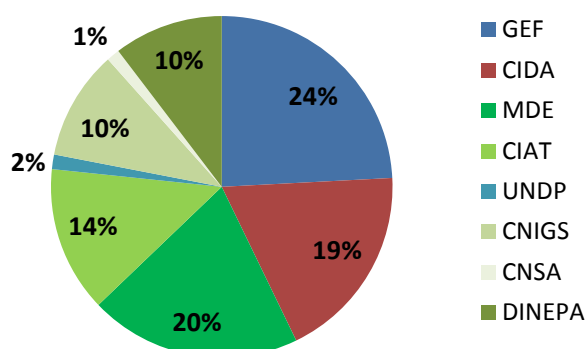
The monitoring and evaluation (M&E) system of the project was useful and served a good project management. A comprehensive review of the progress of the project was conducted during the mid-term evaluation in October 2013. In addition, the Project Implementation Review (PIR) has consolidated M&E over the project's course.

As mentioned above, it is important to underline that the M&E was weak during the first phase of the project. The MTR stated that reports were often incomplete and the M&E lacked a result-based approach. But substantial efforts were made to improve M&E efficiency and after 2013 recommendations made in the MTR and PIRs have been taken into account to ensure a successful implementation of the project (see part 3.2.1 for details on what changes were undertaken after MTR).

### **3.2.4. Financing of the project**

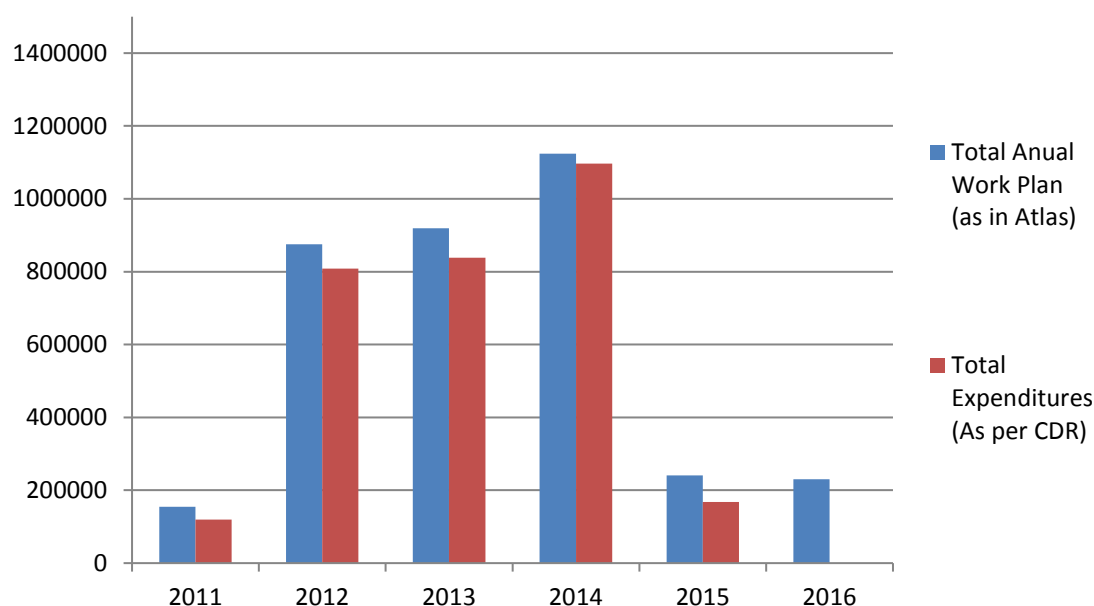
The total project budget was USD 14,480,000 with a GEF contribution of USD 3.5 million, a UNDP contribution of USD 200,000, a contribution from GAC of USD 2,700,000, a contribution from the MDE (in kind) of USD 2,900,000, a contribution from CIAT (in kind) of USD 2,000,000, a contribution from CNIGS (in kind) of USD 1,500,000, a contribution from CNSA (in kind) of USD 180,000, and a contribution from DINEPA (in kind) of USD 1,500,000.

**Figure 5: Project budget**



The GEF budget planned has been spent in accordance with what had been programmed. The rate of disbursement has generally been respected. If spending was feeble at the project start (2011), it will evolve in step with the intensity of field work (2013 and 2014), as shown in Figure 6.

**Figure 6: GEF budget planned and disbursed per year**



The analysis of the expenditures' summary table below confirms an overall disbursement rate of % as of October 31, 2016, though variable depending on the sources of funding (GEF: 90%, UNDP: 91.6%, GAC: 91.6%).

Designations	GEF Budget (in dollars)	UNDP Budget (in dollars)	CIDA Budget (in dollars)	National budget (in dollars)	Total
<b>Proposed budget</b>	<b>3,500,000</b>	<b>200,000</b>	<b>2,700,000</b>	<b>8,080,000</b>	<b>14,480,000</b>
Actual disbursed budget	3,379,836.82	177,843.09	2,954,315.91	7,250,000	
Balance	120,163.18	22,156.91	15,684.09		
% used (total)	<b>97%</b>	<b>89%</b>	<b>99%</b>	No data	

**Table 4: Spending per financing source**

### Complementary financing

Stakeholders found that projects related to the themes of water access and waste management were more likely to interest donors. It may hence be interesting in the future to study the adequacy of these potential funding with the needs of local communities. It already appears that water is a priority and a major concern for people, and that should be taken into account in future actions of the UNDP. The assessment already concludes that an expansion project at the national level should be formulated, focusing on access to water, targeting new funding opportunities made available by the Green Climate Fund (GCF)<sup>2</sup>, for example. Other funding partners can be considered for this extension or for future investments in climate change adaptation in Haiti: the European Union, the Adaptation Fund and the GCF, as well as bilateral contributors like GAC.

### 3.2.5. Monitoring and evaluation: initial conception and implementation

<sup>2</sup> [http://www.greenclimate.fund/documents/20182/44499/ELEMENTS\\_02.pdf/bfbbc1e8-1b21-44d6-80cc-dcd59406dcfb](http://www.greenclimate.fund/documents/20182/44499/ELEMENTS_02.pdf/bfbbc1e8-1b21-44d6-80cc-dcd59406dcfb)

Planning for monitoring and evaluation was quite comprehensive and detailed in the project document, integrating both internal M&E daily and annually, and external evaluations at mid-project and project completion. A consistent budget was implemented to ensure the functioning of M&E.

The implementation of the M&E plan was satisfactory. Following the mid-term review, which allowed to point out that the monitoring and evaluation system was still fragile and therefore unreliable (monitoring and evaluation reports were often incomplete), a sound M&E plan has been set up. The elaborated M&E tool was then updated with credible data submitted in technical reports of partners and collected during M&E field visits. Before each disbursement, a M&E visit was conducted. After this visit a field visit report was developed and shared with partners and on the share drive. The lesson learned and the recommendations were shared with partners after each evaluation mission.

The conclusions of the mid-term review were positive and recommendations relevant. These recommendations have been implemented and had positive consequences on the project execution, with appropriate adjustments of project coordination and management, as well as in Monitoring & evaluation. The mid-term review allowed pointing out that between June and September 2013, the coordination of the project was no longer effectively ensured. More competent human resources were needed in order to ensure regular monitoring of field activities without blocking the functioning of the coordination. Since then and following recommendations, the team has substantially been reinforced, to improve project management and coordination.

The overall quality of M&E is thus considered **Satisfactory**.

### **3.2.6. Coordination between UNDP, the implementing partner and the executing partner**

Over the whole project duration, the coordination between UNDP, the MDE and the CIAT has not been a major problem, apart from a period of organizational difficulties in 2012 after the departure of the GEF Focal Point. Besides, the coordination the MDE has been good during the project implementation. A new National Focal Point has been designated for the project in MDE and the MDE provided office space for the project as part of their in-kind contribution. In addition, the ministry provided human resources for all awareness activities done through the project. A website on CC in Haiti has been developed including a data base compiling a list of all the initiatives and existing material/information related to CC in the country. The project and the MDE have also worked together on training the committee members, in meeting twice a year, on different types of adaptive measures that could be applied locally for selected productive sectors and community needs. In parallel, the project and the departmental units of the MDE also supported technical meetings on CC with local communal committees including local leaders, CASECs, ASECs.

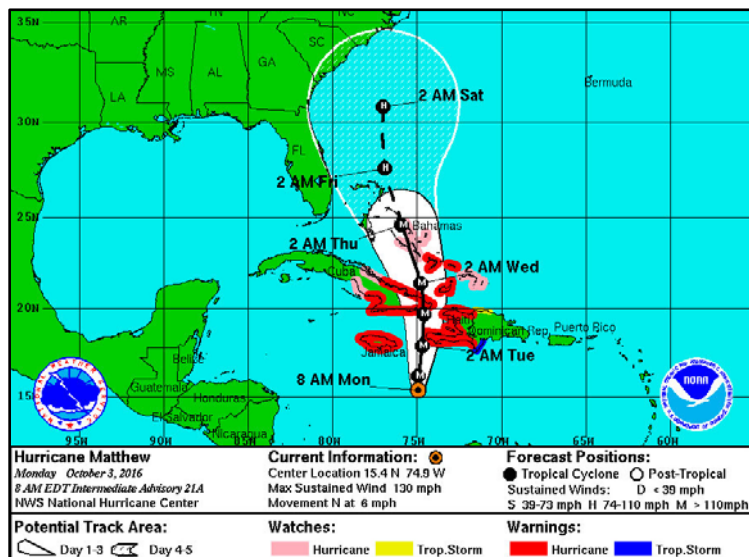
The coordination between UNDP, the implementing partner and the executing partner has been rated **Satisfactory**.

### **3.2.7. Cross-cutting issues: Hurricane Matthew, Gender, and SDGs**

#### **a. Hurricane Matthew's impacts on the project**

With regard to cross-cutting themes, the subject of the project itself - adaptation to climate change - addresses one of them: the environment and climate change. Indeed, reforestations, improved management of water resources, awareness of climate change issues contribute to reduce the degradation of natural resources and environment. The project also played a role regarding disaster risk management; in particular, in the case of the hurricane Matthew, a category 4 storm which hit the

Haïtian coast on the 4<sup>th</sup> October 2016. It devastated coastal areas in the north-west, south-west and south of the country. The capital, Port-au-Prince, was relatively spared, but the area of Grand'Anse, in the West of the country was on the path of the hurricane. In particular, the cities of Les Cayes and Jérémie experienced extensive flooding, mudslides, and roads and buildings were seriously damaged.



Path of the Hurricane Matthew (National Weather Service)

The destruction caused by Hurricane has been devastating. The death toll reached over 500 lives. Over 200,000 houses had been destroyed or damaged, leaving 1.4 million people in need of humanitarian aid. The total damages were estimated at US\$1.89 billion. The hurricane also caused issues in terms of food security, as crops have been almost completely damaged in the departments of Grand'Anse and Sud, and livestock has been lost by farmers, and of access to safe drinking water as many water tanks were flooded and contaminated from decaying animal carcasses and bodies washing out of cemeteries.

It was specified that farmers and watershed committees had a fast and positive response after the hurricane, enabling an efficient re-organization of activities. Yet, their means were limited as they lack support from government officials. Indeed, local staff in Southeast department had just been renewed before the hurricane, and lacked experience in disaster response.

The project allowed to reduce the damages associated with the hurricane Matthew in some areas. The Aquin mangrove played a buffer role in the protection of the coast. Furthermore, the development of equipment near the Orangers limited flooding in Jacmel, and in Cyvadier.

Local communities of farmers in Aquin also stated that farm plans participated to a faster recovery and reorganization of crops after the hurricane.

#### b. Socio-economic

Other cross-cutting issues were indirectly addressed by the project, including the strengthening of the social economy, as the beneficiaries of the project in the target areas were vulnerable farmers and fishermen. Through this project, farmers learned to adopt measures that can enable them to adapt to climate change. These measures were the teaching of appropriate agricultural techniques, agroforestry, selection and cultivation of species resistant to drought. For example, the project taught farmers how to plant while adapting to climate change. They adopted new agricultural technologies

and practices such as the use of compost. Through this project, some beneficiaries also received technical and financial support to develop income generating activities such as seeds treatment (cassava, sweet potato, peas strain, mil) and modern beekeeping.

#### c. Gender

Concerning gender, at the beginning of the project, qualitative information on gender in the project indicated that women were beneficiaries as well as men in the target areas. But this was very vague and no objective evidence was sufficient to support this impression. A good point for the project was the appointment to the position of National Project Director, an experienced woman, the engineer Dorine Jean-Paul.

The study about the gender integration in adaptation to climate change in Haiti was then finalized and the results were presented to stakeholders (UN Women, the Ministry of Women condition, associations of women and other technical institutions. The capacities of partners in the South and Southeast about the inclusion of gender in adaptation to climate change were reinforced through training sessions. They are actually aware of the vulnerability of women to climate change. The collaboration with UN women has triggered a new partnership between UNDP, UN Women and UNESCO the implementation of project on women and disasters in Northern Haiti. This project started in April 2016 and has a budget of USD 5 million.

The women participation rate varies between 30 to 40 % in all activities of the projects. In the south, about 500 families (32 % managed by women) in the Southern department are technically and financially accompanied by the Ministry of Environment in the implementation of family nursery. The priorities of women are taken into account in all activities. In this sense, more fruit trees were produced unlike the partner targets in reforestation project. All management committees (CAEPA, WMC) are now composed of at least of 30 % women. Through the farming plan project, specific technical and financial supports were given to women's groups. The awareness raising activities were planned at a time of the day so that women can manage their schedule to participate in the sessions. Specific recommendations were given to take into account gender in the national policy on Climate change.

#### d. Relevance to MDGs and SDGs

Through its activities, the project is participating to fulfill:

- MDG Goal 1: No poverty, and particularly following targets:
  - Create opportunities for good and decent jobs and secure livelihoods
  - Support inclusive and sustainable business practices
  - Promote better government policies and fair and accountable public institutions
- MDG Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
  - The access to technologies and resilient infrastructure may have a long-lasting impact on inclusive growth. This goal aims to include infrastructure and technology elements to bring opportunities to the most vulnerable and those left out of inclusive value chains.
- MDG Goal 13: Take urgent action to combat climate change and its impacts
  - The extent to which the policy, plan, or project under could be vulnerable to risks arising from climate variability and change
  - The extent to which climate change risks have already been taken into consideration.
  - The extent to which the policy, plan, or project could inadvertently lead to increased vulnerability and maladaptation or miss important opportunities arising from climate change



- SDG 2, end global Hunger, and particularly following targets:
  - By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
- SDG 11, sustainable cities, particularly the following target:
  - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- SDG number 13 “climate action”, and particularly the following targets:
  - Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
  - Integrate climate change measures into national policies, strategies and planning
  - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
  - Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

### 3.3. Project Results

The results of the project evaluation come from stakeholder consultation and literature review. In addition to these consultations, the project evaluation focused on the analysis of results as deliverables, in particular based on the revised project document.

#### 3.3.1. Overall results by Outcomes

The Overall project results have been rated as **Satisfactory**.

As described earlier, the project's objective is to '*strengthen adaptive capacities of populations and productive sectors in coastal areas to address increasing climate change risks*'. The implementation approaches adopted have ensured the attainment of this objective through its outputs and impacts. The project has achieved its objective by increasing the resilience of low-elevation coastal zones to emerging climate change threats enhanced and the institutional capacity to plan for and respond to climate induced impacts in coastal areas. Minor shortcomings have been observed in project results, as detailed below, but the project has delivered most of the planned outcomes. Overall 50 training workshops on CCA, food security, climate information, and disaster risk management have been undertaken, training more than 1,200 people. Awareness raising campaigns have reached more than 200,000 people now showing their interest in climate change issues, 2,150 communication materials and manuals relating to CCA have been disseminated, and 8 CCA pilot projects have been or are being implemented as a result of this project.

Project Objective		
Indicators	End of project target	Actual achievement
1. Number of existing department to integrate climate change risks into departmental plans	All targeted departments integrate climate risks in planning processes	This target has been fully achieved as the 10 targeted departments plus the Ile à Vache and La Gonave Island, through the Ministry of Environment, and the ministry of Interior have done the exercise on climate change adaptation integration into local development planning.
2. Number of related ministries, municipalities, CBOs and research institutions implementing climate change adaptation activities.	Increase the current number by 50% over established baseline at the beginning of the project.	This target has been fully achieved with 5 Ministries (Environment, Agriculture, Tourism, Education and Finance), 4 technical institutions (DINEPA, ONEV, CNIGS and CNSA), Private University, the Civil Protection Direction, the State University which continue to implement CC adaptation related activities with participation of the civil society. The Ministry of women condition and women rights and UN Women include climate change threats in their development plan. And climate change adaptation activities have been held in 15 municipalities.

**Outcome 1: Institutional capacity to plan for and respond to climate induced impacts in coastal areas improved**

Outcome 1		
Indicators	End of project target	Actual achievement
1. Allocation of budget for CC adaptation targets in sectoral plans (Ministries, CIAT; SNGRD, CNSA, MARNDR)	CIAT, MDE, MPCE, MARNDR; SNGRD; CNIGS, DINEPA; ONEV; CNSA all allocate budget lines to clearly defined adaptation targets	This Outcome has been mostly achieved with one target fully attained and two others partially attained.
2. Percentage of vulnerable communes with published emergency evacuation plans adjusted to take into account increased climate risks	30 communes with EWS adapted to increased climate risks and communal development plans with CC adaptation criteria	1. All targeted partners such as DINEPA, MARDNR, Ministry of Environment, ONEV, CNIGS, have allocated budget lines to implement adaptation measures and awareness.
3. Number of local development plans integrating CC adaption strategies including assessment of investment needs as a result of training and capacity building conducted by the project	Key development institutions (CIAT, Primature, MARNDR; MDE; MPCE; MICT; MTPPTC; MSPP; CNIGS; ONEV; CNSA) trained in adaptation to CC and with installed technical capacities capable of implementing adaptation actions according to NAPA	2. Partially achieved, workshops undertaken but EWS not adapted everywhere 3. Partially achieved, trainings have been undertaken, website developed, several technical staff of MARNDR, MDE, MICT, community members have better knowledge on livelihoods and climate change, impacts of the project activities and how to adjust their way of managing resources in order to reduce their vulnerability to climate change.

This Outcome has largely been achieved with an institutional capacity to tackle climate change impacts at policy and project level increased. This strengthened capacity is observable through successful implementation of adaptation projects by the Ministry of Environment at local level (see outcome 3) and the ongoing development of a national climate change policy. The project has effectively strengthened the Direction of Climate change by hiring four staff in 2014 (2 financed by the ACC project, and 2 others by the AP3C project) which are now paid by the ministry.

*Output 1.1: Develop the management skills of the National System for Risk and Disaster Management (SNGRD) in coordination with key sectoral agencies (agriculture, CIAT, etc.), such as developing effective early warning systems, mapping vulnerable areas and effective evacuation strategies and implementing improved post disaster recovery methods to facilitate a shift from a reactive approach to managing climate disasters to a proactive approach.*

Under this output:

- Key sectoral agencies' professionals have been trained on climate explorer and Magic Schengen (analyzing climate scenarios and coastal vulnerability, conducting analysis of coastal vulnerability under different climate scenarios) and MICT, MDE and MARDNR staff has been trained on methods to mainstream CCA in local support activities.
- Training modules on climate change were produced in Creole and disseminated through the MDE and DPC local directorates
- Training workshop was undertaken for 20 communes through the Civil Protection Direction and its committees on risks disasters management and CC adaptation, their EWS have been strengthened

*Output 1.2: Integrate cost-effective standards into official Haitian guidelines for emergency fund utilization regarding climate change adaptation.*

No standards have been developed yet, but partners such as DINEPA, MARDNR, Ministry of Environment, ONEV, CNIGS, have allocated budget lines to implement adaptation measures and awareness.

Moreover, key donors like IDB, EU, WB, AFD, JPHRO, German Cross, Welthungerhilfe, have prioritized climate change adaptation actions in their 3-5 year plans and programs

*Output 1.3: Strengthening the CIAT to integrate climate change adaptation into watershed planning of coastal municipalities.*

Technical and financial support to the CIAT has been provided during the project implementation through trainings, and proper equipment installation. Regional workshops and training on CCA were also conducted in key coastal locations, for example in Desdunes, local stakeholders and authorities are now able to work on integrating adaptation to CC measures into their local development planning.

*Output 1.4: Establish a data sharing network to provide processed and accurate climate information to the producers of the raw data and to the end users.*

Different platforms of knowledge have been created and products processing climate information have been developed such as the Maps of rainfall data on Haiti's coastal zones (1975-2050), and the vulnerability map of Haitian coasts. Network platforms include ministry's website on climate change (<http://changementclimatique.ht/co/home/>) and local department offices. Maps developed by the CNIGS are available in Annex 6.8 of this document.

The project has supported the production of information on climate change and vulnerability in Haiti through Climatic Analyses studies (2014), and the report on Coastal surveillance and early warning systems for climate change adaptation (2012). Yet, some cooperation issues slowed down CNIGS' activities delaying the realization of the vulnerability study. The partnership with CNIGS was not optimal.

*Output 1.5: Strengthening the CNSA/MARNDR technical and management capacities to integrate climate change adaptation into the development of national food security policies and early warning food security system.*

The Intended National Determined Contribution has been elaborated with the direction of CC and all other sectoral ministries and relevant actors, this have been coupled with a set of technical support to these ministries. Moreover, an in-depth analysis of adaptation measures have been undertaken with ministry of agriculture to be integrated in the farming plan strategy.

Hydro-climatic stations have been installed generating agro-meteorological data and supporting the new design of early warning system in 20 communes.

**RATING: Satisfactory**

**Outcome 2: Climate Risks Management is fully mainstreamed into humanitarian and development investment frameworks**

Outcome 2		
Indicators	End of project target	Actual achievement
1. Percentage of national investment frameworks incorporating adaptation to climate risks. 2. Percentage of humanitarian and development organizations with adaptation targets and budget lines	1) 50% of the programmes funded through the interim commission for the reconstruction of Haiti include adaptation to CC targets and clear budget allocations  2) 60% of the donor organizations operating in Haiti have included adaptation to CC in coastal areas as a priority of their investment  3) 100% of the national development policies and plans have budget allocated to address clear adaptation to CC targets in coastal areas	This outcome has been mostly achieved though targets would have needed to be updated to be more efficiently monitored.  1. No clear achievement of this target as the indicator is hard to estimate. Especially as the interim commission has stopped being operational since 2014. Some results are observable such as: discussions with the private sector and NGOs on the consideration of CC adaptation within donor financed investment plans. NGOs have started to incorporate CC adaptation within donor financed investment plans, and a process to elaborate a national policy of CC has been launched.  2. Target seems to be achieved even though indicator is hard to estimate, key donors like IDB, EU, WB, AFD, JPHRO, German Cross, Welthungerhilfe, have prioritized climate change adaptation actions in their 3-5 year plans and programs.  3. This target has not been monitored properly but it seems to have been achieved as indicator 1 of Outcome 1 suggests: "All targeted partners such as DINEPA, MARDNR, Ministry of Environment, ONEV, CNIGS, have allocated budget lines to implement adaptation measures and awareness."

*Output 2.1: Support MEF in developing a methodology to integrate climate change costs into the institutional budgets.*

A report evaluating CC Adaptation costs has been developed with the Finance Ministry. It was presented to the public, in August 20<sup>th</sup> 2016. The capacity of the MEF to integrate climate change costs in its policies has been strengthened during this process through technical support and knowledge sharing on climate change cost estimation and climate proof public investment.

*Output 2.2: Assist the MPCE in designing a national programmatic strategic framework for climate change adaptation to guide bi-lateral and multi-lateral cooperation in and around coastal areas regarding food security resilient programs.*

Though an official national strategic framework was not developed cooperation between the government and key donors has been successful in developing food security resilient programs in and around coastal areas, as shows the implementation of the EU-AP3C project. Moreover, NGOs have started to incorporate CC adaptation within donor financed investment plans, and a process to elaborate a national policy of CC has been launched.

**RATING: Satisfactory**

### Outcome 3: Resilience of low-elevation coastal zones to emerging climate change threats enhanced.

Outcome 3		
Indicators	End of project target	Actual achievement
<p>1: % increase in awareness and response capacity to climate change and its impacts, particularly on the water and agriculture, sectors by the communities in pilot areas</p> <p>2: # of technologies for water, agriculture and food security sectors transferred to targeted areas.</p> <p>3: Strengthening of capacities to address climate risk and food security within coastal rural livelihood strategies in targeted areas indicated by # of people engaged in resilient livelihood activities;</p> <p>4: % of female farmers in the pilot areas with training in and access to adapted technical support for water, agriculture and food security</p> <p>5: # of women owning livestock or participating in other income-generating activities</p>	<p>1. 100% increase in the outreach and sensitization activities in all the communes in the pilot areas</p> <p>2. Investments needs identified to climate proof the water and agriculture sector in the southern departments and relevant adaptation technology in targeted areas installed</p> <p>3. Investment needs identified to climate proof rural livelihoods, food security strategies in targeted vulnerable watersheds and among vulnerable groups, and efficient monitoring system in place to guide adapted transfer of technology in targeted areas and for target vulnerable groups</p> <p>4: 30% of female farmers has access and training in adapted technical support.</p> <p>5: 30% increase in # of women owning livestock or participating in other income-generating activities;</p>	<p>This outcome seems to have been fully achieved regarding its targets.</p> <p>1. Fully achieved with a 100% increase in the outreach and sensitization activities in all the communes in the pilot areas. The beneficiaries of the project areas are informed on climate change impacts.</p> <p>2. Fully achieved with investment needs identified since 2013 and technology installed such as: 8 hydro climatic stations, 4 water catchments, 3 water tanks, 19 public fountains, reforestation, mangrove restoration.</p> <p>3. Fully achieved with investment needs identified since 2013, 27 watershed committees were set up or strengthened in the South department. About 500 families are technically and financially accompanied by the Ministry of Environment in the implementation of family nursery. This activity allows a sustainable knowledge transfer to the communities in regard to the production of fruit and forest seedlings.</p> <p>4. Achieved: Of 205 members part of these 27 committees, 30% are women; 32% of the 500 families accompanied to implement family nursery are led by women; 31% of the 1084 famers supported with on-site training are women.</p> <p>5. Though no baseline was available for this percentage increase, it is considered to be achieved as 336 women have been supported with on-site training on soil conservation, composting, mangoes grafting, seeds treatment (cassava, sweet potato, peas strain, mil), irrigation techniques and water conservation. These farmers learned to adapt and adopt other income-generating activities.</p>

A wide number of outreach and sensitization activities have been undertaken in all the communes in the pilot areas in schools, churches and also “gaguères”<sup>3</sup>.

The project has supported six pilot adaptation initiatives in the South and Southeast implemented by the Ministry of Environment and its local directions of environment (DDE/S and DDE/SE), DINEPA, and

<sup>3</sup> It is the name use for cock fights in Haiti.

CNSA. The six actions realized were: (i) watershed management for CCA in Jacmel communes, (ii) Drinking water supply system rehabilitation and construction in Jacmel and Cayes-Jacmel, (iii) reforestation in Aquin/Saint-louis hydrographic unit, (iv) Integrated watershed Management by watershed committees, (v) Ecosystem-based Adaptation through mangrove conservation, (vi) Farm Plans project for food security and climate change adaptation in South departments.

Most of these sub-projects have had successful outcomes building capacity of institutions to develop and implement such projects as much as building resilient of coastal communities in the targeted departments. A slight difference in the sub-projects effectiveness can be observed between the projects undertaken in the Southeast departments concerning watershed management, and the projects undertaken in the South departments focused on Food security. Watershed projects in the Southeast department have been arguably more successful as the local implementation actors (DINEPA and Southeast department for environment) were more involved in the development and monitoring of field activities. Through the supported projects in the South, 50 training sessions have been organized for members of watershed management committees (WMCs) to strengthen their capacity and knowledge on: climate change impacts on the natural resources of their communities; establishment and nursery management techniques; reforestation in watershed ( fruit and forest trees ) and dimensions (mangroves). GAC's support participated to reforesting 150 ha of mangrove.

These pilot projects triggered very encouraging outcomes, with an increased food security in targeted communities and reduced water-related diseases spread. As a matter of fact, water drinking supply system rehabilitation and building has allowed a better management of water with a decontamination process. This has significantly reduced the spread of cholera, typhoid fever and diarrhoeas.

*Output 3.1: Enabling conditions established to build the climate resilience of the water and agriculture sector in the Coastal Areas of the South-East Department (DINEPA)*

In the Southeast department, 3 supply systems drinking water (SAEP) were rebuilt and the capacity their system management committee (CAEPA) was strengthened.

Overall eight hydro-climatic stations were installed thanks to project, supplying climate information valuable for the adaptation of the agricultural sector.

Biomechanical installations have been built for soil restoration and protection in the watersheds and natural outlets dominating the water catchment systems of the sources providing water for the localities of Ravine Boussiquot (La Vallée de Jacmel), Orangers, Source Diamant (Jacmel) et Corail Sout (Marigot).

Reforestation activities have enabled the production of around 2 million new seedlings in the watershed basins, and a faster growth of these seedlings is observed as well as a recovery of fertile soils.

*Output 3.2: Enabling climate change adaption conditions established to improve watershed resilience and tolerance to climate change-related drought in the coastal areas of the Southern Department (CNIGS/CNSA).*

In the Southeast department, through the project on Drinking water supply system, the beneficiaries learned how climate change affects their water resources. They learned the obligation to pay for water and avoid wastage.

To improve the vegetation cover and the water recharge of groundwater in the South, 2,400,000 seedlings were planted on plots located, in the majority of cases, in neighboring areas of the sources. These plots belonging to 695 beneficiaries are geotagged and geolocalized. Through the farming plan project in South, farmers learned to adapt and adopt other income-generating activities such as seeds

treatment (cassava, sweet potato, peas strain, and mil), beekeeping etc. A study on the delineation of recharge areas of the sources in the South is underway to provide the Ministry a technical tool to make good decisions regarding land management and environment sources

The Mangroves program with a CBA approach and Village planet realized 5 training session to technicians in the ministry of environment to improve their capacities in mangroves reforestation. Through the project of mangroves in the South (part 2), three nurseries were built to produce 150,000 plants. About 150 hectares of mangroves have been identified to be restored.

Through the watershed management project, 21 committees were set up in the South department. These committees were strengthened as well as six (6) other ones. In all, there are 205 members (30% of women) who are part of these 27 committees. A platform with a representative of each committee has been set up.

About 500 families in the Southern department are technically and financially accompanied by the Ministry of Environment in the implementation of family nursery. This activity will allow a sustainable knowledge transfer to the communities regarding the production of fruit and forest seedlings.

*Output 3.3: Design and implement concrete food and water security adaptation measures identified through community adaptation planning that aim to diversify and strengthen the livelihoods of the most vulnerable population groups in the Southern Department (MARNDR/CNSA).*

The Farm Plans project in the Southern department has been a successful pilot of community based adaptation measure for food security. Thanks to resources provided by the project, the MARNDR has technically supported 1084 farmers (336 women, 748 men) with on-site training on soil conservation, composting, mangoes grafting, seeds treatment (cassava, sweet potato, peas strain, mil), irrigation techniques and water conservation. These farmers learned to adapt and adopt other income-generating activities.

**RATING: Highly satisfactory**

#### **Outcome 4: Models of best practices and lessons learned from the project activities captured and institutionalized**

Outcome 4		
Indicators	End of project target	Actual achievement
1. Number of 'lessons learned' systematized about managing climate change risks in coastal areas 2. Number of men and women (public and decision makers) having access to best practices and lessons learned from project activities. 3. Number of 'lessons learned' disseminated through the ALM platform and other regional networks. 4. % of tools developed (manuals, guidelines) disseminated for replication and up-scaling through women's networks.	1. existence of knowledge forums and networks on adaptation to CC by the end of the project 2. By the end of the project, at least "30 % of the women have access to best practices and lessons learned from the project in targeted areas over baseline established during the start-up phase of the project. 3. By the end of the project, project lessons are distributed in hard copy (e.g. pamphlets, briefing notes, newsletters, booklets, etc.), electronically (e.g. via the project database), and via national and local workshops.	1. Sharing platforms have been developed such as ALM, and CCAF platforms, and the CC website. A guide on achievements and lessons learned of the project has been elaborated and presented 2. Though no clear baseline was established, this target seems to have been achieved with the development of a gender strategy, and a women participation rate between 30 to 40 % in all activities of the projects. 3. Achieved: the materials are disseminated in hard copy (CC training manual, 4 pamphlets, educational banner, 4 newsletters, success stories, photo stories) and



	<p>4. Halfway through the project, a database is operational and regularly updated with project information.</p> <p>5. 100 % of tools developed (manuals, guidelines) disseminated for replication and up-scaling through women's networks in addition to standard distribution.</p>	<p>soft copy on ALM and the CC website, studies are disseminated in hard copy (coastal vulnerability, country climate profile, estimate of adaptation costs) and soft copy on ALM and the CC website</p> <p>4. Indicator not monitored</p> <p>5. Indicator not monitored</p>
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This outcome is instrumental to further activities in CCA in Haiti, as this project was the first CCA initiative in the country, thus best practices and lessons learnt are paving the way for new adaptation projects of broader scope. This outcome was well achieved with a full report on lessons learnt and best practices which has been disseminated both online and in hard copy to key stakeholders and donors.

The project was also popularized during COP 22 in Morocco in December 2016. It was presented during meetings on climate information analysis, and a knowledge sharing exchange trip has been planned with GCCA Niger.

*Output 4.1: Dissemination of toolkits, knowledge products and guidance materials on climate-resilient coastal development to key agencies, municipalities and local communities.*

A wide number of manuals, toolkits and guidance materials have been developed and disseminated during the project. Leaflets on climate change adaptation, and on gender issues have been distributed to local communities ([http://changementclimatique.ht/co/wp-content/themes/statfort/documents/adaption\\_cc.pdf](http://changementclimatique.ht/co/wp-content/themes/statfort/documents/adaption_cc.pdf); <http://changementclimatique.ht/co/wp-content/themes/statfort/documents/changement%20climatique.pdf>; [http://changementclimatique.ht/co/wp-content/themes/statfort/documents/genre\\_cc\\_pnud.pdf](http://changementclimatique.ht/co/wp-content/themes/statfort/documents/genre_cc_pnud.pdf)).

Studies realized for the project include: Lessons learnt and best practices guide, study on gender sensitive CCA projects, study on coal sector in the South, CCA cost evaluation report. These reports have been disseminated to key agencies and are available online.

Awareness raising material have also been widely spread among municipalities and local communities such as:

- Flyer on water conservation « Dlo se la vi », and 4 brochures on basic knowledge on climate adaptation, gender and food security
- Video clip « Atis pou Anviwonman » :
  - Vimeo : <https://vimeo.com/110853119>
  - Youtube : [https://www.youtube.com/watch?v=IQ7\\_ZShNzPg](https://www.youtube.com/watch?v=IQ7_ZShNzPg)
- Audio Song “atis pou anviwonman”: <https://soundcloud.com/proj-atispouanviwonman>
- 2 spots radio awareness on climate change: <https://soundcloud.com/proj-atispouanviwonman>
- Teaser video « Atis pou anviwonman » : [www.youtube.com/watch?v=ZYEzowBqZIA](http://www.youtube.com/watch?v=ZYEzowBqZIA)
- facebook Site pour « Atis pou anviwonman » : <https://www.facebook.com/atispouanviwonman>
- Pamphlet : « La mangrove, un atout dans la lutte contre le dérèglement climatique » : <http://www.ht.undp.org/content/haiti/fr/home/ourperspective/ourperspectivearticles/2014/10/29/la-mangrove-un-atout-dans-la-lutte-contre-le-d-r-glement-climatique.html>

*Output 4.2: Thematic program on climate risk data management developed within the CNIGS, ONEV, CIAT.*

The project has supported the development of a case Study: The Use of Geographic Information Systems (GIS) to Guide Interventions related to Climate Change Adaptation in Haiti.

*Output 4.3: Project website developed as a knowledge platform.*

A website linked the Ministry of Environment's website has been developed and is hosting most of the knowledge products realized by the project and by other similar initiatives, as well as official documents related to climate change: <http://changementclimatique.ht/>.

*Output 4.4: Project lessons prepared for dissemination through the Adaptation Learning Mechanism (ALM).*

A special report on best practices and lessons learnt capitalization has been disseminated online and in hard copy to key agencies.

Other communication products have been developed:

- Haiti photo essay « coasts at risk »:
  - English: <https://undp.exposure.co/coasts-at-risk>
  - Français: <https://undp.exposure.co/ctes-risques>
  - Español: <https://undp.exposure.co/las-costas-en-riesgo?more=true>
- Photo story Canada-UNDP Climate Change Adaptation Facility: Experiences from Haiti:  
<https://www.youtube.com/watch?t=23&v=Q9CuTr0Bu5M>

**RATING: Highly satisfactory**

**Pilot projects results**

Though most pilot projects have had positive results, with numerous activities undertaken and a conclusive appropriation by local stakeholders, the harmonization between initiatives at national and local levels, and between local initiatives has been problematic. There is no representative of the ministry of environment at communal level. Such communal offices already exist for the Ministry of Agriculture. Creating such offices would help the ministry of environment to directly work with municipalities ("Communes").

The sub-project on artificial recharge of the water table to better adapt to Climate Change has been satisfactory. The expected effects are very positive for the micro-threshold and reforestation components and are expected to last because very good satisfaction has been registered on the side of the direct beneficiaries who enjoy preciously the new exploitable agricultural areas that result. This performance has created expectations among non-beneficiary farmers. However, the awareness component was not particularly successful, the recipients perceived the project as most other projects that land in the communities.

The sub-project construction or rehabilitation of Drinking Water Supply Systems have had mixed outcomes. At the level of Cyadier and Auban, the system is not very efficient. The internal involvement and commitment of the CAEPA committees is patchy and may ultimately affect one, two or at most three members of these committees. The sub-project landed well in the communities of Bossier and Sapotille where people gave very positive feedback on the quality of the service provided and on the satisfaction of the demand.

The food security and adaptation to climate change sub-project was positive but limited in time. In addition, there were repeated cuts between the phases that disrupted the implementation. The partnership between DDA and NGOs was rather positive, but with a need to address weaknesses, including institutional dialogue and coordination. The methodology of the farm plans is well appreciated by the MARNDR executives who are ready to adopt it as one of the approaches to

accompany the producers. It is an interesting experience of partnership between a state entity and NGOs that should be deepened (or even continued) in terms of strategic and operational approach and development subsidy.

For sub-projects to regenerate the vegetation cover of the Aquin St-Louis hydrographic unit for adaptation to CCs, integrated management of watersheds by committees against CC and protection and restoration of mangroves, it should be noted that the 2014 drought that was extended to 2015 caused a significant delay in reforestation activities. This, in a way, shows that climatic disturbances, specifically drought, also influenced the timing of the project. Mangrove reforestation was thus not as successful as expected but the project helped to restore some areas of the mangrove, that played an important role protecting the coast in the passage of the hurricane Matthew.

Moreover, the absence of a clear exit strategy from the project was notified. The exit strategy is an essential aspect to be emphasized, given the importance and quality of the achievements of this project, notably the Center for Nature Interpretation, as well as the Pluviometric installations and the necessary accompaniment structures for the management of the watersheds initiated. Finally, it is essential to address the risk of loss of experience and know-how built around the project. Indeed, the project managers are essentially contractual, in the absence of a project and without a recovery by the DDE/S, a set of important achievements of the project can be lost.

### **3.3.2. Relevance**

The relevance of the project is obvious as the question of food security and sustainable water management is important and sensitive to climatic hazards in Haiti. This justifies the choice of testing and developing agricultural and water management adaptation activities, including capacity building to maintain economic and ecological safety nets as coping mechanisms during climate change events; adaptation measures implemented in the agriculture, forest and water management sectors in coastal areas to reduce vulnerability and maintain ecosystem services. There was also a real capacity of the project, through its activities and products, to support the concerns of target groups, with results that have confirmed the relevance of the project. Considering the project results, it appears that the introduction of innovative techniques or practices requires extreme support, despite the expertise already present. Thus, activities related to existing practices, and that the project has modernized, have proven to be the most beneficial. As the first LDCF initiative on climate change adaptation in Haiti and a direct implication of the country's NAPA document, the project was urgently needed regarding climate change threats to the country, and especially the increasing vulnerability of coastal zones.

Nearly 10 years after the formulation of the NAPA national document, adaptation in coastal zones, in practice, proved useful and even more relevant than we could foresee. It is hence recommended that the project is rescaled nationwide.

The project is also relevant to UNDAF Goal/ UNDP Strategic Plan Environment and Sustainable Development Outcomes on "Promoting climate change adaptation" and "Strengthening capacity of developing countries to mainstream climate change adaptation policies into national development plans", and its results have participated in their achievement. The project also participates to the attainment of CPAP Output "Strategic, legal, institutional and communicational frameworks are developed; and their implementation promoted to better address environmental and natural resources management problems at the national and local levels", and "Tools and systems to improve access to drinking water, sanitation services, and management of solid wastes are developed and implemented".

This criterion is ranked **Highly Satisfactory**.

### 3.3.3. Efficiency & Effectiveness

This evaluation report describes the management approach observed in the implementation of project activities. The analysis was made with reference to the appropriateness of expenditures and financial means used to achieve the desired results. If the results cannot all be quantified, the project outcome, based on several micro-economic data and qualitative information, is largely positive.

It should be mentioned that the team has shown motivation and involvement in the implementation of the project. This assessment is based on the testimonies of the beneficiaries as well as national partners, starting with the Climate Change Directorate and the Departmental Delegates from the Ministry of Environment met by the evaluation team on Dec 1, 2 and 3 2016. Conversely, the project team could benefit from the institutional and major political interaction capacity as can be expected from a government authority. In addition, the CPP has worked regularly.

This criterion is ranked **Satisfactory**.

### 3.3.4. Appropriation by the country

The project is the result of a process that has its origins at the time of the drafting of the NAPA.

Important decisions (choice of CNP, of target sites in the South and South East Departments...) and activities were implemented with the systematic and comprehensive agreement of the CPP and the Haitian authorities. Close cooperation with the Government of Haiti has certainly allowed the project to be appropriated by the institutions at all levels (including villages) and therefore guarantee a high durability to the gains of the project; it also helped to integrate quite easily the issues of climate change, even if the beneficiaries are mainly concerned with improving their living conditions.

We must therefore emphasize that the involvement and ownership was very satisfactory at local and national levels: both on the part of the rural populations, villages and authorities and other national institutions partners. All were very satisfied with the project, and participated actively in its implementation: departmental representations of the ministries of environment and agriculture brought their support through their experts, and local communities through the various groups.

The PTA and reports were sent regularly to the Government at its request, and many events (meetings of the CPP, workshops, etc.) marked the project. Exchanges between the Government and the project team were numerous, and the flow of information was systematized (at the administrative as well as the technical levels).

We can also note that the following aggregates assessing the level of ownership of the project by the national part are extracted from the various registers of the implementation of the project activities by the various stakeholders involved.

➤ *On the orientation and decision by the management bodies of the project plan*

Project documents including AWP and PIRs denote the regular functioning of decision-making and orientation bodies of the project, with a strong implication of national responsible parties including MDE, CNIGS, DINEPA and CNSA.

➤ *On the implication and empowerment of NGOs and Civil Society*

The implication of a wide number of NGOs in project activities has been supported by the project through the Civil Society Platform (14 NGOs members + 24 pending applications) and through their participation in the implementation of activities such as Farming Plans development. Local communities and civil society have also been widely reached by the project's awareness activities which covered a large number of schools, churches and "gaguères" (or cock fights).

Finally, through these indicators, we note a real effective engagement of stakeholders in the implementation of the project, and a level of ownership of the project down to the local level.

For the future, we recommend a continuation of UNDP's technical support in accordance with guidelines of the Paris Declaration in order to ensure the implementation of the Busan strategy to make aid more effective to reduce poverty and achieve the objectives of the country and the Millennium Goals for Development.

This criterion is ranked **HS**.

### **3.3.5. Sustainability**

#### Overall likelihood of sustainability

The evaluation of the ACC project showed that the beneficiary population was motivated by the project: it is an asset for the country and is experienced as such. The sustainability of undertaken activities seems likely. Yet, for its impacts to be beneficial and sustainable, a replication of the activities will be required. The positive results of the project should be used to extend the practices of the project to other vulnerable zones of the country.

Some partnerships already ensure the durability of the project actions as the program of climate change integration at the national level funded by the European Union which work on national development strategies-climate smart and field activities where the project pilot activities can be replicated. Many other projects either under formulation or just starting will build on the project's achievements and guarantee the continuation of some activities. For instance, another GEF project focusing on sustainable agriculture in the South (Aquin and Saint-Louis) is under formulation with the IDB will build on Farm Plans; the IDB is also financing an eco-tourism project through the center of environment education in Aquin; GAC is developing a project on agri-food value chains and adaptation to climate change, building on farmers' training already undertaken during the ACC project.

#### Financial resources

The decision from key donors such as DINEPA, MARDNR, Ministry of Environment, ONEV, CNIGS, to allocate internal resources and open up new budget lines to support CC work guarantees that project achievements will continue to be built upon even when all operations are closed. Moreover, key donors like IDB, EU, WB, AFD, JPHRO, German Cross, Welthungerhilfe, have prioritized climate change adaptation actions in their 3-5 year plans and programs, which secures financing for future CCA initiatives.

However, financial resources might not be sufficient to continue the implementation of all trainings on the various tools aiming at mainstreaming the climate change impacts on development in planning and monitoring processes. More CCA initiatives will have to be financed to undertake the required replication and an extension of these activities.

#### Environmental

The project is ensuring environmental sustainability through its reforestation activities and mangrove conservation project. Yet, a catastrophic climatic event such as a storm might threaten some of the project outcomes in the future and must be taken into account as an environmental risk to the sustainability of project achievements.

#### Socio-political

The activities introduced during the project implementation have created a dynamic in the coastal communities and, with few exceptions; the population suggested that innovations of the project would continue. Some activities were being completed at the time of the final assessment and it is important that they can go to their term to be sustainable.

The Project has increased awareness and knowledge of all stakeholders on climate change adaptation. They also realized that outcomes of the Project have reflected their priority needs and be owned by them. Under the impact of the Project, local governmental sectors, academic institutions, NGOs and some communities said to evaluator that they will continue to use the products from the Project. The local communities which are engaged in development of alternative agricultural practices and reforestation and have benefited from the Project will voluntarily support the efforts of adaptation led by local governments.

Yet, political instability can greatly alter project outcomes, as it was observed at departmental level when department officers were replaced. The sustainability of achievements will highly depend on the country's political context in the coming years.

In summary, Haitian social impacts of the project will be likely to make the Project outcomes sustainable, but the political environment may threaten this stability. The Project is rated as Likely in sustainability of socio-political aspects.

#### Institutional framework and governance

The strong implication of government bodies into the project implementation is a good foundation for a sustainable institutional framework for climate change adaptation activities in the country. Moreover, the development of a National Climate Change Policy might be instrumental for future initiatives. Yet, issues of governance for resilience to climate change that require a higher-level approach and that were beyond the reach of the project remains a trend of dispersion and weakening of governance and normative responsibilities through (i) the multiplication of ad hoc structures in the public administration and (ii) parliamentarians being honored mostly for their interventions as infrastructure project promoters rather than as regulators and monitors of the action of the executive power.

Lessons should be learned, following the project, about the activities and challenges that must be replicated on a large scale. These lessons have been clearly compiled and disseminated through a "lessons learnt and best practices" report. Project sustainability is ensured in targeted localities and it is recommended to generalize the approach of the project nationwide.

To conclude this section on sustainability, the project results show the appropriation of new practices and innovations, enabling greater resilience for targeted populations. It is important that these benefits be likely to continue after the end of external funding. Beyond sustainability that is already observable, we must also focus on generalization.

This criterion is rated as **Likely (Satisfactory)**.

### **3.3.6. Impact**

The impact of the project was confirmed by the final evaluation, regarding the principal objective as well as specific objectives. The project has reached more than 200,000 people through awareness raising campaign on climate change issues, and through trainings on adaptation, climate information, water management, and adaptive agricultural practices.

Though some pilot projects have been less impactful than others, the whole LDCF initiative has created an enabling environment and strong interest in climate change adaptation in Haiti. The project has indeed proven catalytic for climate change adaptation action in the country, as shown by the development of highly strategic policy instruments such as the country's INDC as well as the National Climate Change Policy which is still under development, with the direct support of the project team. The project has thus shown that investing in the environmental sector in Haiti is highly relevant itself.

A wide number of climate change adaptation initiatives are now being developed thanks to the cooperation created by the project:

- GAC is developing a project on "Strengthening agri-food value chains and adaptation to climate change" which will build on achievements made with the ministry of agriculture and local communities. The budget allocated will be USD 50 million over five years.
- The IDB is formulating a GEF project on sustainable agriculture, the IDB will also take over the funding and management of the center on environmental education and interpretation in Aquin for a sustainable tourism project.
- Two GCF projects are under development by AFD (agriculture, and coffee production) . The Ministry of Finance is also starting the process to become an accredited entity of the GCF with the support of the Ministry of Environment.
- The work on gender undertaken through the project incentivized the development of a project between UN Women, UNESCO and UNDP on Women and Disaster

The impact of the project has thus been considered **Significant (Satisfactory)**.

#### 4. Conclusions, recommendations and lessons learnt

***Project Scoring Table***

Criteria	Note	Comment
<b>Implementation of the project</b>		
<b>Monitoring and evaluation</b>	<b>S</b>	<p>Planning for monitoring and evaluation was quite comprehensive and detailed in the project document, integrating both internal M&amp;E daily and annually, and external evaluations at mid-project and project completion. A consistent budget was implemented to ensure the functioning of M&amp;E.</p> <p>The monitoring and evaluation system was fragile and therefore unreliable at the beginning of project implementation (monitoring and evaluation reports were often incomplete) and this was pointed out in the MTR. A proper MTR response was then implemented including an updated and elaborated M&amp;E tool with credible data submitted in technical reports of partners and collected during M&amp;E field visits.</p> <p>The recommendations of the MTR have been implemented and had positive consequences on the project execution, with appropriate adjustments of project activities regarding the progress and remaining time for these activities.</p>
<b>UNDP implementation</b>	<b>S</b>	The UNDP's implementation, monitoring and facilitation work was provided adequately throughout the project. The structure and implementation of were adequate, and the role of UNDP significant as the guarantor of this adequation.
<b>MDE Execution</b>	<b>S</b>	The has fully played its role as executing agency of the project, with the provision of premises and staff throughout the life of the project, and an appropriate political and technical supervision of the project. The project was confronted to institutional and organizational difficulties in the role and positioning of the various key partners during the departure of the environmental focal point of UNDP in the middle of the 2012 and subsequent difficulties faced by the office to efficiently monitor progress of the project coordination unit, and the project was pending from June to end of September 2013 due to the absence of an NPD. A renewal of the PMU after September 2013 has significantly increased the implementation dynamics of the project activities.
<b>Coordination between the UNDP, the implementing partner and the executive partner</b>	<b>S</b>	Over the whole project duration, the coordination between UNDP, the MDE and the CIAT has not been a major problem, apart from a period of organizational difficulties in 2012 after the departure of the GEF Focal Point. Beside, the coordination the MDE has been good during the project implementation. A new National Focal Point has been designated for the project in MDE and the MDE provided office space for the



		project as part of their in-kind contribution. In addition, the ministry provided human resources for all awareness activities done through the project.
<b>Project results</b>		
<b>Global results</b>	<b>S</b>	<p>The project document, as it was originally developed, is ambitious, and corresponds to the concerns of local communities affected by climate change.</p> <p>The final evaluation of the project shows that the overall results were all achieved. The implementation approaches adopted have ensured the attainment of this objective through its outputs and impacts. The project has achieved its objective by increasing the resilience of low-elevation coastal zones to emerging climate change threats enhanced and the institutional capacity to plan for and respond to climate induced impacts in coastal areas. Minor shortcomings have been observed in project results, as detailed below, but the project has delivered most of the planned outcomes. Overall 50 training workshops on CCA, food security, climate information, and disaster risk management have been undertaken, training more than 1,200 people. Awareness raising campaigns have reached more than 200,000 people now showing their interest in climate change issues, 2,150 communication materials and manuals relating to CCA have been disseminated, and 8 CCA pilot projects have been or are being implemented as a result of this project.</p>
<b>Relevance</b>	<b>HS</b>	The relevance of the project is obvious as the question of food security and sustainable water management is important and sensitive to climatic hazards in Haiti. This justifies the choice of testing and developing agricultural and water management adaptation activities. As the first LDCF initiative on climate change adaptation in Haiti and a direct implication of the country's NAPA document, the project was urgently needed regarding climate change threats to the country, and especially the increasing vulnerability of coastal zones.
<b>Efficiency and Effectiveness</b>	<b>S</b>	<p>The analysis of effectiveness and efficiency was made with reference to the appropriateness of expenditures and financial means used to achieve the desired results. If the results can not all be quantified, the results, based on several micro-economic data and qualitative information, is largely positive. Funds were appropriately disbursed and related results have been mostly positive as described above.</p> <p>It should be mentioned that the team has shown motivation and involvement in the implementation of the project. This assessment is based on the testimonies of the beneficiaries as well as national partners, starting with the Climate Change Directorate and the Departmental Delegates from the Ministry of Environment met by the evaluation team on Dec 1, 2 and 3 2016. Conversely, the project team could benefit from the institutional and major political interaction capacity</p>

		as can be expected from a government authority. In addition, the CPP has worked regularly.
<b>Appropriation by the country</b>	<b>S</b>	<p>The project is the result of a process that has its origins at the time of the drafting of the NAPA.</p> <p>Important decisions (choice of CNP, of target sites in the South and South East Departments...) and activities were implemented with the systematic and comprehensive agreement of the CPP and the Haitian authorities. Close cooperation with the Government has certainly allowed the project to be appropriated by the institutions at all levels (including villages); it also helped to integrate quite easily the issues of climate change, even if the beneficiaries are mainly concerned with improving their living conditions.</p> <p>We must therefore emphasize that the involvement and ownership was very satisfactory at local and national levels: both on the part of the rural populations, villages and authorities and other national institutions partners. All were very satisfied with the project, and participated actively in its implementation: departmental representations of the ministries of environment and agriculture brought their support through their experts, and local communities through the various groups. Though implication has been unequal between the South and Southeast department offices concerning pilot project activities.</p>
<b>Sustainability</b>	<b>S</b>	<p>The evaluation of the ACC project showed that the beneficiary population was motivated by the project: it is an asset for the country and is experienced as such. The sustainability of undertaken activities seems likely. Yet, for its impacts to be beneficial and sustainable, a replication of the activities will be required. The positive results of the project should be used to extend the practices of the project to other vulnerable zones of the country.</p> <p>Some partnerships already ensure the durability of the project actions as the program of climate change integration at the national level funded by the European Union which work on national development strategies-climate smart and field activities where the project pilot activities can be replicated.</p>
<b>Impact</b>	<b>S</b>	<p>The impact of the project was confirmed by the final evaluation, regarding the principal objective as well as specific objectives. The project has reached more than 200,000 people through awareness raising campaign on climate change issues, and through trainings on adaptation, climate information, water management, and adaptive agricultural practices.</p> <p>Though some pilot projects have been less impactful than others, the whole LDCF initiative has created an enabling environment and strong interest in climate change</p>

		adaptation in Haiti. The project has indeed proven catalytic for climate change adaptation action in the country, as shown by the development of highly strategic policy instruments such as the country's INDC as well as the National Climate Change Policy which is still under development, with the direct support of the project team. The project has thus shown that investing in the environmental sector in Haiti is highly relevant itself.
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As a general conclusion, it should be noted that the ACC project achieved its objectives: it allowed, in targeted communities, for the reduction of the vulnerability of coastal communities to the impacts of climate change, with the introduction of resilient practices and technologies. It has also strengthened national capacities for adaptation, through the involvement of many administrative managers and of Haiti, to provide answers to people's needs. More specifically, one can retain the following main points:

- The ACC project supported the development of eight pilot projects on climate change adaptation, introducing local communities to know-how and new technologies, which allowed them to better adapt to climate change.
- The operation of the project was delayed, at the beginning, by organizational and institutional difficulties including the departure of the National Focal Point and the recruitment of a new RNP. This starting dysfunction has been well treated by the UNDP and the PMU. Moreover, the co-financing from GAC starting in 2013 boosted the project. The project thus received an extension for the project closing date, which allowed the finalization of many activities.
- The project has arguably strengthened the Direction for Climate Change as well as the department offices for environment (DDE/SE and DDE/S). Institutional capacity has thus been enhanced, especially since the project triggered an inter-ministry cooperation on the multi-sectoral aspects of climate change.
- Project expenses were well managed, particularly with respect to the preparation of PTAs. Moreover, GAC fast-start finance was highly efficient; the allocation to the ACC project was relevant and fulfilling Canada's commitments.
- The recommendations of the mid-term review were followed by actions, which helped to integrate the necessary changes and adjustments, specific to any implementation project.
- The extensive inclusion of gender aspects in project activities and monitoring has been a success with a strong participation of women in the pilot projects.
- The ACC project has generated a wide amount of knowledge and information on climate change in Haiti, disseminating knowledge not only on the impacts of climate change but on adaptation approaches and practices. Awareness-raising has reached more than 200,000 people and the project has triggered a strong implication of local communities as well as institutional stakeholders across ministries. The partnership with DINEPA/OREPA on watershed pilot projects has been particularly successful.

- No clear exit strategy has been developed by national parties as to how adaptation measures will be sustained after the project financing. Yet, the implementation of the EU AP3C project and a new GAC project are guaranteeing further implementation of some adaptation activities. There is though a need to build a strong exit strategy to ensure the sustainability of acquired adaptive capacity at national and local level.
- The country's need for technical and financial assistance is still strong as climate change adverse impacts become more and more severe. Adaptation strategies and technologies must be scaled up and developed across the country.

The recommendations and exit strategy are:

- First, the positive results of the project must be recovered and replicated at a larger scale as implicitly requested by the Government through the INDC. Partnerships with NGOs and other technical partners must be strengthened in future projects. More generally, coordination with donors and other development and climate actors in Haiti must be pursued, amplified and extended to new actors such as the Green Climate Fund. It is recommended to formulate a concept note for an amount of around USD 40 million, in order to implement a nationwide resilience and reforestation project. This project could be implemented in vulnerable zones in the South and Grande Anse departments.
- The country must develop a clear strategy for climate financing in the country at national and international level. The application of the MEF to become a GCF accredited entity must be supported using GCF's readiness funds. UNDP's experience in GCF procedures could be highly beneficial.
- The greater institutional capacity triggered by the project must be sustained and enhanced. The DCC website must continue to be active, the DCC should continue hiring experts, and adaptation activities should followed up in departments but also with communes. Climate change should be mainstreamed in the country's sectoral policies, starting by integrating climate change adaptation in the national budget planning. The inter-ministry cooperation created by the project must be continued and environmental aspects must be integrated into multi-sectoral policies.
- The cooperation between the UNDP and national and local authorities should be pursued on similar themes to those covered by the ACC project, including on access to water resources, reforestation, and marine and coastal ecosystems. A project on sustainable tourism could be implemented with the center of environmental education and interpretation.
- Similarly, GAC should continue financing adaptation activities building on the achievements of the project in the field of sustainable agriculture and with watershed committees.
- It is advised to include coastal and marine areas in future watershed projects as erosion is affecting coastal biodiversity. A project on sustainable tourism could be implemented with the center of environmental education and interpretation.

- Cooperation between national agencies and communes should be developed to ensure more sustainability of adaptation measures at local level and for better harmonization of adaptation initiatives.
- The project has created a dynamic favorable to climate change adaptation action at national and local level, but as it was the first adaptation initiative many activities must be continued and extended. As part of the next programmatic cycle, it is recommended to focus transversely on water access, strengthening resilience of subsistence livelihoods in isolated areas with highly vulnerable communities, and adaptation to climate change for health.

## 5. Annexes

### 5.1. Photographs



## 5.2. Terms of reference

- **International Consultant - Terminal evaluation of the GEF project (Climate Change)**

<b>Location :</b>	Port-au-Prince, HAITI
<b>Application Deadline :</b>	19-Aug-16 ( <b>Midnight New York, USA</b> )
<b>Type of Contract :</b>	Individual Contract
<b>Post Level :</b>	International Consultant
<b>Languages Required :</b>	English French
<b>Duration of Initial Contract :</b>	30 days of work with 14 days in Haiti

- **Background**

The proposed project follows from the findings and recommendations of Haiti's NAPA, which has identified the coastal development sector as a top national priority for climate change adaptation. In line with guidance for the LDCF (GEF/C.28/18, May 12, 2006), this proposal seeks LDCF funding for a programmatic approach to support climate risks management (CRM) in the most vulnerable Low-Elevation Coastal Zones (LECZ) of Haiti. LDCF resources will be used specifically to meet the additional cost of building national and local adaptive capacities, enhancing the resilience of current coastal development policies and plans to climate change risks, as well as implementing an urgent set of pilot adaptation measures in response to the most pressing threats posed by climate change on coastal populations and economy.

Ranking 155th in the HDR list, Haiti belongs to the poorest LDCs group and has long been vulnerable to climate related disasters. Haiti has long been vulnerable to tropical storms and hurricanes. The country lies on the primary pathway of tropical storms that originate in the Atlantic and strike Caribbean islands every hurricane season. However, in recent years, the country has been afflicted by a significant increase in the occurrence of severe natural disasters. Haiti has recently been identified as one of the country's most vulnerable to the impacts of climate change.

The main climate change-induced problem facing most vulnerable Low-Elevation Coastal Zones (LECZ) of Haiti to be addressed by the project is that climate change is likely to further increase. The local and national governments presently lack the technical capacity, management capacity, physical resources and financial resources to overcome or cope with the anticipated changes. The coastal population in particular lacks the capacity, resources and financial assistance to adapt to and overcome worsening climatic conditions.

The present proposal addresses climate change adaptation needs, a national development priority and identified in the current UN and UNDP cooperation frameworks in Haiti. In particular, the United Nations Development Assistance Framework (UNDAF) 2006-2010 and the UNDP Country Program Action Plan (CPAP) identifies climate change as a major threat to development and UNDP Haiti is committed to invest core resources to support the project. This project, being the first of its kind, with support from the GEF, and other national and international partners, will try to help raise awareness

on vulnerability of coastal areas in the context of CC, and the relationship between CC and food security. The project through a systemic approach will focus on advocating for better planning and investment policies in coastal areas and food security, building capacities and improving better decision frameworks where and when possible. While this initiative will focus largely on the impact of climate change in coastal zones, it will also analyze and state the importance of the key sectors which are integral to the overall development goals set forth in the NAPA, namely water management and food security. To achieve this, the following outcomes will be delivered:

Project Objective: To strengthen adaptive capacities of populations and productive sectors in coastal areas to address increasing climate change risks.

Project outcomes:

- Outcome 1: Institutional capacity to plan for and respond to increasing coastal and food security hazards improved;
- Outcome 2: Climate risks management is fully mainstreamed into humanitarian and development investment frameworks;
- Outcome 3: Resilience of low-elevation coastal zones and for the food security sector to emerging climate change threats enhanced;
- Outcome 4: Models of best practices and lessons learned from the project activities captured and institutionalized.

The terminal evaluation will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

This assessment seeks to appreciate the achievement of project objectives and to describe the lessons learned that can enhance the sustainability of the benefits of this project and promote the overall improvement of UNDP programs.

The main stakeholders of this terminal evaluation are: evaluation users, partners, donors and staff of executing and other relevant agencies, beneficiaries...)

- **Duties and Responsibilities**

The principal responsibility of the international consultant is to appreciate the achievement of project objectives and to describe the lessons learned that can enhance the sustainability of the benefits of this project and promote the overall improvement of UNDP programs.

#### **Evaluation Timeframe**

The total duration of the evaluation will be 30 working days according to the following plan:

- Preparation (3 days);
- Evaluation Mission (14 days);
- Draft Evaluation Report (10 days);
- Final Report (3 days).



Completion Date : Final date of completion will be determined based on signature date of the contract which should take place in the period of June-July 2016.

**Evaluation Deliverables :**

The evaluator is expected to deliver the following:

**Inception Report**

- Evaluator provides clarifications on timing and method;
- No later than 2 weeks before the evaluation mission;
- Evaluator submits to UNDP CO.

**Presentation**

- Initial Findings;
- End of evaluation mission;
- To project management, UNDP CO.

**Draft Final Report**

- Full report, (per annexed template) with annexes;
- Within 3 weeks of the evaluation mission;
- Sent to CO, reviewed by RTA, PCU, GEF OFPs.

**Final Report**

- Revised report;
- Within 1 week of receiving UNDP comments on draft;
- Sent to CO for uploading to UNDP ERC.

When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

- **Competencies**

**Functional Competencies:**

- Knowledge of UNDP and GEF;
- Highly knowledgeable of participatory monitoring and evaluation processes;
- Capable of planning, organizing, initiative and autonomy;
- Capacity to work in a multicultural environment and several languages.

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

- **Required Skills and Experience**

The evaluation team will be composed of 1 international consultant. The consultant must have prior experience in evaluating similar projects. Experience in projects financed by the GEF is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultant must present the following competencies and qualifications:

#### **Education**

- Advanced university degree (Master's or PhD) in natural sciences, environmental management, development studies, economics, climate change or related discipline.

#### **Experience**

- Minimum 8 years of relevant professional experience in Environmental sciences, Climate Change impacts, mitigation and adaptation, disaster risk management or related field;
- Previous experience in Haiti or in the Caribbean region;
- Strong abilities to analysis and attention to detail;
- Previous experience with results-based monitoring and evaluation methodologies;
- Substantive and demonstrated experience with terminal evaluation/review of GEF funded projects.

#### **Languages**

- Proficiency in English and French;
- Strong abilities to write evaluation reports, good oral and written communication skills in both French and English.

### 5.3. Itinerary

AGENDA DE LA MISSION D'ÉVALUATION FINALE DU PROJET ACC (PID 73302/ PIMS 3971) » du 28 Novembre au 6 décembre 2016		
Prénom et Nom de l'Évaluateur : Alexandre BORDE		
Lundi 28 Novembre 2016 (jour de l'atelier PDNA+Resultats Elections ~~~)		
12h30-1h15	Briefing avec la sécurité	logbase
1h30-2h15	Rencontre avec Chef de l'unité Environnement	Logbase
Mardi 29 Novembre 2016		
8h15-9h15	Réunion avec le point focal GEF, Moise Jn Pierre. Tel : 36068222	DCC, Berthe
9h30 – 10h30	Regine Abraham Directrice DCC et Régisseur AP3C/ tel : 38.59.73.18	DCC, Berthe
10h30 – 11h30	Julien Herley Richard, Délégation Union Européenne	DCC, Berthe
12h30-13h30	Pause	Montana
14h-15h	CNSA, Harmel Cazeau. Tel : 34.14.43.47	Montana
16h-17h	Geraud Albaret, BID	SKYPE (geraudalbaret)
Mercredi 30 Novembre 2016		
8h00-8h45	Myrthel Guillaume, PPCR	CIAT, Turgeau
10h- 11h	Marc Josue et Arabella Adam ; Coopération Canadienne	Ambassade du Canada, Delmas 71
12h-1h	UEP, MARNDR	Damien
2h30h-3h30	Plateforme Societe Civile sur les CC	Puits Blain
Jeudi 1 <sup>er</sup> Décembre 2016 (programme sujet à modification selon les réalités du terrain)		
6h AM	Equipe laisse port au prince vers Jacmel	
9h-9h45	Rencontre avec la direction départementale Sud-Est du MDE	
10h-midi	Visite de terrain et Rencontre avec les bénéficiaires	
Midi – 1h	Pause déjeuner	
Vendredi 2 Décembre 2016 (programme sujet à modification selon les réalités du terrain)		
8h-10h	Visite de terrain Sud-Est-DINEPA et Rencontre avec les bénéficiaires	
10h-13h	En route vers les Cayes	
14h-14h45	Rencontre avec le Directeur départemental MDE -Sud : Mr. Sylvain Régis	
Samedi 3 Décembre 2016 (programme sujet à modification selon les réalités du terrain)		
8h-10h	Visite de terrain avec DDES et Rencontre avec les bénéficiaires	
10h-midi	Visite de terrain avec DDAS et Rencontre avec les bénéficiaires ONG intl. : OXFAM Italia, CESVI ONG locales : MOPROPS et ACAPE	
Retour à Port au prince le samedi 3 Décembre		
Lundi 5 Décembre 2016		
8h00-9h00	Briefing avec le SM	Ritz Kinam
9h30 - 10h15	ONU Femmes	Delmas 60, Musseau
11h-12h	Ministère des Finances	Ave Charles Summer
	Bellegarde Frantz, directeur OREPA	DINEPA, rue Metellus

15h-16h	Bobby Piard, Directeur General CNIGS: 38.22.86.80	Turgeon
<b>Mardi 6 Décembre 2016</b>		
9h-12h	Atelier de restitution	Kinam Hotel, PV

#### **5.4. List of Documents reviewed**

1. Prodoc (original and substantive revision including GAC)
2. All PIRs.
3. Mid-Term Review and Management Response.
4. Annual Operational Plans.
5. Procurement plans.
6. Budget revisions.
7. Approved Project Extension Request(s).
8. GEF Tracking Tools (baseline, mid-term, terminal), if applicable.
9. Audit reports.
10. UNDP-CCAF-annual reports.
11. Various Communication documents realized by the project
12. Draft of the National Policy on Climate Change
13. Technical reports of pilot projects from DDE/SE
14. Capitalisation report on lessons learnt and best practices

## 5.5. Evaluation Consultant Agreement Form

### EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

#### Evaluators:

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

#### Evaluation Consultant Agreement Form

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Alexandre BORDE

**Name of Consultancy Organization** (where relevant): \_\_\_\_\_

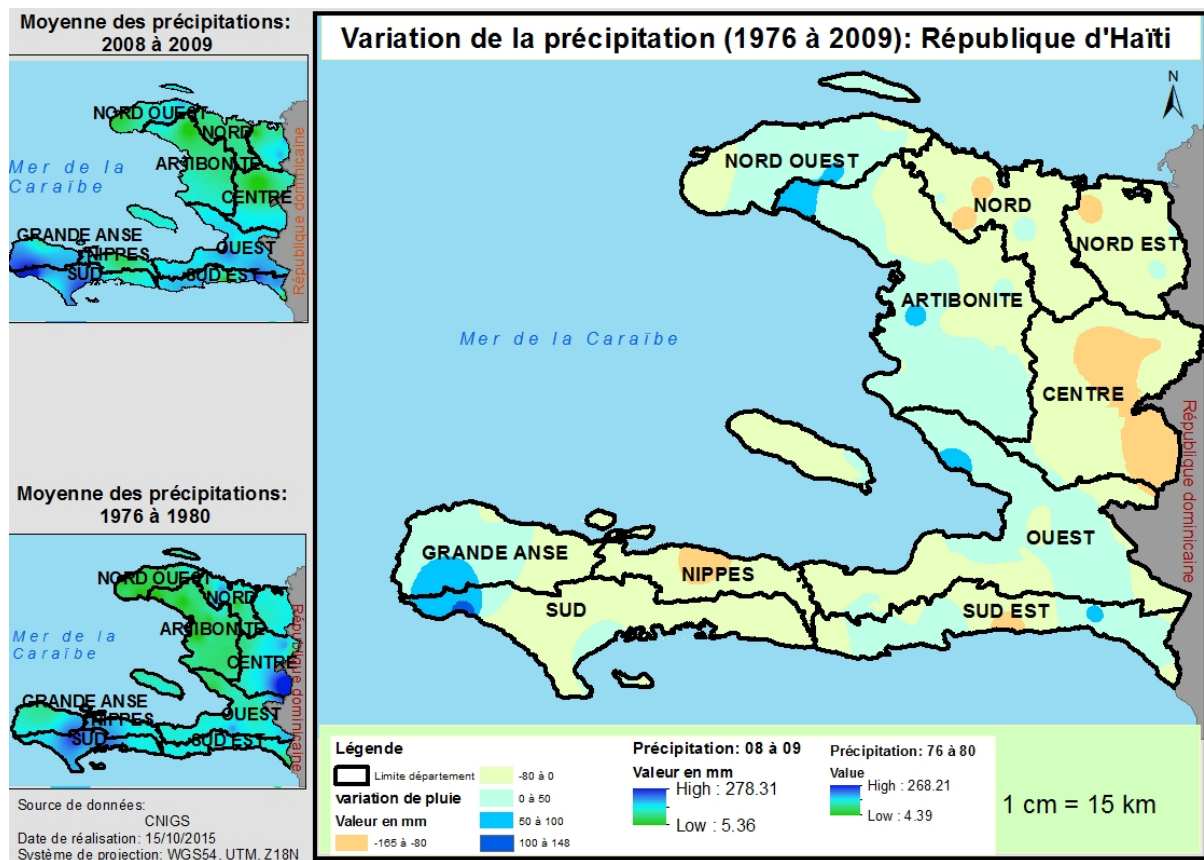
**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at *Paris* on *20.12.2016*

Signature: \_\_\_\_\_

## 5.6. Other annexes – Maps

Map 1: Rainfall variation 1976-2009





Map 2: Temperature variation 1975-2012

