

Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a "ridge to reef" approach to biodiversity conservation and watershed management.
(EBA Project)

PID 90545 / PIMS 4648

Terminal Evaluation



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Table 1: Project overview

Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a "ridge to reef" approach to biodiversity conservation and watershed management			
TE Team members : <ul style="list-style-type: none">International Consultant : Glen Hearn PhD. Eco-Logical Resolutions LtdNational Consultant Désilhomme Satyr			
UNDP ID (PIMS#)	4648	Date of approval of the FIP	20 June 2013
GEFSEC ID (PMIS#)	5380	Approval of ProDoc (CEO Endorsement)	March 2015
ATLAS Award ID	81100	Date of signature PRODOC	29 October 2015
Country/ Region	Haiti/ Caribbean	Date of recruitment of the coordinator	March 2016
Closing date	15 March 2021	Kick-off workshop	24 May 2016
GEF Strategic Programme	BD-4	Implementing Agency (IA)	UNDP
Executive Agency	Ministry of the Environment / National Agency for Protected Areas (ANAP)		
Other partners	MARNDR, Interministerial Commission on the Environment, MCPE, CIAT, town halls, ASEC and CASEC	ONG: The Nature Conservancy, Reef Check, FOPROBIM, National Audubon Society, Fondation Seguin	Co-financiers: IFAD, World Bank, USAID Other partners: Welt Hunger Hilfe, AVSF, CICDA
Type of Trust Fund	Focal Area	Grant Amount (USD)	
LDCF	CC	5,381,970	
GEF TF	BD	3,753,098	
TOTAL		9,135,068	
Cofinancing for the project			
Source of Cofinancing (USD)	At approval	MTE	TE¹
National Government (cash)¹	24,000,000	730,387	37,654,126
National Government (in-kind)	200,000	100,000	200,000
Multilateral agency	16,900,000	5,000,000	13,230,000
GEF Agency (cash)	400,000	411 639.44	646,756.04
GEF Agency (in-kind)	1,000,000	500,000	1,000,000

¹ Source: project team - all ongoing co-financing including expenditure as of December 2019

Table of Contents of the EBA Final Evaluation

Table 1: Project overview.....	i
List of Tables	iii
List of Figures	iii
List of acronyms and abbreviations.....	iv
1 Executive Summary.....	1
1.1 Conclusion	7
1.2 Elements of lessons learned and recommendations	8
2 Introduction	12
3 Project description and development context	12
4 Scope and objectives of the evaluation, approach and methods	14
5 Results of the evaluation.....	17
5.1 Project design	17
5.1.1 Logic Assessment and Strategic Outcome Framework	17
5.1.2 Consistency with UNDP and GEF priorities.....	21
5.2 Quality of implementation, delivery and adaptive management	23
5.2.1: Financing and co-financing of the project	25
5.2.2 Stakeholder engagement and local communities.....	31
5.3 Gender mainstreaming.....	32
5.4 Social and environmental guarantees and by approaching the PEPSE	34
5.5 Project-level monitoring and evaluation systems and reporting	35
5.6 Evolution from outputs to results.....	36
5.6.1 Overall quality of project results	36
5.6.2 Relevance (national and global)	37
5.6.3 Efficiency	38
5.6.4 Effectiveness	39
5.7 Sustainability	42
5.7.1 Financial and socio-economic sustainability.....	43
5.7.2 Institutional framework and governance	45
5.7.3 Environmental sustainability and related risks.....	46
5.7.4 Overall probability of sustainability.....	48
5.8 Impact	48

5.8.1 Improving environmental status	48
5.8.2 Reducing stress on the environment.....	49
5.8.3 Progress towards changing the state of the environment.....	49
6 Conclusions, lessons learned and recommendations.....	50
6.1 By way of conclusion	50
6.2 Elements of lessons learned and recommendations	56
Annex A - Categories of actors/stakeholders and beneficiaries surveyed and timetable.....	60
Annex B - List of documents examined	65
Annex C - Photos of some of the achievements of the EBA Project	67
Annex D - Terms of Reference of the TE (excluding annexes to the Terms of Reference).....	69
Annex E - Rating Scales and Criteria for Evaluation Questions.....	75
Annex F - Signed UNEG Code of Conduct Form.....	79
Annex G - Strategic Results Framework	81
Annex H: Progress towards project objectives and expected outcomes.....	85
Other Annexes –	86
❖ TE Mission itinerary including summary of field visits.....	86
❖ Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) (section 5.2.2)	88
❖ Questionnaire used and summary of results (sourced from the initial report)	88

List of Tables

Table 1: Project overview.....	i
Table 2: Evaluation criteria and performance ratings	2
Table 3: Summary of the different categories of actors met and collection methods	16
Table 4: Project expenditure and co-financing (planned and actual)	27
Table 5: List of indirect co-financing / complementarities	28
Table 6: Summary of the results of the EBA Project	40
Table 7: Summary of results - their status, sustainability and need for support	52

List of Figures

Figure 1: Schematic presentation of impact flows affecting biodiversity and resilience to climate change.....	18
Figure 2: Summary of the intervention logic	20
Figure 3. Actual and planned project expenditure flows.....	26

List of acronyms and abbreviations

EBA	Ecosystem Based Adaptation
ACDIB	Community Association for the Integrated Development of Baradères
ADFE	Association for the Development of Fort Liberté and its Surroundings
EA	State Executive Agency
IA	International Implementation Agency
ANAP	National Agency for Protected Areas
APRAPANNE	Association of Agricultural Professionals for the Progress and Advancement of the North and Northeast
APDK	Asosyasyon Peyizan pou Devlopman Karakòl
CIDES	Integrated Centre for Economic and Social Development
CLA	Local Support Committee
CP	Steering Committee
FCD	Fish Concentration Device
DPAQ	Fisheries and Aquaculture Directorate
FOPROBIM	Foundation for the Protection of Marine Biodiversity
INKAPEB	Inyon Kominal Asosyasyon Pechè Bèlans.
JADJ	Jacquesyl's Youth in Action for Development
NCCP	National Platform on Climate Change
UNDP	United Nations Development Programme
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development
MBCOS	Métayer Bureau d'Etudes et de Construction
MOE	Ministry of the Environment
MEF	Ministry of Economy and Finance
MENFP	Ministry of National Education and Vocational Training
MICT	Ministry of the Interior and Territorial Collectivities
PC	Pilot Committee
SCPM	Ministry of Planning and External Cooperation
MPDTD	Peasant Movement for the Development of Tête Dlo-Botta
MTIC	Ministry of Tourism and Creative Industries
OCB	Grassroots community organisations
SDO	Sustainable Development Objective
RPF	Filibert Peasant Gathering
SBE	Ecosystem-Based Services
TDR	Terms of Reference
TNC	The Nature Conservancy
UCHADER	Union des Citoyens Haïtiens pour le Développement de l'Espace Rural (Union of Haitian Citizens for the Development of Rural Areas)

1 Executive Summary

The project was designed to help reduce the vulnerability of Haiti's poor to the effects of climate change, while conserving threatened biodiversity in marine and coastal areas. Thus, investments in climate-proofing and socially sustainable strategies for biodiversity conservation were made in the context of the National System of Protected Areas (SNAP). The project is innovative in that it demonstrates that it is possible to generate income for local communities while conserving marine and coastal ecosystems, which then continue to generate ecosystem-based adaptation services (EBA). Additional funding for adaptation has helped to address the problems of sedimentation and erosion in watersheds. Project activities also aim to improve water resources, reduce flooding, and potentially improve nutrient retention. The project was undertaken through two interdependent operational components that were delivered in three sites or complexes (Trois Baies, Baradères - Cayemites Islands, and Plan de Marigot - Massif de la Selle - Anse-à-Pitres):

- C1. Enhancing resilience to climate threats in major watersheds and coastal areas through watershed management and soil conservation, coastal zone management, natural resource development and conservation; and,
- C2. Strengthening the contribution of protected areas to biodiversity conservation and sustainable development.

The EBA Project builds on existing UNDP work and the creation of a Sustainable National System of Protected Areas (SNAP) (GEF 3616) and Locally Protected Areas (LPA) (GEF 3733). The project's level of performance is relatively high, taking into account the mitigating circumstances the country experienced due to Hurricane Matthew, security concerns related to the 2018-2019 events and the COVID-19 pandemic in 2020. The performance of the evaluation criteria, and also the performance of these criteria between complexes, remains globally acceptable to all the key actors (stakeholders and local actors) of the EBA Project. Most of the results project a fully guaranteed sustainability, while others require substantial additional support. Certain impacts on coastal and marine ecosystems are already tangible to the key players, in particular the local players interviewed.

The performance ratings in Table 2 take into account the mitigating circumstances experienced in Haiti during the project period, including the effects they had on partner organisations and related projects. For example, USAID was not able to advance its reforestation projects as much as planned. Therefore, the evaluation focuses on examining issues that were under the control of the project team, such as their response to mitigating circumstances and the realignment of activities, among others. Despite the problems encountered, the project was able to secure sufficient co-financing and develop relationships with local, national and international donors, thus positioning itself well for a second phase.

A possible second project would make it possible to realise some of the benefits initiated in this project and to replicate the experience in other places depending on the amount of funding available. The lessons learned from this pilot project will help to develop a more strategic investment for the second phase.

Table 2: Evaluation criteria and performance ratings

Performance Criteria		
Relevance	Ratings	Justification
Relevance of the project	P	The project is very relevant for Haiti and addresses the aspects described in the country's strategic development plan for 2030. It is directly linked to the UNDP country strategy for 2017-2021, as well as to the UNDP global strategy for 2018-2021. Similarly, it is aligned with the GEF biodiversity and land degradation objectives. The project was supported by all key stakeholders (stakeholders and local actors) interviewed, in particular senior government officials and donor staff.
Monitoring and Evaluation	Ratings	Justification
General assessment of monitoring and evaluation	S	In general, the project has followed the agreed monitoring and evaluation plan, as set out in the project document. Financial and annual reports were prepared and followed UNDP and GEF procedures. An additional monitoring plan was developed in 2018 to address project-level communication and was implemented. By September 2020, some of the recommendations identified in the mid-term report had been addressed, showing that the project team was clearly addressing the issues, particularly communication at the project level. The steering committee was not used as effectively in the first half of the project as it was in the second half. There was no PC meeting in 2019, but the preliminary recommendations of the mid-term review were incorporated into the 2019 work plan. Greater input and engagement of the PC at the project level would have facilitated project guidance and implementation. That said, there were a total of 8 PC meetings, which exceeded the planned annual meetings. The PC also noted that field observations would have really enabled it to better assist the functioning of the project, in addition to the mainly strategic guidance role played.
General design	S	<p>The overall concept of the project was well developed and followed a logical theory of change with regard to the application of ecosystem-based management in a ridge-to-shore context. All activities related to the 2 components of the project, i.e. (i) increasing the resilience of local communities and (ii) strengthening protected areas for biodiversity conservation, were well designed. Actions focused on governance, conservation management (capacity development, legal and institutional instruments), physical actions for rehabilitation, and the development of alternative livelihoods to reduce pressure on ecosystems.</p> <p>The geographical scope of the project included three complexes, an area of intervention that seemed to be too large for the resources of the project, especially since the initial concept only involved two complexes. For example, the project planned to hire and survey 380,000 people, but ended up managing about 25,000, which is still a significant number.</p> <p>Similarly, the logical strategy map was well developed, with clear performance indicators and means of verification. Unfortunately, many key performance indicators were linked to physical surveys of</p>

		ecosystems that could not be conducted due to security problems in the country. Proxy indicators should also be developed in the future.
IA & EA Execution	Ratings	Justification
Quality of implementation UNDP (IA)	HS-S	The project was well managed by UNDP in terms of GEF reporting and implementation responsibilities, including establishing a project management team, establishing links with other projects, assisting with co-financing interventions, and ensuring that performance indicators were monitored according to GEF reporting lines. All key actors at the national and local levels expressed their satisfaction with UNDP. An improvement could have been made at the beginning of the project, where administrative issues within IA and EA caused a delay of about 12 months in the operational start of field activities.
Quality of MOE implementation (AE)	MS	The project was properly implemented in combination with the ANAP of the Ministry of Environment. The project team was finally integrated in ANAP's offices and is acting to ensure a better cohesion of the project. However, there were communication problems in the initial part of the project. We note a lack of support from the central MOE at the departmental level and a lack of involvement of the departmental MOE in certain operational activities in the field. An improvement could therefore have been made at the beginning of the project when administrative problems within IA and EA led to a delay of about 12 months in the activities.
Overall quality of implementation	S	In general, project management improved well over the project period. It should be noted that a very high level of community engagement was achieved and required a great deal of effort at the beginning of the project in terms of ownership of its innovative approach. In the view of some, this may have compromised the achievement of some of the project's objectives. However, the relationships were eventually built on a solid foundation for better future engagement. The project demonstrated a good level of adaptive management, particularly in responding to the effects of Hurricane Matthew, but also in the second half of the project, by addressing the problems identified in the mid-term review and by using PC decision-making, for example for the purchase of vehicles for local projects.
Results	Ratings	
Efficiency	S	The effectiveness of the project in terms of expenditure was slow in the first half of the project, but exceeded expectations in the second half, with a commensurate emphasis on local activities. The GEF investment can be considered acceptable in view of the reorientation needed at the start of the project to respond to the immediate needs related to Hurricane Matthew, and the problems that arose at the national level (instability and COVID 19). It was also considered acceptable because it was an innovative pilot project designed to illustrate the potential of ecosystem-based adaptation linked to biodiversity conservation. In this respect, the activities were tested in the context of the country. It is clear that some worked better than others in some places.
Efficiency	S	The project has achieved between 70 and 80% of the expected results. In terms of governance, two protected areas have been created (Baradères

		<p>-Cayemites and Lagons des Huitres) and ANAP is following up for the official declaration of the Source Royer protected area. Also, their encouraging, albeit limited, management capacities have been developed, as shown by the GEF METT system. The Three Bays National Park has almost achieved its management objectives. Threat reduction objectives have been achieved in the Baradères-Cayemites; however, it is recognised that further efforts are needed in all three complexes. Some 445 families have benefited from alternative livelihoods through aquaculture and beekeeping. Multi-zone management plans incorporating EBA concepts have been completed for at least 10,000 ha (25% of the target). Mangrove rehabilitation far exceeded targets, gully stabilization reached 35% of targets, and about 40% of reforestation targets were met. 57% of families apply ecosystem-based management (the target was 75%), and 22,285 people out of a planned total of 306,850 people have been trained. Unfortunately, reef assessment surveys to measure improvements were not conducted due to safety concerns.</p>
Impact	Ratings	Justifications
Global Impact	M	<p>The impacts of the project are considerable when considered in the context of the country and its replication potential. Thus, the protected areas concerned by this project, whether through new legislation or improved management, cover a total area of 101,071.80 hectares in two complexes (Nippes-Grand' Anse, South-East). If the management of these areas continues and improves, in particular by limiting fishing and forestry pressure, the physical impacts will be sustainable.</p> <p>The real impacts of the project are related to governance - the integration of EBA in planning and the development of management capacities in conservation areas. Thus, the project's impacts have good potential to be replicated in various other regions of the country, including in more established parks. FCDs and beekeeping have increased incomes by about 20% for families working with alternative livelihoods. In addition, local testimonies have reported a reduction in flooding and erosion in areas that have been subject to upstream protection and reforestation. In addition, there has been an increase in ecosystem services, such as drinking water and improved soil retention, which will help to advance the continued implementation of EBA.</p> <p>However, so far there is a lack of information needed to assess the improvement of coral reefs and coastal and marine ecosystems as assessment studies have not yet been completed.</p>
Sustainability	Ratings	Justification
Financial resources	Moderately Likely (MP): moderate risks	<p>At the national level, while there is political will to continue the application of EBA in the complexes, there is little operational budget for this type of project. International funding will be needed until the socio-economic benefits are realised to the extent that projects can be self-financing. At the local level, the application of EBA concepts for income generation has met with some success. According to informal estimates, as much as 60% of income has been increased through the application of EBA in Belle-Anse, as well as the improvement of two bee farms in Caracol to demonstrate financial viability and local management capacity. In other cases, there may be an improvement in income flows, but only with continued support. For example, Lac Collinaire Didier-Mapou has a single</p>

		fish pond that has been damaged and needs improvement and a well-defined management structure; beekeeping operations that are also located on leased land with no guarantee of renewal; FCDs that have been installed without support equipment or institutional management; coral cage and ox lagoon aquaculture requiring management and initial inputs that are currently beyond the capacity of the local families who manage them.
Socio-political	Likely (L): negligible risks to sustainability	As local communities benefit, there will be an increasing interest in maintaining and promoting the activities. In communities that have not experienced such benefits or do not have the capacity to sustain activities (such as the experience of aquaculture cages), socio-political support will be lacking. Overall, socio-political sustainability is considered moderately likely in some areas, highly likely in others, and unlikely without additional support. There is a need to be aware of the activities and benefits of applying EBA concepts to management, with a need for deeper awareness.
Institutional framework and governance	Likely (L): negligible risks to sustainability	<p>The institutional governance system is, for the most part, in place for sustainability. At the local level, the Local Support Committee (LSC) has proven to be useful for the implementation of project activities. If these committees continue to function, they can help provide the necessary continuity at the local level to continue to advance the project's objectives.</p> <p>At the national level, the mandate of the Ministry of the Environment, and in particular the ANAP General Directorate, supports the objectives of the project. However, the project has shown that there are logistical problems to be able to continue monitoring and implementing the project at the department level. In particular, the lack of vehicles for the staff of the MOE's Departmental Directorate to travel to the implementation sites in the field.</p> <p>In terms of legislative support, the designation of the protected areas of Baradères-Cayemites and Lagon des Huitres will help to ensure a continued mandate for conservation and sustainable environmental management in the systems.</p>
Environmental	Moderately unlikely (MU): significant risks ²	The environmental sustainability of the project is the most difficult to assess. In the case of reforestation and soil retention, it seems that the environmental benefits will be maintained and reinforced by the communities, as the actions are linked to the short-term benefits (Medium Likely). In the case of coral reefs, there are different effects and problems affecting reefs, and although sedimentation of watersheds is a major factor in reef health, it is not the only one. Warming waters due to climate change can also have a negative effect, among other factors. Therefore, although sedimentation and fishing pressure may be reduced, the environmental status of reefs may be affected by other factors. That said, the reduction of sedimentation and fishing pressure on the reef system is likely to have positive effects, provided they can be controlled and monitored. However, from the project reports (see TNC's final report on threats in the Belle-Anse and Baradères-Cayemites complexes), it is not clear how effective the reduction in fishing pressure has been, and many important management issues (e.g. control of net size) continue to be

² To determine overall environmental sustainability, the lowest rating of the assessments is used.

		necessary to ensure environmental sustainability. As a result, coastal and reef systems are considered "moderately unlikely".
Overall probability of sustainability	Moderately Likely (MP): moderate risks	<p>The overall sustainability of the project will be primarily linked to the continued commitment (at national and local levels) to advance the integration of EBA into management practices and planning in the three complexes and elsewhere in Haiti. At the local level, this commitment will come mainly from the observed benefits of soil conservation and replanting efforts in the highlands, and from the benefits of increased fishing productivity in the medium and long term with reduced fishing pressure in the short term. If accompanied by relevant alternative sources of income, conservation practices can be accepted at the local level.</p> <p>National level, political will and commitment are likely to be present as successes are seen at the local level, particularly in terms of proven biodiversity conservation, but also in terms of improving agriculture in the medium term. The main challenge will be to support the activities financially. If they are accompanied by sufficient donor support over the next five to ten years, there will be sufficient evidence and benefits to encourage increased support for funding at the national level. The next level of commitment will be to help develop a sustainable revenue stream to sustain conservation practices. Improving agriculture and fish quality can help support EBA and conservation activities, and as regions improve tourism, it can provide additional opportunities. Ultimately, local communities will need to become aware of the benefits if there is to be continued and meaningful support for the policies and their impacts. Unless there is continued national and international support in the short term, over the next 5-7 years, the benefits are unlikely to be sustainable, with the exception of those related to soil conservation which have a rapid return of benefits.</p>

Ratings for Outcomes, Effectiveness, Efficiency, Monitoring and Evaluation and Surveys 6 Very satisfactory (HS): no shortcomings 5 Satisfactory (S): minor deficiencies 4 Moderately satisfactory (MS) : 3 Moderately Unsatisfactory (MU): significant deficiencies 2 Unsatisfactory (U): major problems 1 Very Unsatisfactory: serious problems	Sustainability ratings 4 Likely (L): negligible risks to sustainability 3 Medium Likely (MP): moderate risks 2 Moderately unlikely (MU): significant risks 1 Unlikely (U): serious risks	Relevance ratings 2 Relevant (P) 1 Not Relevant (PP) Impact ratings 3 Significant (S) 2 Moderate (M) 1 Negligible (N)
Additional ratings if necessary : Not applicable (N/A) Evaluation impossible (E.I)		

1.1 Conclusion

In conclusion, the EBA Project focused on identifying income generation mechanisms at the local level to encourage the reduction of stress and threats to target ecosystems. While some mechanisms, such as cage aquaculture, require additional capacity and technical assistance to prove viable, other mechanisms, such as FCDs and beekeeping, have been successful in the project. These are clearly models to be replicated for short-term benefits that help to stimulate the interest of local communities while the benefits of other longer-term mechanisms are realised.

Overall, the results of the final evaluation of the EBA Project revealed a relatively satisfactory level of performance across the evaluation criteria, as judged by the key stakeholders and local actors involved, and the documents reviewed. In particular, it should be noted that, following the recommendations of the mid-term review (Oct 2018-Jan 2019), the project team and stakeholders have made considerable efforts to address the issues, and in particular, the communication issue. While this final evaluation takes into account the overall implementation of the project from start to finish, it also acknowledges the progress made in the latter part of the project to refocus activities and efforts.

The EBA Project, with its innovative approach, is considered very relevant in the opinion of 100% of the key actors (stakeholders and local actors) regarding the problem addressed, the objectives set according to real needs for support to strengthen the resilience of ecosystems and that of the local communities concerned in the three geographical complexes of intervention. However, the expected results were not achieved to the extent hoped for. This was mainly due to the fact that the project took place in too large a geographical area across the three complexes, which had the effect of depleting the project's resources. Other factors included the fact that activities had to be reoriented following Hurricane Matthew (October 2016) and mitigating socio-political circumstances during the project. This made access to the sites particularly difficult.

In terms of the EBA Project's effectiveness and efficiency, the overall achievement score is relatively high given the slow start of the project (delayed by 12 months), and the relative lack of activities in the first two years of operation, which was compensated for in the last half of the project. Between the analysis of documents and reports, and the site visits and interviews, it was estimated that the project achieved between 70 and 80% of the planned objectives. This level of achievement is considered "satisfactory" given the mitigating circumstances the country experienced as a result of Hurricane Matthew, the security problems related to the 2018-2019 events and the COVID-19 pandemic in 2020.

The sustainability of the results is also assessed as very likely for some of the outcomes (gully stabilization, continued income generation through FCDs and beekeeping, improved governance) in some local communities, but is not assured for others, where it requires additional support for consolidation and strengthening towards a higher level of satisfaction in the long term. As for the impact of the EBA Project, real changes are already tangible, such as mangroves and reforestation, and others are in perspective, such as coral reef health. It must also be recognised that there are important impacts related to governance at the community level, in the case of the Baradères-Cayemites CLAs, but also at the national level in terms of management capacity and through the creation of new protected areas.

The experiences of the EBA Project are enriched with lessons learned that can better guide other current and possibly future similar interventions.

1.2 Elements of lessons learned and recommendations

Based on the results of the final evaluation, the following are some of the lessons learned from the implementation of the EBA Project in the three complexes concerned.

A number of administrative, communication and planning lessons were learned from the project, including:

- It took longer than expected to deal with UNDP and government administrative issues before the operational phase of the project started. Therefore, future planning will need to allow for a longer start-up time.
- During the first half of the EBA project, there were gaps in communication, both within the project and between the project and stakeholders, which affected the results and visibility of the project. These included issues as detailed as prior consultation around the dates of the PC meetings with sufficient time to ensure everyone's availability. It was also shown that communication and activities could be improved by locating the project team in the same offices/buildings as ANAP. The communication plan in 2018 has improved communication in the second half of the project.
- The project spent a lot of time consulting with stakeholders, which may have compromised the ability to achieve the planned results. In the future, a more effective balance should be struck between strategy and consultation and implementation of activities. And reduce the delay in start-up without unduly disrupting national policies, particularly those of the MOE, to the benefit of the project's life cycle.
- The project made good use of the Steering Committee in the second half of the project, but the need to avoid absences from meetings remains an equally important aspect to be taken into account.
- Overall, the project recorded a relatively high level of target achievement, with both positive and negative deviations from planned activities in both project components. However, the planning and performance measures did not adequately take into account possible mitigating circumstances.

Recommendation 1: *The UNDP office should put in place, in connection with point III "Administration and risk management" of the UNDP DCP- (2017-2021) in Haiti, ³a management guide for programme units on administrative procedures and communication for projects, in particular with GEF projects. This guide should address the following main points:*

- More time during the first year for start-up should be built into the planning. This means dealing with administrative and personnel issues - about 6 months. Time must also be allowed at the end of the project for closure (3 months).*

³ UN (2017). *UN Framework for Sustainable Development (CSD) in Haiti 2017-2021*, Port au Prince, 30 June 2017

- ii) *first period of six months, develop a communication and consultation strategy from the start of the project that informs the project's monitoring and evaluation plan. And ensure a balance between developing support through consultation and engaging in activities. This should be addressed in the planning phase of the project.*
- iii) *To improve communication and synergy, ensure that project teams have close contact with the main national counterpart. Ideally, by situating them together.*
- iv) *Any future project should use the skills, knowledge and mandate of the steering committee to assist in implementation and decision-making, as well as to ensure broad political acceptance of project activities.*
- v) *Make sure to consult with key stakeholders - various representatives of institutions that are members of the steering committee - on the appropriate date for the availability of all before sending a formal invitation, to avoid absences from the session.*
- vi) *In any future project, plan the targets for results indicators (output-effect-impact) over a [Min - Max] interval of achievement, taking into account a contingency of 15% due to contextual factors likely to cause possible fluctuations in the implementation of the programmed activities.*

A number of lessons were learned from a strategic planning perspective, including the following:

- EBA is a highly integrated concept that addresses climate change, biodiversity and land use management. The project would have benefited from a better synergy between the three GEF focal points (Biodiversity, Climate Change, Desertification) in the strategic phase. This can contribute to a more successful implementation towards achieving greater results.
- The EBA Project revealed a very good working relationship between the UNDP regional technical unit and the departmental directorate of the MOE, who agreed on the operationalization aspects of the EBA Project. However, the lack of support from the central MOE to the Departmental MOE and the lack of involvement of the Departmental MOE from the strategic planning phase of some operational activities carried out with the technical support of some of the service provider organisations limits the contribution of the Departmental MOE to achieving better results. It is therefore important to support inclusion and communication between national agencies. In this respect, the Departmental Directorates Coordination Unit (UCDD) of the MoE could have played a mediating role between the central and departmental level to better ensure the regularity of the necessary interventions.
- The EBA Project has demonstrated the importance of developing partnerships with well-structured and experienced national/local organisations with a reputation for high performance in the delivery of technical expertise service outputs. For example, those associated with the restoration of the local environment. The project has developed partnerships with some fifteen local organisations for the implementation of activities in the intervention complexes.

Recommendation 2: *The strategic planning of future projects, in particular GEF projects, should take into account the following elements.*

- i) *In future GEF projects that cut across several GEF programmes, it is important to involve all relevant focal points in the strategic planning phase.*
 - ii) *As part of strategic project planning, ways of improving communication between central agencies and their departments should be identified where necessary, such as the use of a third party. For example, the Departmental Directorates Coordination Unit (UCDD) of the MOE.*
 - iii) *Future projects should seek to improve existing relationships with organizations at the local level where possible and relevant, and to build their capacity. If EBA approaches are extended to other areas, consideration should be given to using some of these organisations to help build capacity in new areas.*
- The lack of local ownership and investment capital remains a relatively high risk for the sustainability of the results achieved with the support of the Project in terms of community resilience type economic activities.

Recommendation 3: *Build understanding and awareness of activities that have been successful in providing short-term benefits to help replicate them and generate local interest in investments (such as reforestation and slope stabilization, beekeeping, and FCD). This strategic choice to raise awareness of alternative income is directly linked to the UNDP's DCP (2017-2021) in Haiti, which aims to "reduce poverty" by promoting inclusive growth, social inclusion and strengthening of the agricultural sector through a collaborative working mechanism defined between UNDP and the public (technical/strategic) ministries⁴ concerned.*

- The EBA Project has made a great effort to advance the role of women in project development and implementation. The estimated 40% participation of women in workshops and meetings has contributed to community acceptance.

Recommendation 4: *In projects of the same nature, set a target of 40-45% inclusion of women. Maintain the focus on ongoing gender mainstreaming, including gender equality and women's empowerment, in addition to better integration into local interest structures. Achieving this goal of promoting women's inclusion is part of the Country Office's commitment to the "gender equality label" to strengthen gender mainstreaming, in line with the UNDP DCP (2017-2021), which sets out the monitoring and evaluation of related indicators.*

- On the progress of the EBA approach:
 - The success of forest and fruit seedlings is guaranteed on reforested and cultivated land as long as the plants have not yet reached maturity in their growth stage.
 - The geographical scope of the project, which involved three complexes in three different parts of the country, was ambitious. It was important to offer activities throughout the country, but this may have compromised the achievement of some results. At the same time, the EBA Project illustrated some promising experiences that could be replicated in other potential

⁴ These are the Ministry of Commerce, Ministry of Economy, Ministry of Finance, Ministry of Women's Affairs, Ministry of Planning and External Cooperation, in addition to other technical directorates and autonomous public entities.

geographical areas with catchment basins overlooking coastal areas (e.g. the South) of the country.

- The EBA Project has shown that some activities, such as FCDs in regions such as Belle-Anse, have been successful in achieving their objective, while in other regions they require continued investment to achieve the desired results. Additional investment in fishing equipment and materials (e.g. motorized boats) would help FCDs reach their full potential. Similarly, with cage aquaculture, additional support in capacity building for maintenance as well as for brood rods would help to realise the potential benefits.

***Recommendation 5:** Seek funding to consolidate the progress made in the three target complexes (investments to provide fishermen's associations with appropriate equipment for FCD fishing in the three complexes, additional support for better management of the National Natural Parks (PNN-SOR and PNN-LDH) and energy forest in the North-East). In terms of consolidating the gains of the EBA, UNDP will continue to support the Haitian government on the environment and disaster risk reduction as stipulated in the "Reducing Vulnerability and Building Resilience" pillar of UNDP's FAD (2017-2021) in Haiti within the framework of bilateral and multilateral cooperation partnerships⁵ aimed at reducing vulnerability to natural disasters and their impacts in Haiti.*

***Recommendation 6:** Depending on funding and capacity, it is recommended that the EBA approach be extended to other similar areas in Haiti. In particular, the successful approach to developing alternative income sources such as beekeeping or aquaculture. This would address poverty issues and improve the climate resilience of local communities, which are fundamental objectives of the UNDP Haiti FCP.*

⁵ **List of main partners:** the United States Agency for International Development, Canada, the Global Environment Facility, the Least Developed Countries Fund, the Department for International Development (United Kingdom), the European Union.

2 Introduction

The final evaluation of the EBA Project was carried out in accordance with UNDP and GEF monitoring and evaluation requirements. The terms of reference for this evaluation are in Annex D.

The evaluation team was composed of Two consultants, Dr. Glen HEARNS and Mr. Désilhomme SATYR. The evaluation took place between 20 September and 4 November 2020. It covered the period from inception since GEF approval in 2015 to September 2020.

3 Project description and development context

The *Enhancing the Resilience of Vulnerable Ecosystems and Communities to Climate Change and Human Threats through a "Ridge to Reef" Approach to Biodiversity Conservation and Watershed Management Project* (the EBA Project). The EBA Project, which uses a variety of ways to adapt to climate change, commonly known as EBA (Ecosystem-Based Adaptation), has an ambitious objective which is pursued through two operational components.

Project objective: Watersheds and coastal zones in Haiti are spatially configured and managed to increase the resilience of vulnerable ecosystems and communities to climate change and anthropic threats. The EBA Project aims at reducing the vulnerability of poor communities and conserving the threatened biodiversity of marine and coastal zone ecosystems in the target regions.

- C1.** Strengthening resilience to climate threats in the main watersheds and coastal areas through watershed management and soil conservation, coastal zone management, natural resource development and conservation.
- C2.** Strengthening the contribution of protected areas to biodiversity conservation and sustainable development.

The EBA Project is financed by the GEF (Global Environment Facility) (USD\$9,135,068.00) and executed by the MOE (Ministry of the Environment) and the UNDP (United Nations Development Programme) over a period of 5 years in concert with other state and private institutions. The EBA Project was launched in October 2015 with the signing of the Pro Doc, and activities started in March 2016 with the recruitment of the project coordinator. In addition to the EBA Project team, the strategic and operational implementation is done with the participation of stakeholders (MARNDR and UEH), guided by the PC and supported by provider organisations (OIKON BLUE, GEOPLAN, CIDES, VP, MBCOS, ACDIB, APAPANNE, GEO SOCIETY, CROSE, FOPROBIM, AGRO-PEST, GEXAMINN, REEF CHECK, UCHADER, TNC, etc.) and local actors (CLA) and beneficiaries of the three (3) Complexes (Complexe des Trois Baies, Baradères - Iles Cayemites, and Plan de Marigot - Massif de la Selle - Anse-à-Pitres).

The implementation/development of the EBA Project took place in a particularly difficult context, marked by several constraining events:

- a launch delayed⁶ by seven months after approval by the donor;

⁶ The delay can be explained by an effort to control the difficulties in order to achieve a more favourable momentum for the launch.

- a sudden change in the MOE's top hierarchy;
- a socio-political crisis with repeated demonstrations in 2018, followed by a violent socio-political unrest called "lock country" in the last quarter of 2019 ;
- the health crisis of the COVID-19 pandemic as directed by the Haitian government from 19 March to 12 August 2020, with the addition of an additional geographical complex⁷ integrated into the EBA implementation area;
- the passage of Hurricane Matthew⁸, which devastated the biodiversity of the Baradères - Cayemite Islands complex and southern Haiti, leaving a period of trauma in the affected local communities requiring more adaptive efforts on the part of the Project team;
- the late recruitment of some expert staff members to manage the implementation of the EBA Project;
- the resignation of two regional technical advisors in mid-Project;
- the revision of the results framework.

In addition to these elements, there are other possible local realities that may positively or negatively influence the EBA Project during any period of its implementation cycle.

The EBA Project has contributed to reducing the vulnerability of Haiti's poor to the effects of climate change, while conserving threatened biodiversity in marine and coastal areas. Investments in climate-proof and socially sustainable biodiversity conservation strategies, as part of the National System of Protected Areas (SNAP), supported marine and coastal ecosystems to generate ecosystem services (EBS) in the target complexes.

With additional adaptation funding, efforts to improve forest cover and stabilise soils by targeting agricultural practices in watersheds that drain into targeted marine ecosystems have maximised the benefits of biodiversity and ecosystem functions. At the same time, the EBA Project has contributed to generating benefits through ecosystem services for the people in these catchments, as well as promoting important alternative livelihoods such as aquaculture and beekeeping.

Despite the effects of Hurricane Matthew, the successes achieved so far in the targeted complexes can serve as replication models for other parts of the country.

The EBA Project builds on existing UNDP work on building resilience to climate change, such as Developing Adaptive Capacity to Address Climate Change Threats to Sustainable Development Strategies for Coastal Communities in Haiti (MOE/UNDP/FPMA), and Creating a Sustainable National System of Protected Areas (SNAP) (GEF 3616) and Locally Protected Areas (LPA) (GEF 3733).

It has also developed partnerships with other projects in the region, such as Inter-American Development Bank's (IDB) work in the Three Bays Complex - to provide greater support to ecosystems and benefits to the communities that depend on them. In doing so, the EBA Project has advanced and really strengthened the national and local technical and logistical capacities of the Ministry of Environment, mainly within ANAP. The EBA Project also engaged a number of

⁷ This is not mentioned in the documentation related to the implementation of the EBA Project.

⁸ As well as cyclone Irma in the north-east of the country.

partner organisations at central and local levels. These included large co-financed rural development projects, led in particular by the Ministry of Agriculture, to effectively deliver the benefits of their project. PCA.

In addition, the EBA Project promoted local engagement by involving and strengthening community organisations in the management of protected areas and watersheds in the intervention areas.

4 Scope and objectives of the evaluation, approach and methods

The main objective of the evaluation is to assess the achievement of project objectives and results. It will also draw lessons that can improve the sustainability of benefits to direct beneficiaries, and contribute to the overall improvement of UNDP/GEF programmes, by making conclusive supporting recommendations.

More specifically, the objectives are described below.

- Evaluation of progress towards the achievement of project objectives and results as specified in project documents;
- Evaluation of the presumed results and impacts;
- Review of project strategy and sustainability risks;
- Review of financial disbursement and co-financing;
- Analysis of the good practices to be sustained and the lessons (success/failure, positive/negative) learned from the implementation of the project; and,
- Formulation of recommendations to ensure the sustainability of the gains made in terms of the resilience of ecosystems and communities to climate threats in the main BVs and affected coastal areas, as well as in terms of biodiversity conservation and sustainable development in the coastal and marine areas covered.

Scope: The evaluation covers the period between the launch of the project and September 2020.

The approach and methods of the final evaluation of the EBA Project are described in the four phases summarised below.

- 1) A familiarisation phase leading to an initial report validated by the entire EBA Project evaluation coordination team.
- 2) A Consultation Phase with key stakeholders (GEF Focal Point, UNDP and MOE as implementing partners including ANAP, steering committee, MARNDR via DPAQ), service providers, local actors (CLA, Community Based Organisations, direct beneficiaries) for the collection of information/data via appropriate semi-structured and focus group interview tools/questionnaires. In addition to the interviews, documentary reviews are also carried out to collect primary information from various documents related to the project, and field observation visits are carried out in order to better assess the achievements in the various affected areas. More specifically for the interviews, audio recordings were also made and saved on high performance smartphones in order to accurately capture the

views/opinions/perceptions of key actors, including implementing partners, key stakeholders and beneficiaries of the EBA Project results.

In some cases, the focus groups have up to 20 people. In total, more than 145 people were able to contribute to the evaluation (see Appendix A).

The final evaluation was designed to provide credible, reliable and useful information. All sources of information and documents provided by the project team and UNDP were included, as well as others provided by stakeholders and the steering committee. The evaluation included a review of documents and a review of the website (see Annex B). The evaluation relied on quantitative data from documents and websites, and was supported by qualitative information from interviews aimed at (i) formulating quantitative conclusions and (ii) filling gaps that were not sufficiently covered by quantitative data.

- 3) A Phase of processing, analysis and interpretation of the data collected from the various sources in order to write the report of the final evaluation of the EBA Project.

The evaluation was carried out in a collaborative manner in order to support existing partnerships and strengthen collaboration. The evaluation team met with the project team and UNDP three times during the evaluation to ensure the accuracy and acceptance of the recommendations.

- 4) A Reporting Phase that produces an interim/preliminary report of the final evaluation, after a preliminary presentation to the EBA Project Final Evaluation Coordinating Team followed by a debriefing with the UNDP Senior Manager, and then concludes with a final report that is validated by incorporating comments from relevant officials.

The table below provides a brief summary of the methodology for the evaluation of the Project.

Table 3: Summary of the different categories of actors met and collection methods

Categories of target actors	Collection method	Interviews	Participants	Visited sites
Financial partners (EMF/JEF)	Semi-directed interviews	1	1	NA
Implementing partners (UNDP, MOEs / ANAP & risk management/climate change units, etc.)	Semi-directed interviews	2	8	NA
Key stakeholders (Steering Committee, MARNDR)	Semi-directed interviews	2	6	NA
Local players and service providers complex Baradères - Iles Cayemites Nippes -Grand'Anse.	Semi-structured interviews; Group focus and visits to sites of achievements	7	33	6
Local players and service providers complex Marigot - Massif de la Selle - Anse à Pitre in the South-East.	Semi-structured interviews; Group focus and visits to sites of achievements	9	61	7
Local players and service providers Three Bays complex located in the North and North-East.	Semi-structured interviews; Group focus and visits to sites of achievements	8	34	6

Source: Constitution of the EBA project evaluation team (09/20)

Limitations of the evaluation

The evaluation will not provide a financial audit of the activities. Rather, it has examined the overall financial expenditure related to annual budgeting and proposed/planned activities and related disbursements, and has assessed the overall cost-benefit. For example, the highest disbursements were made in 2019 and 2020, when the most costly activities were undertaken.

In addition, the technical reports produced by the EBA Project were reviewed in order to assess their completeness and general impressions, not to provide a critical analysis.

The evaluation notes are linked to the standard UNDP/GEF tables in Annex E.

5 Results of the evaluation

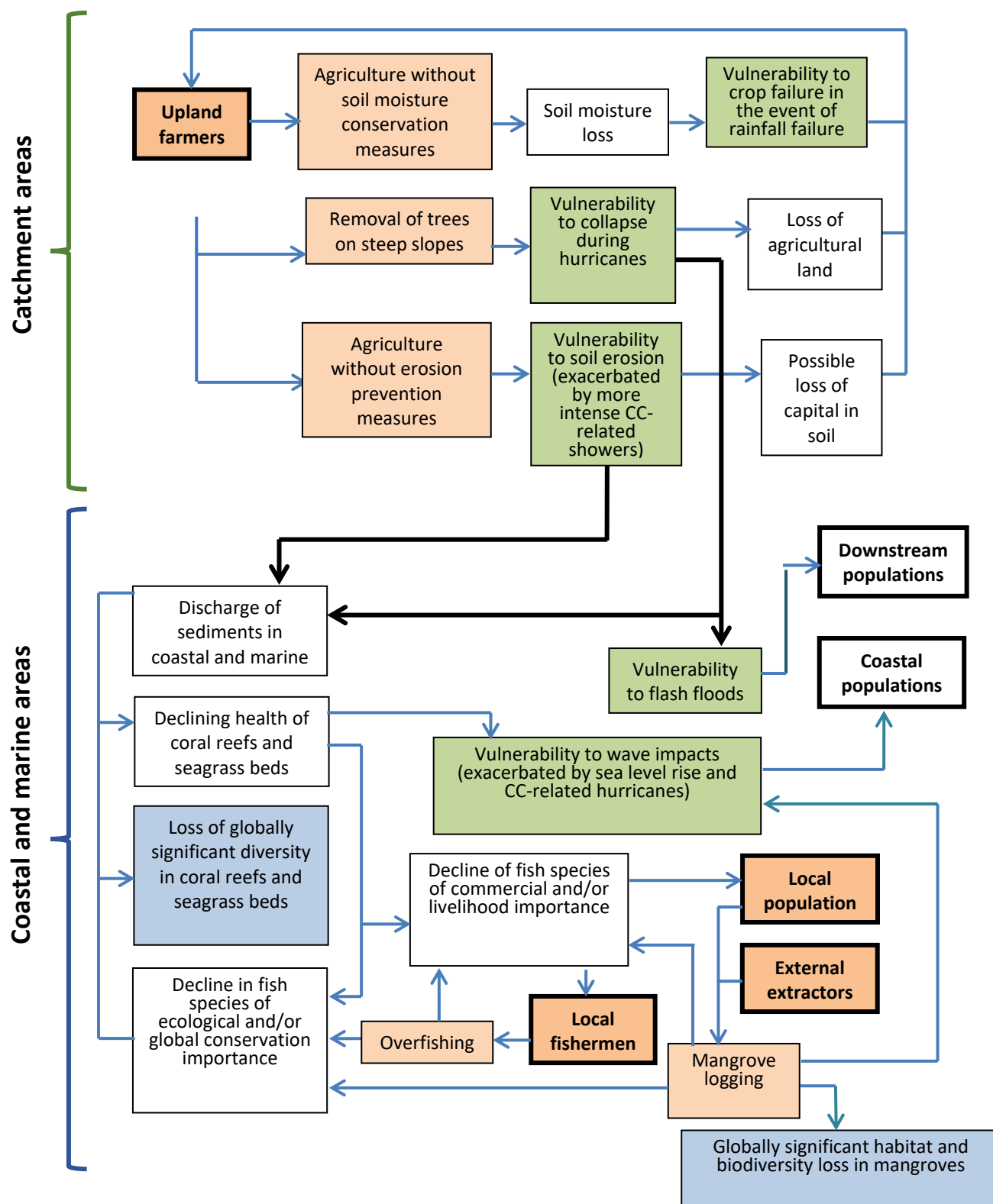
5.1 Project design

5.1.1 Logic Assessment and Strategic Outcome Framework

This pilot project is innovative for Haiti in that it brings together an integrated ridge-to-reef approach to address the impacts of extreme weather events. This approach is particularly relevant to the projected effects of climate change. The underlying conceptual model and assumptions associated with the project are simplified in Figure 1 (Source: ProDoc). In the affected areas, agricultural activities have led to soil instability, which is likely to be eroded by rainfall. This results in sedimentation of reefs and sea grasses, which causes stress on the marine ecosystem. In addition to the conceptual model in Figure 1, the EBA Project also recognises the contributions of land-based pollution associated with agriculture (fertilisers), which causes additional stress through eutrophication. As a result, Haiti's reefs have been destabilised by sedimentation and algal growth in excess compared to other parts of the Caribbean. The average percentage of live corals in Haiti is between 10 and 15 per cent, compared to an average of 25 per cent in the Caribbean.

In addition to the pressures exerted by the catchment area, there are also pressures directly resulting from coastal and marine activities, mainly due to overfishing in coastal waters. Fishing activities have increased, particularly since the 1980s, due to population growth and declining productivity of agricultural land. As a result, fishing is an important source of income and livelihood with about 52,000 fishers.

Figure 1: Schematic presentation of impact flows affecting biodiversity and resilience to climate change



In addition to overfishing, the impact of mangrove removal for charcoal (the country's main source of domestic energy), construction and tanning puts additional pressure on coastal areas and fish populations. Mangroves play a vital role as spawning grounds and nurseries for many aquatic species that live in reef and pelagic environments during other parts of their life cycle. The EBA Project recognises other impacts such as the extraction of sand for construction, which changes the morphology of coastal areas.

The EBA Project's logic of targeting upland catchment agriculture and coastal fisheries as key activities with the greatest impact on biodiversity and climate resilience is adapted to the context. While Haiti's coral reefs suffer from continuous sedimentation, it is the sedimentation resulting from extreme rainfall events that causes acute sedimentation linked to unsustainable land-use practices (mainly agriculture) in the watershed. Similarly, while the reasons for the decline of marine ecosystems are multiple and aggravated, overfishing is the most important of all the direct consequences.

The detailed Logical Framework of the EBA Project can be found in Annex G, and is summarized as follows:

Component 1 - Strengthening resilience to climate threats in the main watersheds and coastal areas through watershed management and soil conservation, coastal zone management, natural resource development and conservation. This component directly addresses the three main priorities of the National Adaptation Action Plan:

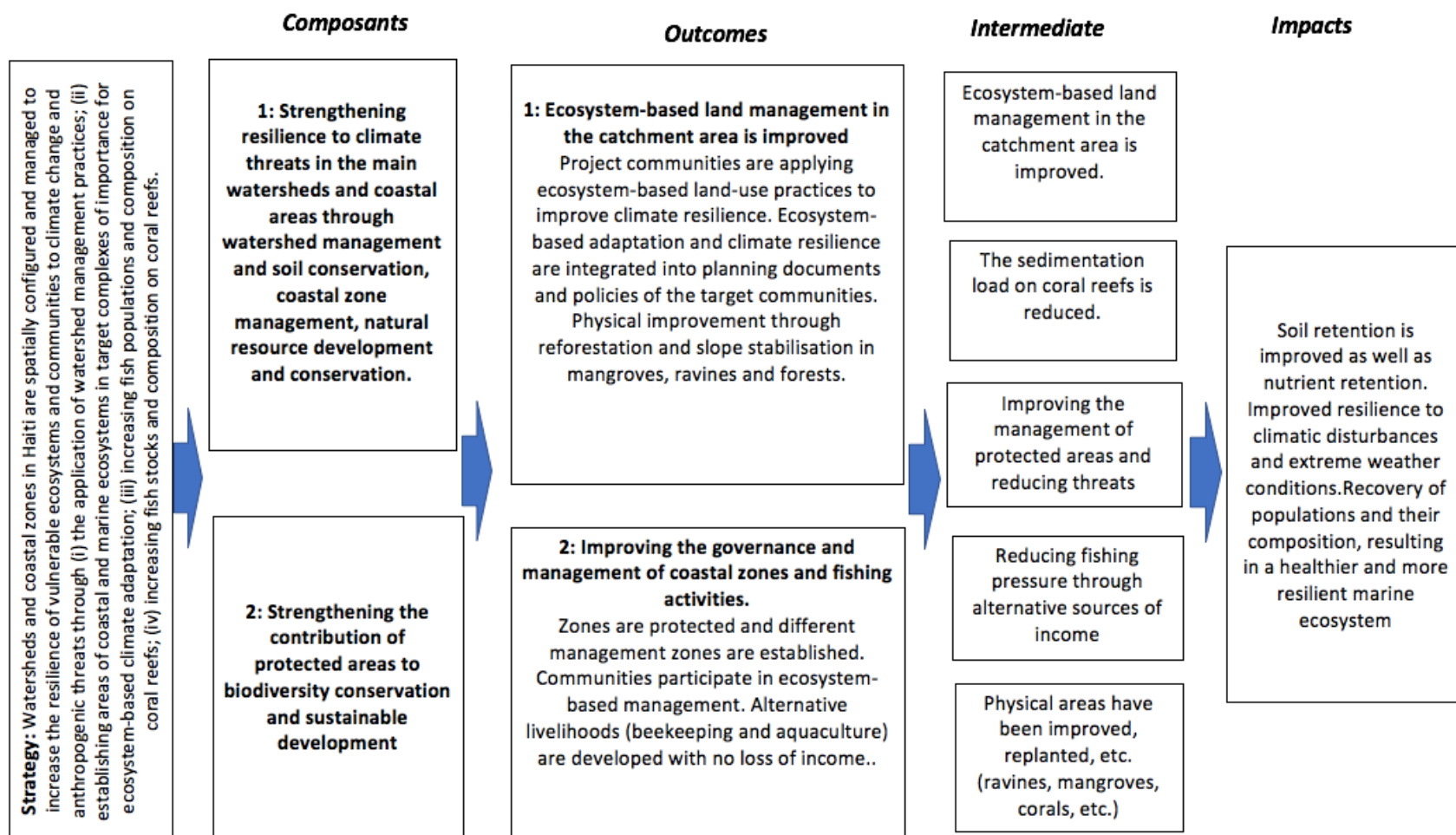
1. watershed management and soil conservation;
2. coastal zone management; and
3. development and conservation of natural resources.

The component focuses on the development of an effective governance system through (i) integrating ecosystem-based adaptation into plans and policies, (ii) improving inter-institutional collaboration, and (iii) strengthening decision-making capacities, including better information management. The component also aims to improve effective ecosystem conservation and management by developing models and field management activities in the three complexes, improving community planning structures and strengthening local environmental governance. In combination with social improvement, physical improvement on the ground and ecosystem support has been achieved through mangrove and forest restoration and gully stabilization in all three complexes.

Component 2 focuses on the improvement of protected areas and their management. It focuses on the legal aspects of establishment, zoning and management in the protected areas of each target complex. These aspects are to be supported by scientific background studies in order to provide data for the adaptive management of the areas. In addition, the component develops and uses management tools such as the use of the GEF Management Effectiveness Tracking Tool (METT). The EBA Project applies the logic that the key to the success of protected areas is to help develop alternative sources of income in order to reduce the pressure on direct fishing. In this case, the focus has been on the development of aquaculture and beekeeping.

Figure 2 presents a summary of the intervention logic underlying the project.

Figure 2: Summary of the intervention logic



Building on previous and related projects: The development of ABB project activities has built on the lessons learned from previous UNDP projects, notably the *Ministry of Environment Capacity Building Support and Restoration*, and *Transboundary Natural Resource Management: Phase I Massacre and Pedernales River Watersheds* projects. In particular the lessons learned that reforestation is possible through planning, adequate strategies and local participation; and that job creation through reforestation and natural resource management activities is a real necessity for people in Haiti.⁹

The EBA Project built on cooperation between UNDP and national authorities and applied the lessons learned to build climate resilience in local communities. This proved particularly effective in involving local communities and women in project implementation and decision-making.¹⁰

5.1.2 Consistency with UNDP and GEF priorities

In Haiti, UNDP has developed its intervention strategies according to the threats and the context of the country. Haiti is one of the most disaster-prone countries in the world. For example, Haiti has the highest hurricane vulnerability index in the region: 12.9 on a scale of 13. The risk management index gives a risk profile of 6.1 compared to an average of 2.8 for other countries in the region.¹¹ In addition, its vulnerability is increasing due to climate change and environmental degradation.

After the 2010 earthquake, UNDP focused on job creation and the restoration of buildings and watersheds, as well as support to core government functions. Therefore, the design of this EBA Project in 2015 is in line with these orientations, particularly with regard to watershed restoration and strengthening the government's capacity to manage the environment using ecosystem-based adaptation. This emphasis was highlighted in the UNDP Strategic Plan for 2014-2017, and refined in 2016 with the UNDP Strategic Plan for Haiti for 2017-2021, which recognises that “reducing vulnerabilities requires better prevention and management of natural disasters and climate change risks, as well as measures to protect livelihoods in the event of disasters. Finally, environmental protection must improve living conditions and create wealth and jobs.”¹² In this respect, the EBA Project has focused on addressing the climate vulnerability of local communities through a ridge-to-reef approach. This included planting trees to reduce erosion, improve soil retention and thus sustainable agriculture, reduce sedimentation in coastal and reef areas and improve fish populations. At the same time, the EBA Project promoted fisheries guidelines through fishermen's associations to reduce pressure, and encouraged aquaculture and fish enhancement structures as well as beekeeping to promote alternative incomes.

The EBA Project directly supports the objectives set out in the United Nations Framework on Sustainable Development, 2017-2021.¹³ In addition to poverty reduction and income generation, the Territorial Refoundation Pillar includes eight programmes, including : (ii) Managing the

⁹ Espinal, J.J. and Michel, J.C. (2014). *Final Evaluation of the project Restoration and Management of Transboundary Natural Resources: Phase I Massacre and Pedernales River Catchments* (RTR-FV/Massacre and Pedernales Project. May 2014.

¹⁰ PNUD (2017) *Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti*, Final Evaluation Report, January 2017, (PIMS 3971)

¹¹ UNDP (2016) *Country Programme Document for Haiti (2017-2021)*, 28 December 2016.

¹² UNDP (2016) *Country Programme Document for Haiti (2017-2021)*, 28 December 2016

¹³ UN (2017). *UN Framework for Sustainable Development (CSD) in Haiti 2017-2021*, Port au Prince, 30 June 2017. <https://haiti.un.org/fr/637-cadre-de-developpement-durable-2017-2021-undaf>

environment; and (iii) Watershed management. Specifically, the project has promoted the creation of protected areas, improved the management of natural parks in existing areas, and focused on watershed restoration for soil and nutrient retention.

The EBA Project is well aligned with national priorities as developed in the policy document: Strategic Plan for the Development of Haiti as an *Emerging Country in 2030*.¹⁴ In addition to strengthening economic development and creating employment and income opportunities, the plan states "The environment will need to be better protected". In particular, its basic resources of air, water and soil, as well as terrestrial, riparian, aquatic, coastal and marine ecosystems will require special attention. The quality of the environment must be improved and its biodiversity maintained for future generations and, to do this, action must be taken within the carrying capacity of the environment. To this end, several practices will have to be better controlled. It is imperative to stop the anarchic deforestation of the country and to proceed with an extensive reforestation effort. In particular, the national plan defines specific priority areas for intervention, notably :

- Programme 1.2: Managing the environment, in particular, meets the Project in 1.2.2: Setting up a network of protected areas, including the Asylum/Baradères area and the Coral/Pestel/Cayemites/Baradères peninsula area (p51). Watershed management also helps to reduce the impact of deforestation on forests and wooded areas (programme 1.2.4).
- Programme 2.2: Modernizing and boosting agriculture and livestock farming, in particular, strengthening fisheries and aquaculture, and improving irrigation and drainage of agricultural water correspond to 2.2.1.
- Programme 2.3: Modernizing and boosting fisheries, in particular, the development and implementation of fisheries control and monitoring tools (including aquaculture and fish farming to support the sustainable development of fisheries and in line with 2.3.1; setting up fish concentration devices is linked to 2.3.3; and setting up aquaculture farms is linked to 2.3.6.
- Programme 2.6: Supporting the development of tourism, in particular, developing an ecotourism network meets the 2.6.2.
- Programme 2.8: Ensuring employment development, coinciding well with community resilience activities.

The EBA Project has been developed to support the GEF-6 programme guidelines, in particular under the Biodiversity section for Integrating Biodiversity Conservation and Sustainable Use in Production Landscapes and Marine Areas (BD-4); but also to improve the sustainability of protected areas (BD-1), sustainable use of biodiversity (BD-3). Similarly, it supports the programme's focus on land degradation, in particular Maintaining or improving the flow of agro-ecosystem services to support food production and livelihoods (BD-1). However, the EBA Project is also in line with GEF-7 guidelines, which pursue the objective of mainstreaming biodiversity in

¹⁴ GdRH (2012) Strategic Development Plan for Haiti *Emerging Countries in 2030*. Government of the Republic of Haiti, Ministry of Planning and External Cooperation, May 2012.

all sectors (BD-1) and supporting sustainable land management (LD-1).^{15,16} The EBA Project is closely aligned with the National Climate Change Policy (2017) and ecosystem management strategies via the MOE, the National Land Use Plan (SNAT)¹⁷; the National Risk and Disaster Management Plan (PNGRD)¹⁸ 2019-2030, the National Climate Change Adaptation Plan (PNA)¹⁹ supported by UNDP in Haiti. In addition, its design also respected the development of extensive co-financing in the form of complementary projects and coordination with other donors.

5.2 Quality of implementation, delivery and adaptive management

In October 2016, Haiti was severely affected by Hurricane Matthew, which killed hundreds of people, destroyed crops and tens of thousands of homes, and forced more than 60,000 people to live in temporary shelters. The EBA Project responded by reorienting its micro-projects to address the most important needs in its target complexes. For example, the micro-project "Support to the fishing industry in the commune of Belle Anse" helped reorient activities to help build boats and limit the use of beach fishing nets over 150m. This has encouraged sea fishing and reduced the stress on fish close to the shore.²⁰ The 2nd Steering Committee meeting noted: "Given the current conditions in the Deep South, the Ministry of Environment together with UNDP has decided to postpone the baseline studies to start with micro-projects during November 2016 in the Baradères-Cayemites and South-East complexes - the post-Matthew activities planned in the affected areas are mainly: soil conservation, gully correction, reforestation and support to fisheries management."

During the first two years, the EBA Project continued to refine the activities planned in the aftermath of Hurricane Matthew in order to provide responses to the populations affected by the damage caused by this natural disaster. It was agreed at the 4th meeting of the Steering Committee that it is fundamental to combine the activities of these micro-projects aimed at recapitalization and the improvement of living conditions with the improvement of the environment, i.e. community resilience.²¹

The steering committee was set up at the beginning of the EBA Project and consisted of :

- Ministry of the Environment;
- MARNDR/ Directorate of Fisheries and Aquaculture;
- Ministry of Tourism and Creative Industries;
- Ministries of Economy and Finance;
- Ministry of Planning and External Cooperation;
- Ministry of the Interior and Territorial Collectivities /DCP;

¹⁵ GEF (2014). *GEF 6 Programming Directives*, GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014

¹⁶ GEF (2018). *GEF 7 Replenishment Programing Directives*, Fourth Meeting for the Seventh Replenishment of the GEF Trust Fund, April 25, 2018 (GEF/R.7/19).

¹⁷ http://ciat.bach.anaphore.org/file/misc/201106MPCE_Cadre_politique_national.pdf

¹⁸ https://www.preventionweb.net/files/72907_plannationaldegestiondesrisquesdededs.pdf

¹⁹ <https://www.mde.gouv.ht/index.php/fr/nos-publications/our-publications/103-haiti-lance-son-plan-national-d-adaptation-face-aux-changements-climatiques#:~:text=The%20Plan%20National%20of%20Adaptation,planning%20and%20of%20budg%C3%A9%20national>

²⁰ CP (2016). *Second meeting of the Steering Committee of the EBA project* / Briefing note on the state of progress of the project, 15 November 2016

²¹ CP (2017). *Minutes of the 4th Steering Committee Meeting*, 18 July 2017

- Haitian Civil Society Platform on Climate Change.
- The Ministry of the Environment holds the presidency and the Ministry of Agriculture the vice-presidency.

In our experience, the steering committee can have up to 24 participants (in the case of IWLEARN²²) or as few as six. What is important is how the committee is structured and engaged to help achieve the project's objectives, including helping to build support and promote the project's objectives at the political level. In the case of the ABB project, the number of eight participants at national level is considered reasonable because of the diversity of the project themes - from ridge to reef. With such a large number of participants, including the GEF focal points, it is important to accept that not all committee members will be able to attend all meetings and that other ways may have to be found to collect their input. In this respect, the committee members interviewed agreed that the project team has made an effort to provide documentation. However, it was also noted that more effort should have been made to ensure the participation of key members.

The EBA Project took full advantage of the capacity of the steering committee in the second half of its implementation. For example, the EBA Project followed up on a recommendation of the steering committee during the 7th meeting: remaining funds from the exchange rate to be reinvested in the purchase of engines and other equipment to equip the boats aiming at the exploitation of the FCDs in Baradères and Belle-Anse.²³

An example of budgetary considerations by the steering committee was at the 4th meeting where the 2017 Annual Business Plan was revised by changing \$1,261,400 to \$980,700 USD and a possible increase in the amount for environmental baseline studies from \$200,000 to \$250,000 USD.²⁴

However, it should also be noted that, when reviewing the notes of the steering committee meeting, it seems that even at the 6th PC meeting in April 2018, the PC was not really taking strategic decisions. The 6th report notes the approval of the 2019 work plan, but does not show any specific action, and notes "Good understanding of the objectives, expected results and vision of each partner by all members of the PC" as expected results. It was later in the project that the PC seemed to play a more strategic role - 7th and 8th Steering Committee meetings. For example, the Steering Committee decided that the two used vehicles would be transferred to ANAP in their current state. ANAP will be responsible for repairing these 2 vehicles. (Deadline 28 February 2020, with the support of ANAP's DG).²⁵

The mid-term review²⁶ identified several issues that have been addressed during the period indicated in the *"Management Response and Tracking"*. For example :

- Improvement of project management, coordination and monitoring-evaluation, e.g.: quarterly review of the AWP and staff.

²² www.iwlearn.org

²³ CP (2020). *Minutes of the 8th Meeting of the Steering Committee*, 29 January 2020

²⁴ CP (2017). *Minutes of the 4th Steering Committee Meeting*, 18 July 2017

²⁵ CP (2020). *Minutes of the 8th Meeting of the Steering Committee*, 29 January 2020

²⁶ Lefebvre, V. and Mathieu, J. (2019) *Mid-term evaluation of the project "Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a 'ridge to reef' approach to biodiversity conservation and watershed management"*, Final Report 30/01/2019.

- Improved communication and connection between the field sites and the central team. This was addressed by increasing the frequency of meetings and discussions.
- The EBA Project was late in acquiring a monitoring and evaluation specialist in 2018, however, monitoring still needs to be improved. For example, to better structure the M&E plan with the creation of timetables detailing the operationalisation of activities (kept by the project teams but supported by the M&E specialist). It was completed in March 2019
- Contribute to the reduction of stress on the marine ecosystem by signing a protocol with the MARNDR fisheries directorate/Not necessary. Fishermen are part of the CLAs and seek synergies with other fisheries projects in the intervention areas. The latter has also been achieved.

One area for improvement with management would have been greater communication and involvement of the steering committee in strategic decision-making at a more advanced stage. Committee members felt that there should have been greater involvement and use of the committee throughout the project. This feeling was reflected in the interviews as well as in one of the recommendations of the 7th steering committee meeting which had resolutions such as: i) strengthening communication in order to further disseminate the achievements of the project; and ii) there is a need to involve much more the member institutions of the PC in the supervision of the activities.²⁷

Staff recruitment has been moderately effective. As of November 2016, eight months after the hiring of the project manager, the position of administrative assistant for the South-East complex had still not been filled.²⁸ Recruitment of staff for this complex project has also resulted in a slower than expected start-up of activities.

The EBA Project has excelled in engaging and ensuring community participation. For example, regional start-up workshops were held at all complexes: on 29 September 2016 for the PN3B complex, on 13 October 2016 for the South-East and on 25 and 26 October for Baradères and Pestel respectively.²⁹ One of the steering committee members interviewed even pointed out that the extent of community involvement at the beginning of the project may have compromised the achievement of results, so much attention and effort was focused on the project. While this is true, it can also be useful if a second project is carried out.

5.2.1: Financing and co-financing of the project

Annual expenditure sheets were provided by the project team for the years 2015 to 2019. Quarterly reports were not available for 2020, therefore the financial review only covers the period up to 31 December 2019.

The annual expenditure sheets covered the GEF Fund, UNDP TRAC and the LDCF. These expenditure sheets complied with UNDP reporting requirements.

²⁷ CP (2018). *Minutes of the 7th Meeting of the Steering Committee*, 7 December 2018

²⁸ CP (2016). *Second meeting of the Steering Committee of the EBA project* / Briefing note on the state of progress of the project, 15 November 2016

²⁹ CP (2016). *Second meeting of the Steering Committee of the EBA project* / Briefing note on the state of progress of the project, 15 November 2016

Figure 3 shows the actual and planned expenditure flow of the EBA Project. The initial lack of expenditure in 2015 is due to the initial project delay of almost 10 months caused by onerous administrative requirements. The first two years were marked by a decrease in project activities as Hurricane Matthew struck in October 2016, resulting in a redirection of efforts. In addition, the EBA Project took longer to set up the project and build relationships with communities than expected. By the second year, 2017, activities began to reach planned levels and in the last two years, 2018 and 2019, activities exceeded planned levels to move the project forward significantly.

Figure 3. Actual and planned project expenditure flows

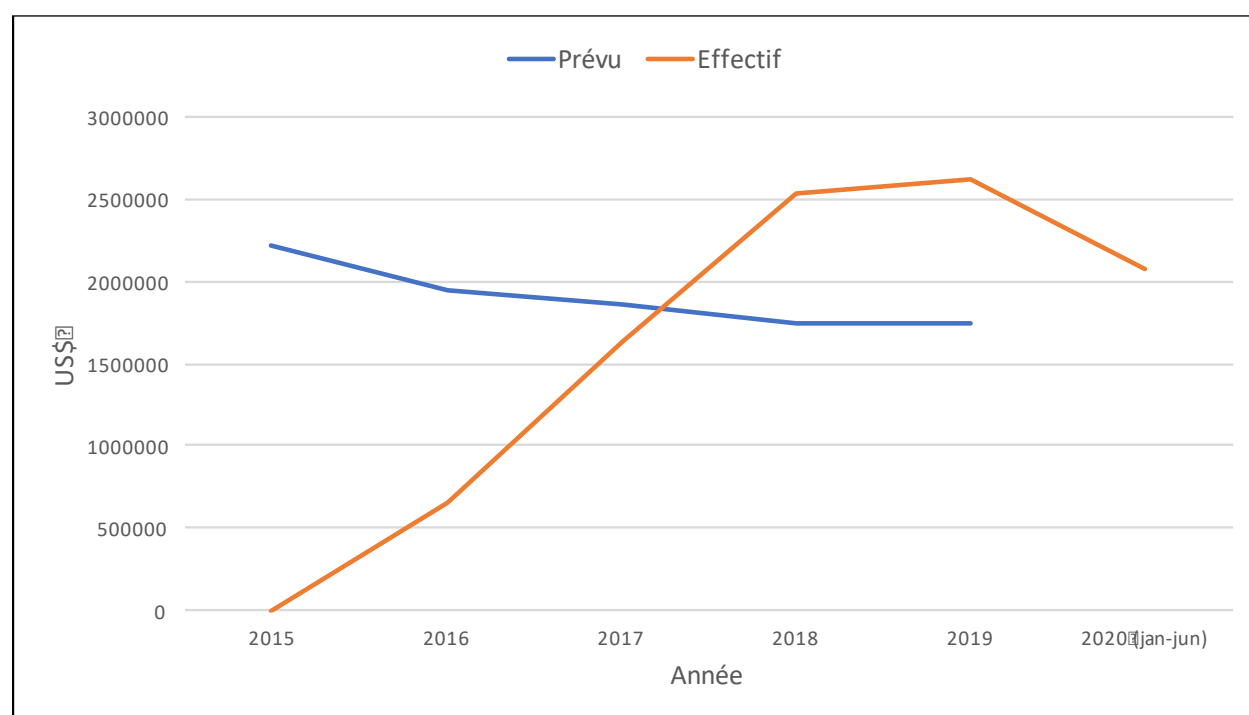


Table 4 shows the overall disbursements compared to planned disbursements and the overall actual and planned co-financing. The full list of co-financing is shown in Table 5 and is calculated on the basis of the cost of the co-financing project and the amount that would be spent between (2015 and 2020) and the level of completion (% completed at the end of the ABB project) as estimated by the project team.

Overall, the EBA Project was able to benefit from significant additional co-financing that was higher than expected. This is significant as some of the larger co-financing partners, such as IDB's "Mitigation of Natural Risks and Disasters in the Grande Rivière du Nord Catchment Area" and "Development of Fishing Activities in the South-West" were only able to achieve 60% of their objectives.

On the whole, the financing of the EBA Project was satisfactory, and the co-financing was very satisfactory.

Table 4: Project expenditure and co-financing (planned and actual)

Expenses (US\$)	2015	2016	2017	2018	2019	2020 (Jan-Jun)	TOTAL planned project	TOTAL
EMF / GEF Fund ³⁰		222,200	459,963	892,380	1,219,400	NA	3,753,098	2,793,943
TRAC (UNDP) ³¹	641	122,246	213,520	131,387	169,687	NA	400,000	637,481
LDCF (LDCF) ³¹		309,650	953,427	1,514,783	1,236,372	NA	5,381,970	4,014,231
IDB							16,900,000	13,230,000
MARNDR (IFAD)							3,000,000	2,400,000
MARNDR (World Bank)							9,000,000	6,840,000
MARNDR (USAID)							11,000,000	5,500,000
Cofin GoH MoE							1,000,000	1,332,000
Other (Table 5)								21,582,126
GoH							200,000	No info
UNDP							1,000,000	No info
Sub total Cofinancing							47,881,970	55,535,838
Project Total							51,635,068	58,329,781

³⁰ Administered by the 31 December 2019 project team.³¹ Administered by the 31 December 2019 project team.

Table 5: List of indirect co-financing

Name of the project	Organism	Duration of the project: Start-end	Total project amount (US\$)	% completed at the end of the project ³²	Co-financing amount for the period 2015-2020 (US\$)
Establishment of the Three Bays National Park	BID/TNC	2014-2018	1,400,000	100%	1,050,000
In-kind contribution through the information and services provided by the project "Mapping of natural threats" for the department of Grand Anse.	UNDP	2014-2019	1,400,000	90%	1,332,000
Haitian Government/Ministry of the Environment	MOE	2016-2020	200,000	85%	1,700,000
Mitigation of Risks and Natural Disasters in the Grande Rivière du Nord Catchment Area	IDB	2014-2018	10,000,000	60%	4,500,000
Development of fishing activities in the South-West of France	IDB	2014-2018	5,000,000	60%	7,680,000
Ministry of Agriculture, Natural Resources and Rural Development (MARNDR/IFAD)	MARNDR (IFAD)	2014 2019	3,000,000	100%	2,400,000
Ministry of Agriculture and Rural Development	MARNDR (World Bank)/RESEPAG	2014 2020	9,000,000	95%	6,840,000

³² Estimate by the project team.

Name of the project	Organism	Duration of the project: Start-end	Total project amount (US\$)	% completed at the end of the project ³²	Co-financing amount for the period 2015-2020 (US\$)
Consolidation of the participatory governance of the land and marine protected area "Parc National Lagon des Huitres" of Belle Anse	EU	2017 - 2020	1,084,659 Euros 1,214,815 (USD) ³³	100%	1,214,815
USAID Reforestation	USAID	2017-2022	40,300,000	40%	16,120,000
Support for the development of agricultural potential in the Northern Corridor (AVANSE)	USAID	2013-2018	11,000,000	100%	5,500,000
Support to families through the distribution of goats and the establishment of a seed bank.	Heifer	2012-2017	2,00,000	40%	400,000
Improving food security in the North-East department	German Agro Action	2016-2019	1,000,000	40%	400,000
Technical assistance to the process of institutionalisation and application of the Champs école paysan (CEP) approach and conservation agriculture techniques at the MARNDR.	FAO	2017-2018	600,000	100%	600,000
Caribbean Programme for the Conservation of Marine Biodiversity (CPCBM)	USAID/TNC	2014-2019	3,000,000	100%	2,400,000

³³ Based on 1.12 USD/Euro for the period 2016-2020 <https://www.macrotrends.net/2548/euro-dollar-exchange-rate-historical-chart>.

Name of the project	Organism	Duration of the project: Start-end	Total project amount (US\$)	% completed at the end of the project ³²	Co-financing amount for the period 2015-2020 (US\$)
Capacity building of Civil Society Organisations in sustainable and solidarity development.	Alianza por la SOLIDARIDAD	2017-2019	396,157	70%	277,310
World Bank /	Biodiversity Trust Fund		3,000,000	100%	3,000,000
Kfw	Biodiversity Trust Fund		4,000,000	100%	4,000,000
CBF	Biodiversity Trust Fund		10,000,000	100%	10,000,000
Total Additional co-financing					50,884,126

5.2.2 Stakeholder engagement and local communities

Several elements explain the respective and collective commitment of the key actors to the successful implementation of the AEB Project. The high overall level of attainment of activity implementation targets estimated at about 80% of the planning over the life cycle of the EBA Project, in addition to the testimonies recorded from all key stakeholders and local actors, including local communities as direct beneficiaries interviewed in the field, points to a truly unfailing level of commitment of the management team including coordination, execution and monitoring-evaluation. This team proves to be very dynamic and technically very competent in the adequate accomplishment of their recognised heavy tasks, given the difficult context of the development of the EBA Project.

As for the steering committee³⁴, the main body guiding the strategic management of the EBA Project with regard to all the factors influencing the overall context of its implementation, its leading role has been very well exercised, as defined in the overall management governance structure along the planned cycle. Admittedly, a responsible commitment being really confirmed in the various testimonies judged very positive by the interviewed members on the EBA Project and in the minutes of the various working meetings held during its implementation phase, but some additional tasks such as the supervision of concrete achievements in the field are also claimed and recommended by the members of the steering committee to a possible phase 2 of the EBA Project, since the results of this pilot experience will have to be replicated, from their favourable opinion in advance. The formulation of the steering committee's recommendations to the implementing actors and the rigorous monitoring of the taking into account of such recommendations are the subject of great satisfaction expressed. Therefore, the role of the steering committee should go beyond the simple validation of the activity reports carried out in the field, add the participants to the EBA Project evaluation interview. The delay in the delivery of certain outputs, and the achievement of certain immediate results (products) of the EBA Project, the too vast territory of intervention and the lack of a baseline to measure progress in the achievement of certain results, are important aspects to be corrected in a future version of the EBA Project, in the opinion of the steering committee.

With regard to the documentation (ProDoc, Progress Reports, Mid-Term Evaluation Report, Work Plans, etc.), it is important to note that the Commission has not yet been able to provide the necessary information. Internal to the EBA Project and testimonies recorded with key actors, the main implementing partners (UNDP, MOE including ANAP/Climate Change Risk Management Units) meet, with the help of other technical support partners (MARNDP, UEH, organisations providing technical expertise services and others), all the management requirements with relatively satisfactory results according to the assessment of the "GEF" financier and also of other key actors concerned by the operational implementation of the EBA Project. In parallel with the difficult context of development of the EBA Project and related constraints, the absence of delay or even interruption of financing is a positive aspect marking the strict respect of the commitment of the financial partner "GEF" allowing to remain in the normal planning cycle,

³⁴ This committee is made up of members-representatives of several institutions: Ministry of Planning and External Cooperation (MPCE), Ministry of Agriculture, Natural Resources and Rural Development (MARNDP), Ministry of Economy and Finance (MEF), Ministry of Tourism and Creative Industries (MTIC), Ministry of the Environment (MOE), National Agency for Protected Areas (ANAP), National Platform on Climate Change (PNCC), Ministry of the Interior and Territorial Collectivities (MICT).

starting from the concrete start having taken place practically one (1) year after the date written in the Pro Doc. Thus, all this is in favour of the closure scheduled for March 2021, without great risk of failure of the EBA Project in the remaining time of its life cycle.

While most of the activities tendered for are still being implemented with the support of several organizations providing³⁵ technical expertise in the three geographical EBA Project complexes, the findings from interviews with the principal implementers and local beneficiary communities suggest that the contractual clauses in terms of agreed deliverables are being respected and that their interventions are closely aligned with the UNDP strategic direction guiding the operational implementation on the ground under the guidance of the regional technical advisors. However, certain qualitative and quantitative corrections provide satisfaction of the deliverables.

Regarding the participation of all local actors (local elected officials, grassroots or local community-based organisations, target groups/direct beneficiaries of the spin-offs, local support committee for the implementation and sustainability of the results obtained), the approach advocated by the UNDP at all stages of the management (planning, execution, monitoring-evaluation) of the EBA Project was well received at the local level, an observation confirmed by the testimonies of the latter. However, some rare cases³⁶ of lack of, or low local involvement, and participation, especially in the stage of re-execution of activities, should be highlighted. These have been reported by local elected representatives vis-à-vis certain technical service provider organisations which, being mostly external to the local communities, execute tender contracts without having an adequate local integration from one geographical complex to another. Being considered as first beneficiaries of the EBA Project results, all (100%) local actors acknowledge to have made a relatively important contribution in the implementation of activities to improve the resilience of the concerned ecosystems, as well as community resilience in all affected local communities. They are highly motivated to consolidate the achievements and to monitor the results obtained according to the possibilities offered and the means available in order to ensure sustainability and facilitate the achievement of better impact in the long term. In order to achieve this, work remains to be done on improving local ownership of this new approach to implementing the EBA Project in Haiti by calling on any additional resources that may be available for further support.

5.3 Gender mainstreaming

Gender³⁷ mainstreaming is still relevant in the EBA Project's activities, as local actors seem to take it on board very well, according to their testimonies during the evaluation interviews. However, the criterion linked to the "gender quota" varying from one category of activities to another does not seem to be aligned with the 40% principle set as a target initially proposed as compulsory by the EBA Project, given that the international target conventionally adopted is 30%.

³⁵ Local, national and international organisations: ADPE, ACDIB, APAPANNE, CROSE, Fondation Seguin, OIKONOIKUN BLUE, GEOPLAN, CIDES, Village Planète, MBCOS, GEO SOCIETY, REEF CHECK, GEXAMINTECH, GEXAMINE

³⁶ Exe. - Testimonies of CASEC and beneficiaries concerning the choice of workers trolling in the intervention sites and the choice of the appropriate season for the activities of setting up agroforestry systems based on coffee and cocoa trees environmental restoration and gully treatment carried out by GEO SOCIETY in Borne, a house in the "Roucous" communal section, "Trou du Nord" commune. Testimonials from a Mayor and the beneficiaries concerning the fencing work on a lake / aquaculture basin carried out by MBCOS in Didier-Mapou, commune of Grand Gosier. Testimonies of the Mayor concerning the aquaculture activities carried out by CIDES in Corail.

³⁷ This aspect it meets the MDGs in Goal 5 "Achieve gender equality and empower all women and girls".

Admittedly, this principle of gender equity has been recognised by the Haitian state since 2012³⁸ via the amended version of the constitution of the republic, but applied in local communities rather arbitrarily. In fact, the testimonies of all the local actors interviewed in Baradères indicate that 25% of the beneficiaries are women, while the CLA has only 14%. In particular, in the environmental restoration work in the DUFORT sub-watershed feeding the "Marion" river, which exposes the agricultural areas and housing located in the plain of the Fort-Liberté commune, a relatively high percentage, around 60% of the participants, were women, especially in the "Malféty" housing. Particularly in Anse-à-Pitre, where there is a very active local community life, the community associations integrate the gender dimension according to a quota of women, generally over 30%, in the activities of community resilience building and environmental restoration, a practice which reflects a certain representativeness of women in the local organisational structures.

A very interesting aspect found in Thiotte is the orientation of coffee agroforestry systems towards the strategic interests of women with a specific mechanism for targeting women heads of households in local communities. A very practical case recorded is that of a woman met at the "Mornes des Commissaires" house with an agroforestry plot with economic and environmental impact of major importance respectively for the family and for the agroecosystem of the geographical area of location.



Photo 1: A woman head of household on her agroforestry plot set up with CROSE.

Other concrete cases, such as the support provided to improve the exploitation practices of the fishing industry, also integrate the gender dimension, particularly in the benefits generated by the marketing of the harvested products. An important point to be explored in more detail concerning the consideration of the gender aspect would be an orientation towards the practical

³⁸ In Haiti, the principle of a 30% quota for women in all decision-making positions in national life, particularly in the public services, was recognised in 2012 in the so-called amended version, in article 17-1, of the 1987 Constitution.

needs of women, probably in synergy with other partners intervening in the local communities within the intervention area of the EBA Project. On the whole, there is still work to be done on better integration and local ownership of gender equity, also in local structures such as CLA and active community-based organisations in order to achieve better impact results.

5.4 Social and environmental guarantees and by approaching the PEPSE

Regarding social and environmental guarantees, the cross-analysis of the ProDoc from the conception/planning stage of the EBA Project, and the results of the operational implementation in the field, shows a very clearly guaranteed protection of the local populations and the environment against any potential negative impacts at the three geographical intervention complexes level. Certain activities such as the treatment of specific watersheds, the establishment of various agroforestry systems and energy forests, the restoration of mangroves and the establishment and strengthening of protected areas are both respectful and protective of the natural environment in the three EBA Project geographical intervention complexes. This also results in economic benefits induced by the increase in agricultural and fish production in the areas concerned. Likewise, the economic activities (cage fish farming in fresh water, modern beekeeping in potentially favourable areas, implementation of FCDs, etc.) contribute, in addition to generating alternative income that meets the multiple needs of local communities, also to a substantial improvement of the environment at the level of marine and coastal ecosystems from one geographical complex to another. In the opinion of all the local actors, in the activities aimed mainly at community resilience as well as in the activities aimed at ecosystem resilience, social and environmental protection remains a guarantee considered relatively important. However, the level of social and environmental safeguards is limited in relation to the extent of the need for improvement in the local environment. The main features are reflected in additional needs for better consideration of the long-term impacts.

Despite the mitigating circumstances, including the passage of Hurricane Matthew and the socio-political instability of the country significantly affecting the implementation of the EBA Project, the application of the results of the PEPSE (Procedure of Social and Environmental Preliminary Examination), finalized in November 2014³⁹, proved to be successful, through various measures envisaged. The implementation was relatively effective at the scale of the two operational components, at the level of community resilience supported by a few alternative economic activities, and at the level of resilience of coastal and marine ecosystems strengthened by activities to promote improved biodiversity. According to the findings, in addition to the testimonies of all the key stakeholders, particularly local stakeholders, no negative social and environmental impacts were recorded in the results obtained from the activities carried out by the EBA Project. On the contrary, there are double benefits to the local beneficiary communities, with appropriate intervention strategies. For example, the level of participation of local populations and the promotion of gender equity in environmental restoration activities (e.g. gully stabilization, establishment of agroforestry and energy forest systems, protection of mangroves and sustainable management of protected areas) in the three geographical complexes contributed favourably to the effective achievement of results with considerable social and environmental impacts. Similarly for the economic activities (promotion of fish farming in cages

³⁹ UNDP Social and Environmental Screening Template -14 November, 2014.

and hill lakes, development of modern beekeeping in areas with relatively high potential for honey plants, promotion of fishing using FCDs and others) that have a community resilience nature, they contribute positively to achieving convincing socio-economic and environmental results from one geographical complex to another.

The strategic choice to combine environmental protection activities with substantial economic activities remains compatible with the socio-cultural preferences of local communities. These communities have opted for a dynamic of sustainable management of natural resources and preservation of biodiversity following an innovative "ecosystem-based adaptation" approach that has been successful and is to be replicated in the country. Capacity building of local actors through training and awareness raising, in addition to the promotion of gender equity and the participation of empowered local structures, remains a very good mechanism developed by the EBA Project in the efforts of sustainable management of natural resources and preservation of natural heritage (natural park and other natural capital) in view of more resilient coastal and marine ecosystems in the long term. In fact, the results achieved suggest that the EBA interventions are in line with UNDP environmental and social standards governing the basic functioning of coastal and marine ecosystems supported by improved livelihoods in the local communities served. Finally, the EBA Project's contributions to strengthening the resilience of local beneficiary communities through the income generated by various socio-economic activities developed and to improving ecosystem resilience through the effects of actions to preserve coastal and marine natural resources are rather exposed to weak local capacities to manage environmental and social risks in the traditional dynamics of social planning and environmental governance in Haiti.

5.5 Project-level monitoring and evaluation systems and reporting

The project has met all the reporting requirements set by the UNDP and GEF systems. Monitoring and evaluation were well designed in the initial project documents. A special "monitoring and evaluation" plan was developed in February 2018, which clarified the project's reporting requirements. This plan detailed monitoring, such as the number of meetings held, documents produced and plans developed.⁴⁰

The financial reports were prepared on an annual basis (PID) (see section 6.2.1). The Project Implementation Review (PIR) was carried out annually:

- Project Implementation Review 2020 (June 2019- June 2020)
- Project Implementation Review 2019 (June 2018- June 2019)
- Project Implementation Review 2018 (June 2017-June 2018)
- Project Implementation Review 2017 (June 2016-June 2017)

Annual work plans were drawn up and discussed with the steering committee. The work plans were checked by the evaluators.

The steering committee was created in the first year and held its first meeting on 17 May 2016. The dates of the other meetings are as follows (see Annex B for the references of the report):

⁴⁰ UNDP (2018). *Monitoring and Evaluation Plan of the EBA Project*, February 2018.

- 2nd - 15 November 2016 (Minutes were provided)
- 3rd - 25 November 2016 (Minutes were provided)
- 4th - 18 July 2017 (Minutes were provided)
- 5th -
- 6th - 2 April 2018 (Minutes were provided)
- 7th - 7 December 2018 (Minutes were provided)
- 8th - 29th January 2020 (Minutes were provided)

It should be noted that the second and third meetings were very close, following the necessary adjustments in project activities after Hurricane Matthew in October of that year.

5.6 Evolution from outputs to results

Progress towards the achievement of the EBA Project's results is assessed in the light of international standard criteria (relevance, effectiveness, efficiency, sustainability and impact) and cross-cutting themes, such as the participation of key actors (stakeholders and local actors) and gender equity.

5.6.1 Overall quality of project results

The project has achieved many of its original objectives (about 80% of its goals), and some areas, such as slope stabilization, have exceeded their objectives (see section 5.6.3). The physical impacts of the activities, particularly in coastal areas and coral reefs, were not properly measured by studies. Despite this, the impacts of the project go beyond the physical benefits obtained. The regulation of new protected areas, the improvement of management regimes, the initial integration of ecosystem-based management into planning and the mobilisation of local communities are all fundamental for greater success in the future. On a global scale, Haiti's coastal zones may be less important than those of other Caribbean countries, but it is worth highlighting the social and economic impact that this innovative pilot project has initiated. The application of community engagement and inclusion in resource decision-making will benefit from replication of the project in Haiti and other countries with similar socio-economic determinants.

In the assessment of the EBA Project evaluation team, the results obtained are therefore considered to be of relatively high quality, with reference to the level of target achievement compared to the scale of the initial values planned in the GEF Strategic Result and Incrementality Framework (Section 3 of ProDoc) already considered to be very consistent from one operational component to another. A level (70%) of satisfaction expressed by stakeholders and other key actors in the implementation of the EBA Project should be noted. The satisfaction gap is related to the particularly difficult context, then influenced by the really unfavourable socio-political unrest and constraints at the root of the delay in strategic planning, influencing the operational implementation phase in the field. The quality of the EBA Project's results reflects considerable strategic and operational dynamism on the part of the governance team, with recognition also shown by all the local actors involved. Moreover, the strong cross-sectoral participation is thus recognised as a real added value giving an institutional basis to the EBA Project in its strategic and operational management in the field.

5.6.2 Relevance (national and global)

In the opinion of all key stakeholders as well as local actors, i.e. 100% of the interviewees, the relevance of the EBA Project is fully appreciated. In view of their convincing testimonies, they provide really clear explanatory elements related to the real problems addressed by the EBA Project, both in terms of community resilience and ecosystem resilience with a sustainable improvement of biodiversity, including watersheds (BV) and protected areas in the 3 geographical intervention complexes. They acknowledge that the EBA Project activities play a key role in the sustainable management of marine and terrestrial ecosystems through the results already obtained, from one geographical intervention complex to another. Similarly, according to the UNDP, the actions aimed at the sustainable improvement of biodiversity through the establishment of several coffee and cocoa agroforestry systems⁴¹ are considered to bring considerable benefits both in terms of improving the local economy and the effects of climate change in the country. In addition, some substantial economic actions aimed at concretely improving the income of beneficiaries in local communities living at the expense of ecosystems are of great importance in biodiversity management at the EBA Project intervention complex level.

The observations drawn from the site observations and from the various testimonies of local actors interviewed, make it possible to illustrate certain examples of the relevance of the EBA Project. For example, the coffee and cocoa agroforestry systems set up at Alain's in Baradères, Savane zombi-Thiotte and Haut Madeleine in the north-east of the country have been found to bring considerable benefits in terms of improving both the local economy and the environmental status, in the face of the multiple effects of climate change, which is exacerbating the suffering of the most vulnerable local communities in Haiti. Similarly, the environmental restoration resulting from gully treatment and reforestation work in Boineau - Baradères, in the DUFORT sub-watershed overlooking the Marion River in Bayaha, in the Plaine Citron sub-watershed in Bois d'Orme in the commune of Anse-à-Pitre, in the sub BV of Borné à Roucou of the commune Trou du Nord, are considered as elements of a solution to environmental problems that risk causing serious damage especially to agricultural production (plant and animal) and the habitat of the areas downstream of the interventions. In addition the environmental restoration generates substantial income, which is used by the workers/workers for several socio-economic purposes (payment for schooling, small business, family food, investments in the form of house repairs, purchase of livestock, etc.). Economic activities such as the solar workshop for cassava processing in Pignon-Corail, support for the development of beekeeping in Caracol, and support for fishing in Belle-Anse have a twofold interdependent purpose, i.e. to make a real contribution to the sustainable improvement of biodiversity linked to the economic return on community investments.

Other achievements such as the energy forest set up on 42.5 ha in Savane déclée - Acul Samedi, the strengthening of the Marine and Coastal Protected Areas located in Lagons des Huitres on an area of 9,640.60 hectares and the Source Royer Natural National Park (PNN-SOR) on an area of

⁴¹ A total of eight hundred and twenty-five (825) hectares reforested and restored in the three intervention complexes is likely to contribute to community resilience as well as to the long-term resilience of ecosystems.

4,127.7 hectares in the South-East and in Baradères-Cayemites are revealed to be very relevant, being of capital importance for a sustainable improvement of biodiversity.

Overall, the dual aspect of relevance in building community and environmental resilience is tangible to all key actors (stakeholders and beneficiaries) of the EBA Project.

At the component level, those which limit the relevance, there is a little concern the coverage rate and the relatively low number of beneficiaries of the results in relation to the extent of the needs expressed in the various areas of intervention of the EBA Project. According to the local actors (CLA, CBOs, leaders), the targets of the EBA Project have certainly been reached, sometimes much higher than planned, but the gullies awaiting treatment in the three intervention complexes (Baradères - Cayemites in Nippes-Grand Anse, Marigot-Anse-à-Pitre in the south - east and the three bays in the north - north-east) remain far above the thresholds set by the EBA Project. It is almost the same consideration for other cases: the number of farms benefiting from agroforestry systems in the affected areas remains insufficient from one geographical complex to another; investments in fishing and beekeeping materials and equipment are insufficient in relation to the size (threshold) likely to provide an adequate return for a sustainable improvement in the economic living conditions of the beneficiaries in the local communities.

In most of the interventions carried out by certain external service provider organisations, local actors are only guests, some participants add to the interviews carried out.

Although the results obtained are considered satisfactory, the experience of the EBA Project in its new approach (sustainable management of ecosystems from mountain to sea) is still a little young, with many unfulfilled expectations in terms of higher targets and the need to strengthen local actors, in particular the target groups in the affected areas.

5.6.3 Efficiency

As for the relatively high overall level of efficiency, this includes economic efficiency linked mainly to a high level of expenditure approaching 90% of the amounts planned by the EBA Project from GEF funding, and the efficiency of the project's governance structure and its strategy for the economic management of funds towards the achievement of adequate results. Thus, an efficiency gap considered low, with several explanatory elements: the increasing evolution of the Haitian gourde discount following a really fluctuating exchange rate over the implementation of the EBA Project until August 2019, the delay in recruitment combined with the resignation of some members of the EBA Project management staff⁴², thus creating margins or budget surpluses that could be reallocated to the realization of other additional activities to the benefit of the target groups in the local communities from one geographical complex to another.

Moreover, most of the local actors interviewed admit that they did not have information on the amounts allocated to the planned activities and on the targets defined for the rational/efficient use of the available resources. They also point out delays in disbursements for the implementation of micro-projects such as the gully treatment project in Roucou in the commune

⁴² The technical advisors of the Marigot-Anse-à-Pitre complex and the north-north-east region resigned in the middle of the implementation period of the EBA Project.

Trou du Nord, the hillside lake project in Didier-Mapou in the commune Grand Gosier, and many others awaiting finalizing of the beneficiary group benefits. These elements somewhat limit efficiency in this category of key actors concerned by the implementation of the EBA Project.

Community observations were also reflected in the pattern of disbursements (ref.- Figure 3), which shows that the bulk of the expenditure was spent in the second half of the EBA Project's life cycle. Some of this delay can be seen to be related to changes in micro-projects to adapt to the effects of Hurricane Matthew.

Concerning the EGF funding and the results obtained (see section 6.5.4), the investment can be considered acceptable given that :

- i) it was an innovative pilot project in terms of management and capacity development within government and local communities on ecosystem-based adaptation; and
- ii) the project had to adapt and redirect some activities as a result of Hurricane Matthew in October 2016.

5.6.4 Effectiveness

There is a very high overall level of effectiveness, explained by a high level of achievement (about 80%) of the targets of the EBA Project expected results, within the timeframe of the EBA life cycle. This appreciation reflects the testimonies of local stakeholders who consider that the level of efficiency in achieving the output targets is rather high. With regard to output 1.2, a total of 29.3 km of stabilized gullies in the three complexes represents almost 300% of the planned target (10 km); a total of 26 hectares of restored mangroves is still 300% higher than the target of seven hectares planned; a total area of 825 hectares at the evaluation date, including 135 hectares⁴³. of energy forest and agroforestry systems based on coffee and cocoa trees) reforested and the 322 ha of managed slopes of which 22 ha in Anse-à-Pitre and 300 ha in the North-North-East region in the three intervention complexes is supposed to exceed the proportion of the target specifically reserved for EBA Project actions, in the total target of 2000 hectares achievable with the planned co-financing. However, the level of efficiency is admitted to be less high in the achievement of results, due to the delay in the implementation by service provider organisations such as MBCOS in support of beekeeping in Grand Gosier, CIDES in support of aquaculture in Corail, GEO PLAN in support of agro-forestry in Fond d'Icaque, OIKON BLUE in support of fishing in the three EBA Project geographical intervention complexes.

Globally, a gap in efficiency is recorded, and this is explained by several factors: late recruitment and resignation of some members of the local and central management staff of the EBA Project, combined with a lack of involvement of local actors including beneficiaries, in addition to a centralised administration in Port-au-Prince for all kinds of expenses, regardless of the amount to be committed. In addition, the planned timeframe for the implementation of the EBA Project's schedule of activities was considerably delayed by the socio-political unrest in the "lock country", which has affected the security situation in the country, with violent demonstrations repeated over one full quarter. There is also a lack of knowledge of local realities combined with a lack of

⁴³ The result being 630ha until the development of the PIR 2020.

integration of local actors by external service provider organisations into local communities from one complex to another. A Local Support Committee (LSC) has been set up, but is only really functional in Baradères. It is a very good local tool for monitoring the implementation of activities and the sustainability of the results with a view to better impact in the long term.

It should be noted that the training was launched at the beginning of the project and continued. For example, the training of Ministry of the Environment executives on the management of Protected Areas took place ⁴⁴from 3 to 8 July 2016. The table below summarizes the results of the project.

Table 6: Summary of the results of the EBA Project

Vertical logic	Indicator	Target value	End of Project
GLOBAL OBJECTIVE	O.1. Extent of application of watershed management practices	The management practices applied by 75% of the target households. A total of 306,850 people	Total - 22, 285 people 57% of target households 37082 (PIR 2020)
	O.2. Coastal and marine ecosystem zones	No loss of area	Missing all the surveys and overflights. TNC report for Baradères - Cayemites and Marigot-Massif de la Selle - Anse-à-Pitres. Reef Check is doing a survey for Trois Baies. Conservation support activities. C1 and C2.
	O.3. Increased fish populations	Fish number ranges	Reef surveys by divers not done. Support activities.
1. Increasing resilience to climate threats in key watersheds and coastal ecosystems	1.1. Improving climate resilience in communities	All communities report improved resilience	Evaluations made. Overall good.
	1.2. Areas of ecosystems of critical importance to EBA that have been actively restored	<ul style="list-style-type: none"> ▪ Mangrove restoration: 7 ha (along 7 km of coastline) ▪ Stabilisation of gullies: 10.0 km ▪ Reforestation : 2 000 ha 	<ul style="list-style-type: none"> ▪ 26km of mangroves (41 ha PIR 2020) ▪ 29.3km of ravines (27 PIR 2020) ▪ 135.5ha reforested / 322 ha of landscaped slopes (630 ha - PIR 2020) (825 ha PIR 2020)
	1.3. Degree of incorporation of EBA/CC in planning instruments	All the municipal and departmental administrations have drawn up plans	Map of Marigot - Massif de la Selle - Anse-à-Pitres PN3B has plans.
2. Establishment and management	2.1. Increasing ecosystem coverage	Total area, at the end of the project, :	Protected area before :

⁴⁴ 2nd CP

Vertical logic	Indicator	Target value	End of Project
of PAs in marine and coastal areas receiving waters from target catchments		35,402 ha Additional area included in PAs, by ecosystem : <ul style="list-style-type: none"> • Coral reefs: 2,100 ha • Mangroves: 2,100 ha • Sea grass: 15,500 ha • Total priority ecosystems: 19,700 ha • Total all coastal/marine ecosystems: 37,300 ha 	Three Bays and Boefs Lagoons Natural National Park (Feb 2014) protected area announced : AP Baraderes-Cayemites 87,621ha (April 2017) AP Lagon des Huitres 9,640.60 ha (April 2017) AP Source Royer 4,127.7 hectares.
	2.2. Area covered by alternative means of management	A total of 45,497 ha out of 99,883 ha of AMG has been zoned for active management.	PN3B recreation area (6,063 ha) And fisheries recovery area (4647ha) TNC report indicates zoning activities in Baradères - Cayemites and Marigot-Massif de la Selle - Anse-à-Pitres
	2.3. Maintaining income levels of fishing families	No fishing families in the target areas have seen their income decline as a result of project actions.	Difficult to determine. 445 families have benefited (305 aquaculture, 150 beekeeping, etc.).
	2.4. Reducing total threat levels : (METT) of the GEF.	Complex - Targets 1 (N-E) - 44 2 (S-W) - 29 3 (S-E) - 32	Final value (N-E) - 40 (S-W) - 58 (S-E) - 16 (Hurricane Matthew)
	2.5. Management effectiveness rating of target PAs: from GEF (METT)	Complex - Targets 1 (N-E) - 48 2 (S-W) - 48 3 (S-E) - 48	Complex - final value 1 (N-E) 41 2 (S-O) 21 3 (S-E) 18

It should be noted that the project has contributed to advancing the governance of the park system within ANAP. For example, by strengthening an environmental perspective in planning and management. This was suggested as necessary in the evaluation of the "Projet d'Appui au Renforcement des capacités du Ministère de l'environnement".⁴⁵

The project consolidation of participatory governance of the terrestrial and marine protected area "Parc National Naturel Lagon des Huîtres (PNN-LDH) de Belle-Anse (CoGAP)"⁴⁶ had similar objectives to those of EBA in the region, and achieved the following:

- Information, awareness-raising, advocacy and/or ecological education of the public, with a particular emphasis on the objects of conservation of the PNN-LDH, its socio-economic and socio-cultural potential and in terms of the ecosystem services provided;

⁴⁵ UNDP (2016). *Mid-term evaluation of the Ministry of Environment Capacity Building Support Project (PARC)* / January 2013 - December 2015

⁴⁶ Guerrier, Y. (2020) *Consolidation of participatory governance of the terrestrial and marine protected area, Parc National Naturel Lagon des Huîtres (PNN-LH) de Belle-Anse (CoGAP)*, March 2020.

- Inter-municipal decrees and conventions allied to the field of sustainable management of the environment and natural resources, including fishery and coastal resources;
- The presence of five BSAP (Brigade de Surveillance des Aires Protégées) agents in the PNN-LDH;
- The development and/or strengthening of the capacities of the network of GSB (ie.: Veterinary agents of the PNN-LDH, in veterinary care);
- Technical and financial support for the implementation of event activities in the PNN-LDH;
- The demarcation of the PNN-LDH ;
- Strengthening and extension of the PPI of Préchêt ;
- The development of Income Generating Activities, with a focus on the economic empowerment of women and RNE (Natural Resources and Environment) extractors;
- Actions to restore and maintain the mangrove forests in the marine and coastal ecosystems of the PNN-LDH.

The overall implementation of the project was rated very good. However, the improvement in management does not seem to be reflected in the results of the complex's METT.

Reef Check conducted a baseline survey of the Troi Bays in 2020, which revealed the presence of many endangered coral species in the United States, highlighting the importance of this area. In addition, the condition of the reefs was damaged by the hurricanes of 2016 and 2017. The mangroves appear to be in fairly good health. The baseline survey highlights the importance of managing this unique environment.⁴⁷

As the TNC report shows, while activities have been carried out to improve the situation, more needs to be done to ensure biodiversity and sustainable incomes for fishing communities. Many problems remain and the following recommendations were made: changing the size of nets, community agreement to reduce catches and provide alternative livelihoods for fishermen, improving plans, laws and enforcement, stopping illegal logging of mangroves, pollution problems in local municipalities, agricultural impacts associated with zoning and ensuring appropriate activities in appropriate areas, and problems related to invasive species (*lionfish and Acacia farnesiana*, among others).⁴⁸ The report concludes that much work remains to be done to control the threats to biodiversity in the Baradères-Cayemites and Marigot-Massif de la Selle-Anse-à-Pitre. Greater attention will be needed for management, monitoring and enforcement of regulations by stakeholders.

5.7 Sustainability

Overall, the level of sustainability of the results already achieved by the EBA Project for the benefit of the beneficiary local communities is assessed according to a relatively high probability

⁴⁷ ReefCheck (2020). Report 1. *Characterisation of the state of health of Coastal and Marine Ecosystems (coral reefs, mangroves and seagrass beds) and assessment of the fish population at the level of the Three EBA Intervention Complexes*. (eds. Dr. Ruben Torres et al.) Report 1 (March 2020, Deliverable #2 July 2020).

⁴⁸ TNC (2020). *Analyses of the threats to the Baradères-Cayemites and Marigot-Massif de la Selle-Anse-à-Pitres complexes*, Haiti, April 2020 - TNC

at the scale of the two components, in the light of the observations of achievements and the testimonies of the key stakeholders and local actors interviewed. Thus, the testimonies of all the local actors shows they value sustainability as a 100% guarantee, in particular for the training courses (*beekeeping, fish farming, BV management and protection of coastal and marine biodiversity, livestock farming, agro-industry, micro-financing of income-generating economic activities, etc.*), linked to the two components of the EBA Project, given the relevance in quantity and quality of the related knowledge learned, even if a reinforcement in practical training courses is necessary in most cases. As for the physical results obtained by the EBA Project to date, sustainability is assessed as relatively high or low in financial, socio-economic, environmental and institutional terms, requiring additional support at a level linked to the specific extent of the needs expressed for a better impact.

5.7.1 Financial and socio-economic sustainability

The financial and socio-economic viability/sustainability of the results achieved for some of the "community resilience" type economic activities is obvious for the direct beneficiaries in some of the local communities concerned, but rather hypothetical/risky for them in other areas in the absence of additional strengthening support.

1) Below are some examples of results that are financially and socio-economically viable even without additional support:

- The fishing devices (materials/equipment) benefited by INKAPEB, resulting in an increase in fish stocks generating between 60%-70% additional income for each FCD. In fact, INKAPEB is a well-structured local federation in Belle-Anse, comprising ten fishermen's associations with about 2000 members, including small fish traders. The organisation has already reached a financial break-even point with an investment capital consisting of thirty-six fishing boats, in addition to the devices (*cold room, freezers*) for marketing fish on the markets at local and national level.
- The cassava processing workshop with solar energy in Pignon-Corail, with a very high availability of raw materials (cassava tubers) throughout the year and the use of renewable energy at low cost. However, the sustainability of the workshop depends on strong support to ensure a well-trained and structured management committee, in addition to having a business plan showing the profitability of this investment according to operating scenarios based on the contingencies of the environment.
- The two bee farms set up by the two local associations, APDK in Bas saline/champin and JADJ in Jacquesyl/Glaudine with the support of the EBA Project in the commune of Caracol. The adequate level of competence and motivation of the management committee of nine members assigned to beekeeping, as well as the size of the woodlots on owned plots, in addition to a strategy for managing the revenues generated, constitute a real asset for a more reassuring long-term viability of the bee farm benefited by APDK. APDK is planning to increase the size of the farm towards a margin that will make the production more profitable, having already generated fifty-two thousand (52000 HTG)

gourdes for 21 hives operated out of 75 hives ⁴⁹initially received from the EBA Project against twenty thousand (20,000 HTG) gourdes generated by the JADJ bee farm for ten hives out of 75 received for the initial start-up of the farm.

The sustainability of such results is not necessarily linked to additional technical and financial support from the EBA Project or other external partners, but the possibility of any strengthening support is not ruled out. In analysis, these results are also socio-economically viable, given the existence of a structured mechanism for the distribution of benefits between the real needs of their active members⁵⁰ and the respective local communities for future development. Other strengthening support is likely to ensure a better return towards socio-economic viability in favour of a greater impact in the long term.

2) Below are some examples of financially and socio-economically viable outcomes with additional support:

- The Hill Lake with a single fish pond set up in February 2020 in Didier/Mapou in the commune of Grand Gosier, with a limited capacity (4000 alvins - losses caused by cyclone Laura), not harvested to date and not secured, without a well-defined management mechanism, nor financial means available for a rehabilitation of the pond fence already very exposed to natural damage in rainy weather, in addition to a lack of local appropriation of the activity by the beneficiary group, etc.
- The bee farm set up in Grand Gosier by the association created with the beekeeping activity on a rented plot of land with no guarantee of renewal, having 40 hives at present after a loss of 35 hives out of the 75 received, existence of honey plants in low density in the area of location, a management committee of seven traditional beekeepers with no financial means for possible maintenance, in addition to natural constraints such as lack of food and distance from water in times of drought, etc.
- FCDs installed for the benefit of fishermen's associations without support in fishing investments (*e.g. motorised boats, modern nets*) allowing fishermen to go to the bottom of the sea in the three geographical complexes concerned.
- Fish production in cages in Filibert in the commune of Ferrier, with an initial capacity of 31 cages installed in the brackish waters of the Lagon-aux-Bœufs for the benefit of 31 poor families following technical training, has a workforce of 100 people from the local community. Due to a lack of rigour in management, there are currently zero cages sown following a harvest where 100% of the cages were used by the families without keeping a fund to renew the inputs necessary to maintain aquaculture production in the area. It is almost the same reality for aquaculture production at Rivière Lacombe in the commune of Corail, with an initial/actual capacity of 24 cages for 48 families, with a low harvest followed by huge losses due to poor quality materials⁵¹ to preserve the two batches totalling the 29,000 alvins received.

⁴⁹ The apiary of the APDK bee farm currently has only twenty-three hives following a prolonged drought leading to this considerable loss. Steps are already being taken to gradually replace the lost hives and then increase the size of the farm to more than 75 hives. The aim is to become the 1st largest large bee farm in the region. The loss recorded by JADJ is 25 hives, limiting the size of the farm to fifty hives at present.

⁵⁰ INKAPEB = 2000 active members; APDK = 25 active beekeepers; JADJ = 17 active beekeepers, and others from the local communities served.

⁵¹ Tiles too big leading to huge losses, the harvest being 8000 poisons on the 2 batches totalling 29000 alvins received from CIDES.

At the present stage, the financial and socio-economic sustainability of these results remains highly hypothetical without additional support in terms of the investments needed to consolidate the achievements and to reinforce them in a way that is appropriate for continuity and that ensures financial and socio-economic sustainability in the long term.

5.7.2 Institutional framework and governance

The EBA project has a strategically well-constructed institutional anchorage before the start, following a participatory approach through consultations with all key actors (*stakeholders and local beneficiary actors*) towards a successful operationalization on the ground. Placed under the supervision of the ANAP of the Ministry of the Environment (MOE) as Principal Executing Agency in the same way as the UNDP is Principal Executing Agency with the GEF. The EBA Project is implemented by a hierarchical technical unit (*central level and regional representation*) and two technical directorates (Forestry Directorate and Directorate of Soil and Ecosystems) under the direct supervision of ANAP and the strategic guidance of a nine-member steering committee involving, among others, some of the technical ministries concerned. In fact, the technical team contributing to the results is provided by a national director, assisted by component technical managers and monitoring-evaluation at the central level, connected with regional technical advisors as guarantors of achievements in the field, and this in close collaboration with consultants, administrative and logistic assistants, facilitators for Watersheds (BV) and Protected Areas (PA), in exchange with local support committees (CLA). Thus, an institutional framework deemed adequate for a guaranteed success of the EBA Project and the achievement of convincing impact, even if reinforcement and adjustments are necessary at local and central levels through the application of lessons learned from the Project experiences. Although there is a well-structured governance structure at the central level, there was dead time between the holding of the 7th CP (12/2018) and the sharing of the mid-term evaluation report with the steering committee thirteen months later to take note of elements of the evaluation's recommendations, which could influence the sustainability of the EBA's results.

Moreover, the Local Support Committee (LSC), following the example Baradères, could be a very good tool/instrument of local governance in monitoring the implementation of activities, as well as in monitoring the sustainability of impact results, with an adequate management effort enabling it to play its full role in the local authorities concerned.

The full responsibility and role of the MOE Directorate General at the central level in the strategic management of the EBA Project should be fully transferred at departmental level to the MOE Directorate for seamless governance of the operational phase of implementation on the ground. The testimonies point to a really close collaboration between the two mutually responsible teams at the departmental level, the regional technical unit of the EBA Project and the departmental management of the MOE, but the limitation of the departmental MOE in monitoring the operational implementation of activities and supervising achievements due to the lack of logistical resources⁵² for the travel of the departmental MOE's technical team to the field and the

⁵² The technical staff (**12 professional and technical cadets**) of the Departmental Directorate of the North-East MdE have only one vehicle that has been broken down for about nine months (February 2020) and zero motorbikes to move around in the field. The technical staff (4 professional and technical cadres) of the Departmental Directorate of the MdE-Nippes has two vehicles that have broken down and zero motorbikes to move around in the field.

lack of involvement⁵³ in the strategic planning of activities implemented by certain provider organisations are not without consequences on the level of achievement and sustainability of the long term results. However, it was clearly foreseen in the Pro Doc that EBA will ensure sustainability by strengthening the technical and logistical capacity of the MOE at central and local levels to deliver climate change adaptation benefits in an effective manner. Thus, some aspects of the operational monitoring and sustainability of the results of the EBA Project are in reality beyond the control of the departmental MOE.

Moreover, the lack of concrete funding from partners in support of the GEF fund of the EBA Project, despite a strategic mechanism for the reinforced financing of protected areas by the IDB/ANAP and the creation of a Haitian biodiversity fund, also lacks the "sustainability" dimension of the results obtained to date.

In terms of legislative support, the designation of the protected areas of Baradères-Cayemites, Lagon des Huitres and Source Royer will help to ensure a sustainable conservation and environmental management mandate in the systems.

5.7.3 Environmental sustainability and related risks

The viability/sustainability of the results of environmental restoration activities is almost total for experiences such as agroforestry systems, reforestation combined with treated gullies, energy forest, mangrove restoration, strengthening/improving protected areas. The viability/sustainability of the results of environmental restoration activities is partial/limited for future results depending on the types of activities and characteristics of the providing organisations, and the level of involvement/participation of local stakeholders from the local communities concerned from one geographical complex to another.

1) Below are a few examples of results of an almost 100% sustainable environmental restoration nature.

- Perennial agroforestry systems based on cocoa and coffee trees set up in local communities in Baradères (*e.g. the model garden at source Alain*) for the benefit of about 300 beneficiaries by ACDIB, in Thiote and Anse à Pitre by CROSE, and in Haut Madeleine by JARDIN FLEURI.
- Treated DUFORT sub-watershed and surrounding areas restored, with agroforestry systems including pineapple, lemon, acacia and other forest plants in Acul Samedi by ADFE.
- Area restored to mangroves in Baradères, Corail, Anse à Pitre and Caracol by Village Planète/FOPROBIM, with a strong implication/participation of local actors in the implementation. The latter are very conscious of the fact that there has been a strong improvement in marine ecosystems, including an increase in fish stocks and other fish species resulting from the restored mangroves, also leading to a decrease in the pressure on the traditional exploitation of coastal resources in the three geographical complexes.
- Energy forest set up at Savane Déclée - Acul Samedi by APRAPANE with adequate participation of the local population, who are highly sensitized and highly motivated to

⁵³ The fact that the central level of UNDP and the MOE do not hold strategic scoping meetings with the departmental MOE, the Regional Technical Unit and the organisations providing technical expertise in the implementation of the EBA Project activities, most of these provider organisations refuse to collaborate with the departmental MOE to which they consider themselves not accountable.

monitor the growth of seedlings and the development of the area over time. Five water points are missing in anticipation of the drought, a local monitoring committee, the development of the space with annual crops until the full maturity of the species/plantlets planted.

- Improved production capacity of the Dosmond germplasm-plant propagation centre reaching full capacity of 1.2 million seedlings produced annually over 3 cycles. In fact, the current demand for seedlings from the partners is high in view of the interventions needed to achieve adequate and sustainable improvement in the North-North-Eastern slopes and surrounding areas. However, an accounting system is lacking for the sustainable management of this centre.
- Parc national naturel Lagon des Huîtres " (PNN-LDH) with an area of about 9,640.60 hectares. Parc National Naturel de source Royer (PNN-SOR) when it was created (delimited and mapped) on an area estimated at about 4,127.7 hectares on land then mostly privately owned located upstream from the town of Thiotte in the Belle-Anse district. Fortunately very well appropriated by the ANAP, this natural park is a guarantee for the human and socio-economic security of this city highly exposed to disappearance, like Fonds Verrettes in 2004. However, in addition to the obvious demarcation, there remains, however, local institutional strengthening including a management plan, a well-structured management board, leadership and community resilience building measures targeting particularly the landowners of this protected area.
- Wooded lot on approximately eight hectares rehabilitated and the Hill Lake rehabilitated in Terrier Rouge, serving about ten local communities by improving access to water for domestic use and free breeding in the area. There is a lack of maintenance services by pruning and planting additional ares for better impact.

2) Below are some examples of results of a partially sustainable environmental restoration nature.

- BORNÉ sub-watershed treated as well as the surrounding areas restored (including fruit and forest plants that were unsuccessful due to lack of appropriate season, with dry stone sills to be corrected, etc.) at Roucou in the commune of Trou du Nord, by the service provider firm GEO SOCIETY.
- An area of ten hectares reforested at Morne Boco on the road to Pestel, a part not used for essential annual crops being ravaged by tethered and free-range livestock farming.

Based on all this, a possible support in appropriate reinforcement to better consolidate what has been achieved, such as planting trees or replacing unsuccessful trees, is not ruled out even for structures with 100% guaranteed sustainability. The results deemed more sustainable then seem to be attributed to relatively well structured and experienced local organisations such as ACDIB, CROSE, ADFE and APRAPANE; and some provider organisations with national coverage such as Village Planète and FOPROBIM.

Moreover, among the different risks (*e.g. environmental, economic, social, cultural, technical, political, regulatory*) exposing the results obtained from the EBA Project, the environmental risks of hurricanes, cyclones, tropical storms, winds and other risk factors are very high, as Haiti is a country at high risk and very exposed to disasters and natural catastrophes due to its

geographical position and its rugged and mountainous relief in the Caribbean region. Depending on the extent of natural shocks on managed/treated watersheds, coastal areas with restored mangroves, strengthened protected areas and other improved ecosystems, the sustainability of EBA results is threatened in all three geographic complexes. Similarly, in the absence of adequate resilient support, socio-economic risks remain relatively high, given the vulnerability of local beneficiary communities likely to carry out potential actions that could cause anthropic shocks (*e.g. deforestation of improved ecosystems, overexploitation of sloping land, intensification of traditional beach seine fishing*) that are harmful to the physical environment. Culturally, the behaviour of local populations in environmental management is related to the prevailing socio-economic realities in Haiti. As for the almost limited technical risks, there is no lack of qualified resources available in the area. National and sectoral policies suffer from the weakness of the state in terms of respect for, and sustainable management of, the environment in the country. Thus, the existence of an emergency fund to counter the damage caused by climate risks and hazards likely to undermine the level of improvement in community and ecosystem resilience in the local communities of the three geographical complexes would be very important among the measures that could be envisaged to preserve sustainability.

5.7.4 Overall probability of sustainability

On the environmental as well as on the socio-economic level, the EBA Project has achieved more results with an almost total sustainability (almost 100% guaranteed), than results with a partially guaranteed sustainability, requiring additional support (financial and technical) from partners to subsist, in the three geographical complexes. In both cases, international funding will still be necessary until the socio-economic benefits are realized to the extent that the projects can be self-financed. At the local level, the application of EBA concepts for income generation has met with some success. For example, according to informal estimates, as much as 60% of income has been increased through the application of EBA in Belle-Anse, as well as the improvement of two bee farms in Caracol to demonstrate financial viability and local management capacity. In other cases, there may be an improvement in income flows, but only with continued support. For example, Lac Collinaire Didier-Mapou, with a single fish pond that has been damaged and needs improvement, and a well-defined management structure; the case of a beekeeping operation installed on leased land with no guarantee of renewal; the case of FCDs having been installed without supporting equipment or institutional management; Coral and Ox Lagoon cage aquaculture requiring management and initial inputs that are currently beyond the capacity of the local families managing them. All in all, in terms of sustainability, the overall level is assessed to be moderately likely, with moderate risks to be managed towards greater impact over time.

5.8 Impact

In the light of the testimonies of all the key players interviewed and the observations made in the field, the impact of the EBA Project is tangible in terms of the results considered at the level of its two components.

5.8.1 Improving environmental status

The real impact of some of the results obtained from the EBA Project in terms of sustainable protection/restoration of the country's environment is very perceptible in the long term. Indeed, the protected areas of the "Lagon des Huîtres National Natural Park" (PNN-LDH) with a surface

area of 9,640.60 ha, the Baradères-Cayemites complex with a surface area of 87,303.5 hectares and the energy forest with savannah declined-Acul Samedi in the North-East, the mangroves restored in the 3 geographical complexes concerned constitute a natural heritage subject to conservation according to a permanent status of environmental protection in the country. In addition, when the Natural National Park of Source Royer (PNN-SOR) is established, it will cover an area of 4,127.7 ha. These various developed sites, which are also of major socio-economic importance, will make a real contribution to strengthening the resilience of the coastal and marine ecosystems in the areas of intervention, in addition to improving the fauna and flora and even the entire coastal and marine biodiversity in the area concerned.

Similarly, sustainable agroforestry systems based on cocoa and coffee trees set up in local communities, certain restored watersheds and bee farms considered relatively sustainable are likely to contribute to restoring biodiversity and combating climate change through better regulation of ecosystems in the intervention zones. In fact, in addition to the economic benefits derived from the increase in agricultural/beekeeping production through improved soil fertility and improved density of fruit and forest/melliferous plants in the sites, these elements are truly essential for a considerable restoration of the natural environment in the three complexes concerned. Still, further strengthening the resilience of local communities living at the expense of natural resources in the immediate environment of the ecosystems remains a better guarantee for a more sustainable environmental improvement over time.

The improvement of the environmental status in terms of the impact of the EBA Project is however, of limited scope with the results of hypothetical sustainability, as well as with the scope of the real needs compared to the size of the results obtained, even if the level of achievement of the targets sometimes goes far beyond the planning defined in the results framework.

5.8.2 Reducing stress on the environment

The testimonies of local actors revealed several examples of reduction of stress on the environment in the areas of intervention of the EBA Project. For example, local communities are exerting less pressure on marine and coastal ecosystems thanks to an appreciable increase in fishermen's income of around 20% higher on average as a result of a considerable increase in fish and other seafood stocks resulting from the exploitation of FCDs. This result synchronises with the respect of marine protected areas, including the restored mangroves in Baradères and Belle-Anse. On the other hand, there has been a considerable reduction in the flooding of downstream areas (town of Baradères, Malféty, a house in the Bayaha communal section in Fort Liberté, town of Thiotte) and in the loss of agricultural production (animal/vegetable) and even human life in agricultural areas overhung by restored sub-catchment areas and upstream protected areas, despite the high frequency of intense rainfall already recorded for the year 2020 in Haiti. Other elements of tangible impact, in addition to being accompanied by relative socio-economic benefits for the local beneficiary communities, are likely to be added to the benefits recorded by the results already obtained from the EBA Project on the environment in the area.

5.8.3 Progress towards changing the state of the environment

Direct observations of developed sites have made it possible to verify concrete cases of progress leading to a change in the state of the natural environment. By way of illustration, forest and

vegetation cover has improved in areas where gully stabilisation has taken place and progress is being made in mangrove restoration in the coastal areas of the geographical complexes. Consequently, combined with the additional environmental effects of woodlots housing bee farms and successful agroforestry systems in the watersheds by reinforcing the existing tree cover, the result is an improvement in the fauna and flora biodiversity in the coastal and marine ecosystems dominating the three geographical complexes. At the same time, there is also an improvement in ecosystem services (drinking water, food production, natural air, etc.) in the areas concerned, add the local stakeholders interviewed. Admittedly, expectations are much higher than the actual level of change contributed by the EBA Project to date, but its impact in terms of its contribution to the preservation/improvement of biodiversity in Haiti is already very visible and will remain tangible in the future, with appropriate consolidation and strengthening support.

All in all, a greater real impact in terms of the impact of the results of the EBA Project on the environment in Haiti is in prospect, especially with version 2, which reinforces current achievements.

6 Conclusions, lessons learned and recommendations.

6.1 By way of conclusion

In conclusion, the EBA Project focused on identifying income generation mechanisms at the local level to encourage the reduction of stress and threats to target ecosystems. The importance of preserving these complexes, in terms of coral species and ecosystem functions, was highlighted in the studies.⁵⁴ While some mechanisms, such as cage aquaculture, require additional capacity and technical assistance to prove viable, other mechanisms, such as FCDs and beekeeping, have been successful in the EBA Project. These are clearly models to be replicated for short-term benefits that help to stimulate the interest of local communities while the benefits of other longer-term mechanisms are realized.

Overall, the results of the final evaluation of the EBA Project revealed a relatively satisfactory level of performance across the evaluation criteria, as judged by the key stakeholders and local actors involved, and the documents reviewed. In particular, it should be noted that, following the recommendations of the mid-term review (Oct 2018-Jan 2019), the project team and stakeholders have made considerable efforts to address issues, in particular the communication issue. Therefore, while this final evaluation takes into account the overall implementation of the EBA Project from start to finish, it also acknowledges the progress made in the latter part of the project to refocus activities and efforts.

The EBA Project, with its innovative approach, is considered very relevant in the opinion of 100% of the key actors (stakeholders and local actors) regarding the problem addressed, the objectives set according to real needs for support to strengthen the resilience of ecosystems and that of the

⁵⁴ ReefCheck (2020). Report 1. *Characterisation of the state of health of Coastal and Marine Ecosystems (coral reefs, mangroves and seagrass beds) and assessment of the fish population at the level of the Three EBA Intervention Complexes*. (eds. Dr. Ruben Torres et al.) Report 1 (March 2020, Deliverable #2 July 2020); and TNC (2020). *Analyses of threats to the Baradères-Cayemites and Marigot-Massif de la Selle-Anse-à-Pitres complexes, Haiti*, April 2020.

local communities concerned in the three geographical complexes of intervention. However, the expected results were not achieved to the extent hoped for. This was mainly due to the fact that the project took place in too large a geographical area across the three complexes, which had the effect of depleting the project's resources, and to the fact that activities had to be reoriented following Hurricane Matthew (October 2016) and mitigating socio-political circumstances during the project. This made access to the sites particularly difficult.

In terms of the EBA Project's effectiveness and efficiency, the overall achievement score is relatively high given the slow start of the project (delayed by 12 months) and the relative lack of activities in the first two years of operation, which was compensated for in the last half of the project. Between the analysis of documents and reports, and the site visits and interviews, it was estimated that the project achieved between 70 and 80% of the planned objectives. This level of achievement is considered "satisfactory" given the mitigating circumstances the country experienced as a result of Hurricane Matthew, the security problems related to the 2018-2019 events and the COVID-19 pandemic in 2020.

The sustainability of the results is also assessed as very likely for some of the outcomes (gully stabilization, continued income generation through FCDs and beekeeping, improved governance) in some local communities, but is not assured for others, where it requires additional support for consolidation and strengthening towards a higher level of satisfaction in the long term. As for the impact of the EBA Project, real changes are already tangible, such as mangroves and reforestation, and others are in perspective, such as coral reef health. It must also be recognized that there are important impacts related to governance at the community level, in the case of the Baradères-Cayemites CLAs, but also at the national level in terms of management capacity and through the creation of new protected areas. Table 7 presents a summary of the different project activities, their status and the progress needed.

The experiences of the EBA Project are enriched with lessons that can better guide other current and possibly future similar interventions.

Table 7: Summary of results - their status, sustainability and need for support

Results and Complexes	Status (% complete)	Probability (%) of sustainability	Suggested next steps
FCDs established in Belle-Anse in the South-East	Done. It has already been shown to bring a 20% improvement in income to the families surveyed.	100% guaranteed durability with or without additional supports	Minor financial support to INKAPEB to continue to better support the management of fishing associations to avoid overfishing. E.g. repair of a cold room, support for additional modern fishing equipment.
FCDs established in Baradères - Cayemites (Nippes and Grand'Anse) and Caracol in the North-East	FCDs (some already in place, others in progress), but some benefits are not realized due to lack of access to equipment (e.g. motorised boats) for bottom fishing.	Guaranteed durability, awaiting additional support	Financial support for the purchase of missing equipment, as well as technical support for management until a guaranteed sustainability towards the achievement of a better expected impact in the long term.
The workshop/cassava processing company with solar energy at Pignon-Corail in the Grand Anse.	Premises/building being finalised, solar system already installed, business management committee waiting to be structured/trained	Guaranteed durability, but requires additional technical support	Support in setting up a well-trained and structured management committee, a business plan with a simulation of profitability scenarios according to the reality of the operating environment.
Two bee farms set up for 2 associations (APDK and JADJ) in the commune of Caracol, North-East.	Done. Despite a loss of hives limiting production, each farm has already generated a respectively significant income.	Guaranteed almost 100% durability with or without additional supports	Financial support for the replacement of missing hives, in addition to technical support to the management committee of each bee farm until a more reassuring autonomy.

Results and Complexes	Status (% complete)	Probability (%) of sustainability	Suggested next steps
Bee farm set up in Grand Gosier and managed by a group of farmers	Done. Loss of 35 hives, in addition to the important aspects to be corrected (low density of honey plants, zero revenue and funds, leased land, unstructured/demotivated committee, etc.).	A very hypothetical durability in the absence of certain additional supports.	Financial support for the purchase of land, honey plant nurseries, replacement of missing beehives, strengthening of the management committee until a certain degree of autonomy.
Fish production in cages at Filibert in the commune of Ferrier (North-East) and at Rivière Lacombe in Corail (Grand Anse).	Done. Lack of working capital to renew the respective input stocks has a new productive cycle as a result of the revenues fully used by the target families.	A very hypothetical durability in the absence of certain additional supports.	Financial support (working capital) to renew the stocks of inputs required for production, strengthening of the management committee up to a certain level of autonomy guaranteeing sustainable profitability.
Perennial agroforestry systems based on coffee and cocoa trees set up in the complexes (Baradères, Thiotte, Anse à Pitre, Haut Madeleine).	Finished. Other families waiting to be reached in the targeted localities/habitations in the area.	100% guaranteed durability with or without additional supports	Possible support (financial and technical) for possible extension to as yet unaffected families in the targeted localities/habitations in the local communities concerned.
Sub-watersheds treated in DUFORT and its surrounding areas restored in Acul Samedi, Fort-Liberté, North-East.	Finished. Some sub-watersheds awaiting treatment, in addition to possible slight corrections in case of financial means.	100% guaranteed durability with or without additional supports	Possible support (financial and technical) for a possible extension to catchment areas in the surrounding localities/inhabitations.

Results and Complexes	Status (% complete)	Probability (%) of sustainability	Suggested next steps
Restored mangrove area in the 3 complexes (Baradères, Corail, Anse à Pitre and Caracol)	Done. Lack of surveillance officers, an already recorded increase in fish stocks and other fish species, leading to a decrease in the pressure on the traditional exploitation of coastal resources.	100% guaranteed durability with or without additional supports	Reinforcement of monitoring under the aegis of ANAP and the departmental directorate of the MOE, including the CLA as a local monitoring structure with a view to better sustainability and impact
Energy forest set up in Savane Déclée - Acul Samedi, Fort-Liberté commune, North-East France	Almost finished. There is a lack of water points in anticipation of the drought, a local monitoring committee and an enhancement of the area with annual crops to facilitate success.	Almost 100% durability guaranteed with additional supports	Financial support to establish at least five water points in anticipation of drought, in addition to a local committee to monitor and valorise the area with annual crops until the full maturity of the species/plantlets planted, avoiding being attacked by free range farming
Improved capacity towards full capacity of the Dosmond plant propagation centre reaching 1.2 million seedlings produced annually over 3 cycles.	Done. With a previously limited capacity, this centre will be able to meet the high demand from partners who are now aware of environmental restoration. An accounting system is lacking for the sustainable management of this centre.	Almost 100% durability guaranteed with additional supports	The MOE insists on the integration of an accounting system into the sustainable management of this centre.

Results and Complexes	Status (% complete)	Probability (%) of sustainability	Suggested next steps
Natural national park created and/or reinforced over a total area of 10,1071.8 hectares for two complexes "Marigot - Massif de la Selle - Anse à Pitre-Sud-Est" and "Baradères - Cayemites in Nippes and Grand'Anse".	In addition to the demarcation of the PNN-SOR, there remains, in addition to the demarcation of the PNN-SOR, local institutional strengthening including a management plan, a well-structured management board, a well-equipped management and appropriate measures to strengthen community resilience including land owners.	Almost 100% durability guaranteed with additional supports	Appropriate financial and technical support.
Wooded lot on 8 hectares redeveloped and the hilly lake rehabilitated at Terrier Rouge.	Lack of pruning maintenance services, in addition to a need for additional tree planting for better impact.	Almost 100% durability guaranteed with additional supports	The MOE ensures maintenance by pruning, in addition to the need for additional tree planting for better impact.
Treated BORNÉ sub-watershed and surrounding areas restored at Roucou in the commune of Trou du Nord.	A certain percentage (%) of fruit and forest plants not successful due to lack of appropriate season, with dry stone thresholds to be corrected.	A very hypothetical durability in the absence of certain additional supports.	Additional support for a fruit and forest tree nursery to replace the unsuccessful ones, and to correct weak dry-stone thresholds.
Area of ten hectares reforested at Morne Boco/Pestel, in the Grand Anse.	A percentage of forest seedlings destroyed by tethering and free roping.	Partial durability requiring additional support	Additional support for a forest tree nursery to replace the unsuccessful ones.

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6.2 Elements of lessons learned and recommendations

Based on the results of the final evaluation, the following are some of the lessons learned from the implementation of the EBA Project in the three complexes concerned.

A number of administrative, communication and planning lessons were learned from the project, including:

- It took longer than expected to deal with UNDP and government administrative issues before the operational phase of the project started. Therefore, future planning will need to allow for a longer start-up time.
- During the first half of the EBA Project, there were gaps in communication, both within the project and between the project and stakeholders, which affected the results and visibility of the project. These included issues as detailed as prior consultation around the dates of the PC meetings with sufficient time to ensure everyone's availability. It was also shown that communication and activities could be improved by locating the project team in the same offices/buildings as ANAP. The communication plan in 2018 has improved communication in the second half of the project.
- The project spent a lot of time consulting with stakeholders, which may have compromised the ability to achieve the planned results. In the future, a more effective balance should be struck between strategy and consultation and implementation of activities. And reduce the delay in start-up without unduly disrupting national policies, particularly those of the MOE, to the benefit of the EBA Project's life cycle.
- The project made good use of the steering committee in the second half of the project, but the need to avoid absences from meetings remains an equally important aspect to be taken into account.
- Overall, the project recorded a relatively high level of target achievement, with both positive and negative deviations from planned activities in both project components. However, the planning and performance measures did not adequately take into account possible mitigating circumstances.

Recommendation 1: *The UNDP office should put in place, in connection with point III "Administration and risk management" of the UNDP DCP- (2017-2021) in Haiti,⁵⁵ a management guide for programme units on administrative procedures and communication for projects, in particular with GEF projects. This guide should address the following main points*

- i) *More time during the first year for start-up should be built into the planning. This means dealing with administrative and personnel issues - about 6 months. Time must also be allowed at the end of the project for closure (3 months).*
- ii) *first period of six months, develop a communication and consultation strategy from the start of the project that informs the project's monitoring and evaluation plan. And ensure a balance between developing support through consultation and engaging in activities. This should be addressed in the planning phase of the project.*

⁵⁵ UN (2017). *UN Framework for Sustainable Development (CSD) in Haiti 2017-2021*, Port au Prince, 30 June 2017.

- iii) *To improve communication and synergy, ensure that project teams have close contact with the main national counterpart. Ideally, by situating them together.*
- iv) *Any future project should use the skills, knowledge and mandate of the steering committee to assist in implementation and decision-making, as well as to ensure broad political acceptance of project activities.*
- v) *Make sure to consult with key stakeholders - various representatives of institutions that are members of the steering committee - on the appropriate date for the availability of all before sending a formal invitation, to avoid absences from the session.*
- vi) *In any future project, plan the targets for results indicators (output-effect-impact) over a [Min - Max] interval of achievement, taking into account a contingency of 15% due to contextual factors likely to cause possible fluctuations in the implementation of the programmed activities.*

A number of lessons were learned from a strategic planning perspective, including the following:

- EBA is a highly integrated concept that addresses climate change, biodiversity and land use management. The project would have benefited from a better synergy between the three GEF focal points (Biodiversity, Climate Change, Desertification) in the strategic phase. This can contribute to a more successful implementation towards achieving greater results.
- The EBA Project revealed a very good working relationship between the UNDP regional technical unit and the departmental directorate of the MOE, who agreed very well on the operationalization aspects of the EBA Project. However, the lack of support from the central MOE to the Departmental MOE and the lack of involvement of the Departmental MOE from the strategic planning phase of some operational activities carried out with the technical support of some of the service provider organisations limits the contribution of the Departmental MOE to achieving better results. It is therefore important to support inclusion and communication between national agencies. In this respect, the Departmental Directorates Coordination Unit (UCDD) of the MoE could have played a mediating role between the central and departmental level to better ensure the regularity of the necessary interventions.
- The EBA Project has demonstrated the importance of developing partnerships with well-structured and experienced national/local organisations with a reputation for high performance in the delivery of technical expertise service outputs. For example, those associated with the restoration of the local environment. The project has developed partnerships with some fifteen local organisations (CBOs) for the implementation of activities in the intervention complexes.

Recommendation 2: *The strategic planning of future projects, in particular GEF projects, should take into account the following elements.*

- i) *In future, GEF projects that cut across several GEF programmes, it is important to involve all relevant focal points in the strategic planning phase.*

- ii) *As part of strategic project planning, ways of improving communication between central agencies and their departments should be identified where necessary, such as the use of a third party. For example, the Departmental Directorates Coordination Unit (UCDD) of the MOE.*
- iii) *Future projects should seek to improve existing relationships with organizations at the local level where possible and relevant, and to build their capacity. If EBA approaches are extended to other areas, consideration should be given to using some of these organisations to help build capacity in new areas.*
- The lack of local ownership and investment capital remains a relatively high risk for the sustainability of the results achieved with the support of the EBA Project in terms of community resilience type economic activities.

Recommendation 3: *Build understanding and awareness of activities that have been successful in providing short-term benefits to help replicate them and generate local interest in investments (such as reforestation and slope stabilization, beekeeping, and FCD). This strategic choice to raise awareness of alternative income is directly linked to the UNDP's DCP (2017-2021) in Haiti, which aims to "reduce poverty" by promoting inclusive growth, social inclusion and strengthening of the agricultural sector through a collaborative working mechanism defined between UNDP and the public (technical/strategic) ministries⁵⁶ concerned.*

- The project has made a great effort to advance the role of women in project development and implementation. The estimated 40% participation of women in workshops and meetings has contributed to community acceptance.

Recommendation 4: *In projects of the same nature, set a target of 40-45% inclusion of women. Maintain the focus on permanent gender mainstreaming, including gender equality and women's empowerment, in addition to better integration into local interest structures. Achieving this goal of promoting women's inclusion is part of the Country Office's commitment to the "gender equality label" to strengthen gender mainstreaming, in line with the UNDP DCP (2017-2021), which sets out the monitoring and evaluation of related indicators.*

- On the progress of the EBA approach:
 - The success of forest and fruit seedlings is guaranteed on reforested and cultivated land as long as the plants have not yet reached maturity in their growth stage.
 - The geographical scope of the project, which involved three complexes in three different parts of the country, was ambitious. It was important to offer activities throughout the country, but this may have compromised the achievement of some results. At the same time, the EBA Project illustrated some promising experiences that could be replicated in other potential geographical areas with catchment basins overlooking coastal areas (e.g. the south) of the country.

⁵⁶ These are the Ministry of Commerce, Ministry of Economy, Ministry of Finance, Ministry of Women's Affairs, Ministry of Planning and External Cooperation, in addition to other technical directorates and autonomous public entities.

- The project has shown that some activities, such as FCD in regions such as Belle-Anse, have been successful in achieving their objective, while in other regions they require continued investment to achieve the desired results. Additional investment in fishing equipment and materials (e.g. motorized boats) would help FCDs reach their full potential. Similarly, with cage aquaculture, additional support in capacity building for maintenance as well as for brood rods would help to realise the potential benefits.

***Recommendation 5:** Seek funding to consolidate the progress made in the three target complexes (investments to provide fishermen's associations with appropriate equipment for FCD fishing in the three complexes, additional support for better management of the National Natural Parks (PNN-SOR and PNN-LDH) and energy forest in the north-east). In terms of consolidating the gains of the EBA, UNDP will continue to support the Haitian government on the environment and disaster risk reduction as stipulated in the "Reducing Vulnerability and Building Resilience" pillar of UNDP's FAD (2017-2021) in Haiti within the framework of bilateral and multilateral cooperation partnerships⁵⁷ aimed at reducing vulnerability to natural disasters and their impacts in Haiti.*

***Recommendation 6:** Depending on funding and capacity, it is recommended that the EBA approach be extended to other similar areas in Haiti. In particular, the successful approach to developing alternative income sources such as beekeeping or aquaculture. This would address poverty issues and improve the climate resilience of local communities, which are fundamental objectives of the UNDP Haiti FCP.*

⁵⁷ **List of main partners:** the United States Agency for International Development, Canada, the Global Environment Facility, the Least Developed Countries Fund, the Department for International Development (United Kingdom), the European Union.

Annex A - Categories of actors/stakeholders and beneficiaries surveyed and timetable

First and Last Name	Title	Institution	Contact details	Date
Steering Committee				
Jeantel JOSEPH	Managing Director	ANAP	Tel: 3790-1434 Email: josephjeantel@yahoo.fr	Sept 22
Prenor COUDO	Technical Director	ANAP	Tel: (509) 3713-0060 Email: coudop@yahoo.com	Sept 22
Astrel Joseph	Managing Director	MOE	Tel : 4898 8606 Email: astreljo@yahoo.fr	Sept 22
Eder Audate	Director of Forecasting and Energy	MOE	Tel : 3832 7414 Email: ederaudate@gmail.com	Sept 22
Roger CHARLES	Head of Fisheries Monitoring	MARNDR	Tel: 48911408 Email: roger.charles84@yahoo.fr	Sept 22
Clermont CELESTIN	DRFS frame	MARNDR	Tel :41869964 Email: fritzclerc2007@yahoo.fr	Sept 21
Peltrop P. EBERT	Director DATDLR	MPCE	Tel: (509) 3768-9575 Email: peltrop@yahoo.fr	Sept 21
Jeannite SADAIS	Technical advisor	MTIC	Tel: 3734 9147 Email: jeannite_sadais@yahoo.fr	Sept 21
Christin CALIXTE	Coordinator	PSCCC	Tel : 3690 0150 psccc.ht@gmail.com	
Avrilus Joseph Jonas	UEP Coordinator	MEF	Tel : 37018054 ionasavrilus@yahoo.fr	Sept 21
Moise Jean Pierre	GEF Focal Point	MOE	moisejp8@hotmail.com; moisejp8@yahoo.fr	Oct 19
Dorine Jn Paul	Head of Unit/ Resilience	UNDP	Tel: 3461 0808 dorine.jn.paul@undp.org	Sept 21
Gerald NINTH	National Project Director	UNDP/EBA	Tel : 3730 6203 gerald.neuvieme@undp.org	Sept 21
UNDP Haiti				
Fernando Hiraldo,	UNDP Haiti Resident Representative	UNDP	Tel : Email: fernando.hiraldo@undp.org	Sept 21

Leopold Junior Fenelon	UNDP-Haiti Team	UNDP	leopold.fenelon@undp.org	Sept 21
EBA Team				
Guerry Corvil,	EBA Team: Responsible for Component I	National	Tel: 4891-2328 Email : guerry.corvil@undp.org	Sept 21
Ardrouin Alexis	EBA Team: Responsible for Component II		Tel: (509) 4893-8086 Email: ardrouin.alexis@undp.org	Sept 21
Patrick Alteus,	EBA Team: Monitoring & Evaluation Manager		Tel: 3103-4546 Email: patrick.alteus@undp.org	Sept 21
Beethovenson Didier Fleurimond,	Regional Technical Advisor / PN3B Complex		Email: Beethovenson-didier.fleurimond@undp.org Tel : 4817-8414	
Guy Cezil,	Regional Technical Advisor / Baradères - Cayemites Complex		Guy.cezil@undp.org Tel : 4890-0425	
John Peter	Regional Technical Advisor / Marigot Complex - Massif de la Selle - Anse à Pitre	Ind.	Email: c.johnpeter@yahoo.fr Tel: 3401-3139	
Ministry of the Environment				
Horat Rony,	Director of Education, Inspection and Environmental Monitoring (DEISE)		Tel :4896-1601 Email: horat_rony@yahoo.com	
James Cadet,	Director of Climate Change		Tel : Email: jamescadet001@gmail.com	
Ninon Angrand,	Director of the National Environmental Assessment Office		Tel: 4485-0626 Email: aninonangrand@hotmail.com	

Roger Charles	Fisheries and Aquaculture Directorate		roger.charles84@yahoo.fr	Sept 22
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Categories of actors	Meeting place	Participants	Visited sites	Date
UNDP Coordination Team	Video conferencing Zoom	3	N/A	21/09/2020
Technical team of MO at central level	SONAPI and Video-conference Zoom	5	N/A	21/09/2020
Steering Committee of the EBA Project	ANAP and Video Conferencing Zoom	5	N/A	21/09/2020
Director General of the MOE and his technical team	Video conferencing Zoom	3	N/A	22/09/2020
Management of ANAP	ANAP and Video Conferencing Zoom	2	N/A	22/09/2020
DPAQ du MARNDR	Video conferencing Zoom	1	N/A	22/09/2020
Regional staff + OCB + CLA complex Baradères - Cayemites Islands	Baradères Regional Office	15	Mangroves of the Baradères	24/09/2020
ACDIB Directorate and members-beneficiaries	ACDIB Office and Levis Housing	4	Nurseries and agroforestry plots	24/09/2020 25/09/2020
Owners-Beneficiaries of agroforestry activities	Source Alain des Baradères and Morne Boco-Pestel	2	Model agroforestry garden	24/09/2020
Beneficiaries of gully treatment activities, agroforestry and resilient economic activities (improved livestock farming, mutual solidarity societies)	Platon Les Palmes and Barré - Baradères	7	Ravines Boineau gardens and agroforestry plots and treatment sites	24/09/2020
CASEC and beneficiaries of solar cassava processing workshop	Workshop premises at Pignon-Corail	2	Workshop for processing cassava using solar energy	25/09/2020
Coral Mayor	Local Corail town hall	1	N/A	25/09/2020
Aquaculture Management Committee	Lacombe River	2	Production cages	25/09/2020
Regional staff of the EBA-SE project	Regional office in Thiotte	2	Geo-membrane set up in Lake Old Dog Grand Gosier	28/09/2020
Beekeeping organisation	Chadèques Woods, Grand Gosier	7	Bee farm	28/09/2020

Categories of actors	Meeting place	Participants	Visited sites	Date
Mayor + beneficiaries of fish farming activities	Didier/Mapou, Grand Gosier	9	Fish pond	28/09/2020
Provider and Beneficiary Organisations (ACDED, INKAPEB, Fishermen's Association)	Belle - Anse	10	Refrigeration centre for fish and fishing equipment	28/09/2020
Beneficiaries of environmental restoration activities (gully treatment) at Terre Froide Mangnine and Plaine Citron -Thiotte	Cold Earth Mangnine	17	treatment sites Ravines	29/09/2020
Beneficiaries of environmental restoration activities (gully treatment) in Botha / Boucan Guillaume in Anse -Pitre	Botha / Boucan Guillaume à Anse -	12	treatment sites Ravines	29/09/2020
Beneficiaries of agroforestry activities in Mornes des Commissaires / Thiotte	Savane zombi / Mornes des Commissaires	2	Agroforestry plot	29/09/2020
EBA-NE and CBO Regional Project Staff (ADFE + RPF)	Regional office in Fort Liberté	3	N/A	01/10/2020
Local organisation providing services and local residents 42.5 ha energy forest in the Déclée savannah - Acul Samedi	Savane Déclée - Acul Samedi	5	42.5 ha energy forest in the Déclée savannah - Acul Samedi	01/10/2020
Local organisation providing and benefiting from Agroforestry activities based on cocoa/coffee in Haut Madeleine	CASEC Residence	8	Agroforestry plots	01/10/ 2020
Director of the Dosmond plant propagation centre	Dosmond Plant Propagation Centre	1	Dosmond Plant Propagation Centre	01/10/2020
CASEC + beneficiaries of environmental restoration activities (gully treatment and reforestation) in Borné - Roucou, Trou du Nord	Borné - Roucou	5	Gully treatment sites	02/10/2020
Beneficiary association in beekeeping	Bas Saline/Champin and Glaudine at Caracol	6	Bee farm in Bas Saline/Campin and Glaucine in Caracol	02/10/ 2020
Organisation providing and benefiting from environmental restoration activities (gully treatment and reforestation)	Savane - Acul Samedi	5	DUFORT sub-watersheds overlooking the river Marion	02/10/ 2020

Categories of actors	Meeting place	Participants	Visited sites	Date
GEF/GEF Focal Point	Video conferencing Zoom	1	N/A	17/10/2020
CEO-UCHADER	Telephone calls	1	N/A	17/10/2020

Annex B - List of documents examined

- CP (2020) Minutes of the 8th Meeting of the Steering Committee, - 29 January 2020
- CP (2018) Minutes of the 7th Meeting of the Steering Committee, 7 December 2018
- CP (2018) Minutes of the 6th Meeting of the Steering Committee, 2 April 2018
- CP(2017) Minutes of the 4th Steering Committee Meeting, 18 July 2017
- CP (2016) Minutes of the 3rd Steering Committee Meeting, 25 November, 2016
- CP (2016) Second (2nd) meeting of the EBA Steering Committee / Briefing note on the progress of the project, 15 November 2016
- Espinal, J.J. and Michel, J.C. (2014) Final Evaluation of the project Restoration and Management of Transboundary Natural Resources: Phase I Massacre and Pedernales River Catchments (RTR-FV/Massacre and Pedernales Project. May 2014.
- GEF (2014) GEF 6 Programming directives, GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014
- GEF (2018) GEF 7 Replenishment Programing Directives, Fourth Meeting for the Seventh Replenishment of the GEF Trust Fund, April 25, 2018 (GEF/R.7/19).
- GdRH (2012) Strategic Development Plan for Haiti *Emerging Countries in 2030*. Government of the Republic of Haiti, Ministry of Planning and External Cooperation, May 2012.
- Guerrier, Y. (2020) Consolidation of participatory governance of the terrestrial and marine protected area " Parc National Naturel Lagon des Huîtres (PNN-LH) de Belle-Anse (CoGAP), March 2020
- IDB(2014) - IDB Co-financing (14 November 2014)
- Lefebvre, V. (2017) Evaluation ex-post du project FEM (GEF) PID - Établissement d'un System National d'Aires Protégées financièrement soutenable (SNAP), 3 octobre 2017.
- Lefebvre, V. and Mathieu, J. (2019) Mid-term evaluation of the project "Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthopic threats through a 'ridge to reef' approach to biodiversity conservation and watershed management", Final Report 30/01/2019.
- PNUD (2013) PIF "Increasing resilience of ecosystems and vulnerable communities to CC and anthropic threats through a ridge to reef approach to BD conservation and watershed management".
- UNDP (2015) Project Document: Enhancing the Resilience of Vulnerable Ecosystems and Communities to Climate Change and Anthopic Threats through a "Ridge to Reef" Approach to Biodiversity Conservation and Watershed Management.
- UNDP (2016) Human Development Report 2016,

- UNDP (2016) Mid-term evaluation of the Ministry of Environment Capacity Building Support Project (PARC) / January 2013 - December 2015
- UNDP (2016) Country Programme Document for Haiti (2017-2021), 28 December 2016.
- PNUD (2017) Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti, Final Evaluation Report, January 2017, (PIMS 3971)
- UNDP (2017) UNDP strategic plan, 2018-2021, DP/2017/38 17 Octobre 2017
- UNDP (2018) Monitoring and Evaluation Plan of the EBA Project, February 2018
- UNDP (2020) Management Response and Tracking "Ecosystem-Based Adaptation (EBA) Project" September 2020
- ReefCheck (2020) Report 1. Characterisation of the state of health of Coastal and Marine Ecosystems (coral reefs, mangroves and seagrass beds) and assessment of the fish population at the level of the Three EBA Intervention Complexes. (eds. Dr. Ruben Torres *et al.*) Report 1 (March 2020, Deliverable #2 July 2020).
- TNC (2020) Threat analyses of the Baradères-Cayemites and Marigot-Massif de la Selle-Anse-à-Pitres complexes, Haiti, April 2020
- UN (2017) UN Framework for Sustainable Development (CSD) in Haiti 2017-2021, Port au Prince, 30 June 2017. <https://haiti.un.org/fr/637-cadre-de-developpement-durable-2017-2021-undaf>
- METT - Analysis METT Evaluation Form - Baraderes-Cayemites Complex - March 27, 2019
- METT - METT Evaluation Form - Lagon des Huitres National Park - March 13, 2019
- METT: Copy of METT Haiti_Scores_2018_PN3B.xlsx

Annual plans:

- Annual Work Plan ABB 01 2020
- Annual Work Plan ABB 01 2019
- Annual Work Plan ABB 01 2018
- Annual Work Plan ABB 01 2017
- Annual Work Plan EBA 01 2016

Annual PIR

- Project Implementation Review 2020 (June 2019-June 2020)
- Project Implementation Review 2019 (June 2018-June 2019)
- Project Implementation Review 2018 (June 2017-June 2018)
- Project Implementation Review 2017 (June 2016-June 2017)

Annual - PID

2015, 2016, 2017, 2018, 2019, 2020

Annex C - Photos of some of the achievements of the EBA Project



Photo1: A hive in production on the bee farm Bas Saline-Champin-Caracol-02/10/20



Photo2: A farmer on his cocoa agroforestry plot in Baraderes-24/09/20



Photo3: A farmer on his developed plot in Boucan Guillaume Anse -Pitre -29/09/20

Annex D - Terms of Reference of the TE (excluding annexes to the Terms of Reference)

"Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a mountain to sea approach to biodiversity conservation and watershed management".

PID 90545 / PIMS 4648

FINAL EVALUATION

TERMS OF REFERENCE

BASIC INFORMATION RELATED TO THE CONTRACT

Location: Port-au-Prince, with travel in the project's intervention areas

Deadline for application: 31 July 2020

Category : Environment

Type of contract: Individual contract

Job Level: National Consultant

Languages required: French and English

Estimated start-up date: 14 September 2020

Expected duration of the mission: 25 working days over the period from 14 September to 16 October 2020.

A. Project title

Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a mountain to sea approach to biodiversity conservation and watershed management.

B. Introduction

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all UNDP-supported and GEF-funded medium- and large-scale projects must undergo a final evaluation at the end of implementation. These Terms of Reference (ToRs) set out the expectations for a final evaluation (TE) of the project *Enhancing the Resilience of Vulnerable Ecosystems and Communities to Climate Change and Human-induced Threats through a 'Ridge to Reef' Approach to Biodiversity Conservation and Watershed Management* (PIMS 4648).

The essential elements of the project to be evaluated are the following:

GENERAL INFORMATION ON THE PROJECT

The "Ecosystem-Based Adaptation" project is a project funded by the Global Environment Facility (GEF) and implemented by the United Nations Development Programme (UNDP) and the Ministry of the Environment (MoE). It is designed to enable the watersheds (BVs) and coastal ecosystems of the target complexes to be spatially configured and managed in a way that enhances the resilience of ecosystems and communities vulnerable to climate change. With a duration of 5 years and a budget of \$9,535,068.00 USD, it is being implemented in the following three complexes:

- The Three Bays complex located in the North and North-East of the country ;
- The complex of Baradères - Cayemites in Les Nippes and Grand'Anse ;
- The complex of Marigot - Massif de la Selle - Anse à Pitre located in the South-East of the country.

The project activities are structured around two components:

Project title	Enhancing the resilience of vulnerable ecosystems and communities to climate change and anthropic threats through a "ridge to reef" approach to biodiversity conservation and watershed management			
GEF Project ID:	5380		<u>For approval (in millions US\$)</u>	<u>On completion (In millions US\$)</u>
UNDP Project ID:	PID 90545 / PIMS 4648	EGF funding:	9,135,068	N/A
Country:	Haiti	Funding of the Implementing Agency:	400,000	N/A
Region:	Latin America and Caribbean	Others:		N/A
Focal area	Climate Change Biodiversity	Government (Ministry of the Environment):	1,000,000	N/A
FA Objectives, (OP/SP):	LDCF	Total co-financing:	40,000,000	N/A
Implementing Agency :	Ministry of the Environment	Total cost of the project:	51,135,068	N/A
Other partners involved in the project:	MARNDR MICT SCPM	Signature of the PD (Project start date):		29/10/2015
		Closing date (Operational)	Suggested March 2021	Real:

Component I: Strengthening resilience to climate threats in the main catchment areas and coastal zones through watershed management and soil conservation, coastal zone management, natural resource development and conservation.

Component II: Strengthening the contribution of protected areas to biodiversity conservation and sustainable development in coastal and marine areas.

Considering the existing relationships between upstream watersheds and downstream coastal and marine areas, the project aims to conserve threatened biodiversity in these ecosystems and to reduce the vulnerability of poor populations in the target areas to the effects of climate change by using a holistic approach to biodiversity conservation from mountain to sea. Indeed, the project targets six groups of results:

- Governance framework - policies, plans and decisions for ecosystem-based adaptation;
- Conservation and effective management of ecosystems to enhance their resilience and functionality;
- Assisted rehabilitation - recovery of ecosystem functionality ;
- Refined proposals for the heritage of protected areas in coastal and marine areas ;
- Strengthening instruments and capacities for the effective management of protected areas;
- New livelihoods to reduce pressure on coastal and marine biodiversity.

The achievement of these results depends on the efficiency obtained in the execution of the activities programmed and implemented in each target complex. Since its inception, the EBA project has been able to carry out many activities that contribute to building the capacity of communities and restoring degraded ecosystems in the target complexes. Activities such as soil conservation, mangrove planting and restoration, environmental awareness and education, agroforestry strengthening, and training on different themes have been carried out. In addition, the main partners of the project were supported and strengthened, thus facilitating the sustainability of the actions. Being at the end of the project's implementation period and having to meet the requirements of the donors, a final evaluation will be carried out this year. An international evaluator will be recruited to carry out this evaluation. Consequently, the expertise of a national consultant is requested to support the evaluator in the performance of his tasks.

OBJECTIVES AND SCOPE OF THE FINAL EVALUATION

The project was developed to help reduce the vulnerability of poor populations to the effects of climate change while conserving threatened biodiversity in marine and coastal areas.

The final evaluation will be conducted in accordance with the guidelines, rules and procedures established by UNDP and GEF as outlined in the UNDP Evaluation Guidelines for GEF-funded projects.

The objectives of the evaluation are to assess the achievement of project objectives and to draw lessons that can improve the sustainability of project benefits and contribute to the overall improvement of UNDP programmes. The final evaluation should conclude with recommendations for follow-up activities.

The final evaluation process should follow the guidelines contained in the document Guidelines for Conducting Final Evaluations of UNDP-supported and GEF-funded Projects <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf> or its French version.

OBLIGATIONS AND RESPONSIBILITIES

C. Main activities and tasks

As mentioned above, the evaluation team will be composed of two independent consultants: an international consultant who will act as team leader and a national consultant who will support the team in carrying out its tasks. It will work closely with the international consultant recruited by the country office and will accompany him/her during his/her mission to Haiti (15 days). The main responsibilities of the national consultant are

- Review and complete the documentation ;
- Support the planning of the field mission ;
- Accompany the international consultant during visits to partners and in the field;
- Contribute to the preparation of reports and meetings ;
- Contribute to the development of the context of the evaluation report ;

E. Institutional arrangements

The UNDP office in Haiti and the project management are responsible for managing the final evaluation. The UNDP office will issue a contract with the consultant and ensure that the consultant has timely access to per diems and travel facilities in the country. The project team will be responsible for contacting the consultant to provide all necessary documentation, preparing for interviews with stakeholders, and organizing field visits.

F. Duration of activities

ACTIVITY	DEADLINE DATE
Review and completion of documentation	15 September 2020
Support for the preparation of the field mission	16 September 2020
Accompaniment of the international consultant	From 16 September to 7 October 2020
Contribution to the preparation of reports and meetings	From 16 September to 7 October 2020
Contribution to the preparation of the context of the evaluation report	16 October 2020

G. Duty station

The national consultant will be based in Port-au-Prince. However, he will have to accompany the international consultant on his travels to the project's duty stations.

SKILLS AND EXPERIENCE REQUIRED

H. Qualifications of successful candidates

The final evaluation will be conducted by an independent international consultant who will be supported in the execution of his tasks by a national consultant who meets the following criteria:

- Recent experience in results-based management evaluation methodologies;
- Monitoring and evaluation skills ;
- Professional experience in one of the project's intervention areas;
- At least 5 years of professional experience in sectors such as biodiversity, climate change, natural resource management;
- Demonstrated understanding of gender issues ;
- Excellent communication skills ;
- Proven analytical skills
- Experience in project evaluation/review in the United Nations system will be an asset;
- Bachelor's degree (minimum) in environmental management, natural resource management, development sciences, climate change, rural development, or other closely related sectors.

Methods of payment :

Deliverables	Deadline date	Percentage (%)
Working methodology and calendar of activities	One (1) week after the beginning of the field mission	20
Report of the consultation workshops and focus groups for information collection	Two (2) weeks after the start of the field mission	30
Report of the evaluation report presentation workshop	One (1) week after the evaluation report presentation workshop	50

J. Recommended presentation of offers

Candidates are invited to send applications no later than 31 July 2020 to soumissions.haiti@undp.org. The application must include a complete and up-to-date curriculum vitae in French, a covering letter, a technical proposal including a brief description of the working method and a financial proposal (excluding mission expenses). UNDP applies a fair and transparent selection process that takes into account the skills and abilities of the applicants, as well as their financial proposals. Qualified women are invited to apply. Incomplete applications will not be considered.

K. Criteria for selecting the best proposal

The contract will be awarded to the individual consultant who obtains the best combined evaluation and who accepts the UNDP General Conditions. Only proposals that meet the criteria will be evaluated. Proposals will be evaluated using a method that combines several evaluations

where :

- a) The technical proposal, training and experience in similar functions will count for a maximum of 70%;
- b) The financial proposal will account for 30% of the total evaluation.

L. Annexes to the terms of reference for the final evaluation

Annex A: Strategic Outcome Framework and GEF Incrementality (Ref. Annex G)

Appendix B: List of documents to be examined by the evaluator

- ✓ Project Document (PRO DOC) and GEF CEO Endorsement Request ;
- ✓ Reports of the thematic studies carried out in the framework of the project ;
- ✓ Periodic project progress reports ;
- ✓ Reports on the physical and financial implementation of the project ;
- ✓ Minutes of the main meetings and workshops (steering committee, training workshops, etc...)
- ✓ Audit report ;
- ✓ Annual PIR reports of the project ;
- ✓ The monitoring tools of the EMF focal area ;
- ✓ Project publications and communication articles ;
- ✓ Other useful documents for mission.

Annex E - Rating Scales and Criteria for Evaluation Questions

Ratings for Outcomes, Effectiveness, Efficiency, Monitoring and Evaluation and Surveys 6 Very satisfactory (HS): no shortcomings 5 Satisfactory (S): minor deficiencies 4 Moderately satisfactory (MS) : 3 Moderately Unsatisfactory (MU): significant deficiencies 2 Unsatisfactory (U): major problems 1 Very Unsatisfactory: serious problems	Sustainability ratings 4 Likely (L): negligible risks to sustainability 3 Medium Likely (MP): moderate risks 2 Moderately unlikely (MU): significant risks 1 Unlikely (U): serious risks	Relevance ratings 2 Relevant (P) 1 Not Relevant (PP) Impact ratings 3 Significant (S) 2 Moderate (M) 1 Negligible (N)
Additional ratings if necessary : Not applicable (N/A) Evaluation impossible (E.I)		

Criteria for evaluation questions	Indicators	Sources	Methodology
Relevance: how does the project relate to the main objectives of the GEF focal area and to the environment and development priorities at local, regional and national level?			
<ul style="list-style-type: none"> How the project activities, results and effects will contribute to the How will the project activities contribute to the achievement of the outcomes of the national adaptation plan and/or other strategic documents of the country? How will the project contribute to the achievement of the strategic objectives of the UNDP office in Haiti described in its strategic documents? 	<ul style="list-style-type: none"> Indicators in the project results framework Results and effects described in the Pro Doc 	<ul style="list-style-type: none"> GEF Strategy Papers UNDP Strategy Papers National Adaptation Plan Haiti National Development Plan Project document Reports Project team and key stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews Field visits
Effectiveness: To what extent have the expected results of the project been achieved?			
<ul style="list-style-type: none"> Has the project implemented the planned activities during the past period? Have the effects and objectives been achieved for the past period? What progress has been made towards achieving the intended effects? How were the risks managed? Have risk mitigation strategies been effective? 	<ul style="list-style-type: none"> Indicators in the project results framework Quality and completeness of the risks and assumptions identified in the Pro Doc Quality of the mitigation measures identified in the Pro Doc 	<ul style="list-style-type: none"> Project document Reports Project team and stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
Efficiency: Was the project implemented efficiently, in accordance with national and international norms and standards?			
<ul style="list-style-type: none"> Have the results framework and work plans been monitored and used as a tool for implementation? 	<ul style="list-style-type: none"> Availability and quality of narrative and financial reports ; 	<ul style="list-style-type: none"> Project document, reports (including administrative and financial documents) 	<ul style="list-style-type: none"> Document analysis Interviews

<ul style="list-style-type: none"> • Were administrative and financial procedures followed to implement the project and produce accurate financial and administrative data on time? • Were reporting and monitoring procedures followed? • Were the funds available and disbursed as planned? • Were co-financing and in-kind contributions as planned? • Were financial resources used effectively? Could their use be improved? How could this be improved? • Were procurement procedures carried out according to procedures and did they contribute to the efficient use of project resources? • Was the use of the "results-based management" method effective? • Has adaptive management been used? 	<ul style="list-style-type: none"> • Consistency of reporting and compliance with deadlines • Difference between planned budget and actual expenditure • Comparison between planned and actual co-financing • Quality and consistency of the data entered in the integrated work plan and in Atlas • Quantity and quality of changes made between Pro Doc and actual implementation 	<ul style="list-style-type: none"> • Project team • UNDP Haiti 	
Sustainability: To what extent are there financial, institutional, socio-economic or environmental risks?			

<ul style="list-style-type: none"> • Were sustainability issues integrated into the project design? • Are they properly addressed? • Have they changed since the project was developed? • Have new sustainability risks emerged? Have mitigation measures been implemented? • Are the key project stakeholders willing and able to use, apply and monitor the project results (tools, laws, recommendations) after the project period? • Does it have a policy for continuing the project activities? What are the main problems and difficulties that may affect the sustainability of the project results? Have they been addressed? • How can the sustainability of project results be improved? • Is there an exit strategy? What is the sustainability plan for the project? 	<ul style="list-style-type: none"> • Project sustainability actions and strategy: availability, adequacy, and completion • Involvement, actions undertaken by key stakeholders especially the implementing partner Ministry • Changes in the institutional, financial and socio-economic context. 	<ul style="list-style-type: none"> • Project documents, reports (including administrative and financial documents) • Project team • UNDP • Key stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews
Impact: Are there indications that the project has contributed to progress in reducing environmental stress and/or improving ecological status?			
•	•	•	•

Annex F - Signed UNEG Code of Conduct Form

Evaluator:

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. Should provide maximum notice, minimize demands on time, and respect people's right not to engage. The evaluator must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. The evaluator is 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. Evaluator 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, the evaluator must be sensitive to and address issues of discrimination and gender equality. 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, the evaluator should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for their performance and their product(s), and responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹

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

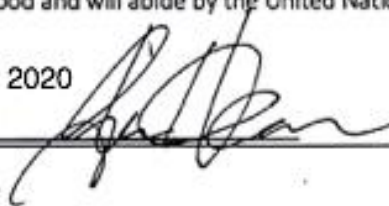
Name of Consultant: Glen S. Hearn

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 Vancouver 20 September 2020

Signature: _____



EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**Evaluator:**

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. Should provide maximum notice, minimize demands on time, and respect people's right not to engage. The evaluator must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. The evaluator is not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
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6. Is responsible for their performance and their product(s), and 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 ⁵⁸

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

Name of Consultant: Désilhomme SATYR

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 *place* on *date* 21 October 2020

Signature:


⁵⁸ www.unevaluation.org/unegcodeofconduct

Annex G - Strategic Results Framework

Vertical logic	Indicator	Starting value	Target value	Means of verification	Risks										
Project objective: Watersheds and coastal zones in Haiti are spatially configured and managed to increase the resilience of vulnerable ecosystems and communities to climate change and anthropic threats.	0.4. Extent of application of watershed management practices that contribute to climate resilience and reduce impacts from upstream to downstream.	Data from comparable areas show that about 50% of rural households use conservation farming practices ⁵⁹ on one or more of their plots, and that these measures are applied on about 40% of the fields in use ⁶⁰ , but without specific benefits from EBA.	Watershed management practices that contribute to climate resilience and reduce upstream-downstream impacts are applied by 75% of target households ⁶¹ : <table><tr><td>Complex</td><td>Households</td></tr><tr><td>1 (N-E)</td><td>284 250 ⁶²</td></tr><tr><td>2 (S-O)</td><td>12 600 ⁶³</td></tr><tr><td>3 (S-E)</td><td>10,000 (subject to confirmation)</td></tr><tr><td>Total</td><td>306 850</td></tr></table>	Complex	Households	1 (N-E)	284 250 ⁶²	2 (S-O)	12 600 ⁶³	3 (S-E)	10,000 (subject to confirmation)	Total	306 850	Household surveys conducted in collaboration with partner institutions and projects in each zone	Delays in partner project operations through which target populations will be reached Climate events beyond the adaptive capacity of resource management strategies Changes in economic conditions beyond the adaptive capacity of NRM strategies
	Complex	Households													
1 (N-E)	284 250 ⁶²														
2 (S-O)	12 600 ⁶³														
3 (S-E)	10,000 (subject to confirmation)														
Total	306 850														
	0.5. Areas of coastal and marine ecosystems (coral reefs, mangroves and seagrass beds) in target complexes of importance for ecosystem-based climate adaptation	Current area (ha) of coral reefs, mangroves and seagrass beds in the target complexes : <ul style="list-style-type: none">▪ Coral reefs: 4,801 ha▪ Mangroves : 7 659 ha▪ Sea grass: 24,140 ha▪ Total priority ecosystems: 36,600 ha	No loss of coral reefs, mangroves and seagrass beds.	Field visits, diver surveys, overflights	CC-related phenomena (e.g. coral bleaching, sediment inputs from hurricanes, sea level rise beyond the scope of adaptation strategies)										

⁵⁹ E.g. living fences, hedges, rock fences, stone walls, barriers on detritus level lines, earthen bunds or embryonic terraces, obstacles against ravines in clay, canals on level lines. In the initial situation, these practices control erosion, but do not contribute to climate resilience, for example by conserving moisture.

⁶⁰ These estimates are based on the percentages obtained from the Virginia Tech survey in Haiti's central plateau. They will be validated at the local level when the project is launched.

⁶¹ The total number of target households gives the value of indicator 1 of the CSF TT (Common Country Assessment Monitoring Tool) (Number of people receiving direct assistance to reduce their vulnerability).

⁶² 18,000 household clients of the USAID AVANSÉ project, 262,500 household clients of the World Bank RESEPAG project and 3,750 household clients of the IFAD PPI2 project (75% of the estimated number of household clients of each partner project coinciding with the project's target area)

⁶³ 75% of IFAD PPI3 project client households in the target area.

Vertical logic	Indicator	Starting value	Target value	Means of verification	Risks
		Current average annual rates of area loss ⁶⁴ : <ul style="list-style-type: none"> Corals: 1.3-1.5%. Mangroves: 0.16%. Seagrass beds: stable 			
	0.6. Increased populations of fish on coral reefs, including herbivorous fishes of importance for maintaining coral reef health	Ranges of numbers of fish per 100 m ² in the three target complexes : <ul style="list-style-type: none"> Meru (>30 cm): 0-0,25 Nassau Meru: 0-0,25 Growlers/morgates: 0-1 Snappers : 0 Moray eels: 0 Butterfly fish: 0-0,25 Parrot fish : (>20 cm) : 0-0,25 	Ranges of numbers of fish per 100 m ² in the three target complexes : <ul style="list-style-type: none"> Meru (>30 cm) : 1 Nassau Meru: 0.25-0.5 Growlers/morgates: 1-2 Snappers: 0.25 Moray eels: 0.25 Butterfly fish: 1 Parrot fish (>20 cm): 0,5 	Reef surveys by divers	Delays in partner project operations through which target populations will be reached Inadequate governance conditions in fishing communities Increased pressure on fisheries from external actors and initiatives
1. Increasing resilience to climate threats in key watersheds and coastal ecosystems.	1.4. Improvements in the climate resilience of men and women in the target communities, as measured by participatory assessments (e.g. IIED CRISTAL or Tear Fund methods, to be confirmed at the start of the project)	The starting situation will be determined by participatory evaluations at the beginning of the project.	All target communities (see definition under indicator 0.1) report improved resilience among men and women compared to the situation without the project.	Participatory evaluations (e.g. IIED CRISTAL or Tear Fund methods)	Delays in partner project operations through which target populations will be reached CC, natural disasters and/or economic factors beyond the scope of adaptive resilience strategies

⁶⁴ Based on the overall loss of mangroves in Haiti between 2000 and 2005 of 0.8% (<http://ftp.fao.org/docrep/fao/010/a1427e/a1427e07.pdf>), and the annual loss of corals in the Caribbean, estimated overall at 1.5% (Hodgson et al., 2002).

Vertical logic	Indicator	Starting value	Target value	Means of verification	Risks
	1.5. Areas of ecosystems of critical importance to EBA that have been actively restored	Current area (ha) of coral reefs, mangroves and seagrass beds in target complexes: See indicator O.2.	Additional areas established through investments in active restoration : <ul style="list-style-type: none"> ▪ Mangrove restoration: 7 ha (along 7 km of coastline) ▪ Stabilisation of gullies: 10.0 km ▪ Reforestation : 2 000 ha 	Registers of reforestation activities (financed directly by LDCF resources)	
	1.6. Degree to which EBA/CC considerations and the integrated landscape approach are incorporated into planning instruments covering areas of importance for EBA and/or particularly vulnerable to CC	None of the municipal and county administrations in the target complexes have drawn up development plans for their territory incorporating EBA/CC considerations.	All municipal and county governments in the target complexes have drawn up development plans for their territory incorporating EBA/CC considerations.	Review of zoning plans	Capacities and commitments of municipal and departmental administrations
2. Establishment and management of PAs in marine and coastal areas receiving waters from target catchments	2.6. Increased coverage of priority coastal and marine ecosystems (coral reefs, mangroves and seagrass beds) that have been declared protected areas (managed marine areas) and announced in the Official Journal for this purpose.	Current total area of coral reefs, mangroves and seagrass beds included and declared to form PAs, and published in the Official Journal : Coral reefs: 1,503 ha Mangroves: 5,559 ha Seagrass beds: 8,640 ha Other ecosystems: 25,030 ha Total: 40,732 ha	Total area, at the end of the project, of coral reefs, including mangroves and seagrass beds declared as PAs and published in the Official Journal : 35,402 ha Additional area included in PAs, by ecosystem : <ul style="list-style-type: none"> • Coral reefs: 2,100 ha • Mangroves: 2,100 ha • Sea grass: 15,500 ha • Total priority ecosystems: 19,700 ha • Total all coastal/marine ecosystems: 37,300 ha 	Contact details contained in declarations of establishment of PAs	Political support for the concept of Managed Marine Area (MMA) Community support for the AMG concept
	2.7. Area covered by alternative means of management or protection categories	0 ha: only one PA (Three Bays NP in Complex 1) has been established, with no internal zoning)	A total of 45,497 ha out of 99,883 ha of AMG has been zoned for active management.	AP management and zoning plans	Political support for zoning proposals Community support for zoning proposals

Vertical logic	Indicator	Starting value	Target value	Means of verification	Risks																
	providing for active and integrated management and use																				
	2.8. Maintenance of income levels of fishing families (men and women) through alternative livelihood opportunities and/or improvements in the quality and value of fish caught and sold	The starting situation will be determined during the project using retrospective time estimates.	No fishing families in the target areas have seen their income decline as a result of project actions.	Carrying out retrospective estimates in focus groups and/or household surveys	Delays in the operations of partner projects through which alternative livelihoods will be offered Fisheries productivity is affected by external actors or initiatives																
	2.9. Reduction in the total levels of threats to proposed coastal and marine PAs, measured using the GEF Management Effectiveness Monitoring Tool (METT).	<table><tr><th>Complex</th><th>Level of threats</th></tr><tr><td>1 (N-E)</td><td>67</td></tr><tr><td>2 (S-O)</td><td>52</td></tr><tr><td>3 (S-E)</td><td>53</td></tr></table>	Complex	Level of threats	1 (N-E)	67	2 (S-O)	52	3 (S-E)	53	<table><tr><th>Complex</th><th>Level of threats*</th></tr><tr><td>1 (N-E)</td><td>44</td></tr><tr><td>2 (S-O)</td><td>29</td></tr><tr><td>3 (S-E)</td><td>32</td></tr></table> <p>See Appendix Pro Doc for details of targets by METT variable.</p>	Complex	Level of threats*	1 (N-E)	44	2 (S-O)	29	3 (S-E)	32	METT Workshops with AP managers	PAs are exposed to threats not covered by the project
Complex	Level of threats																				
1 (N-E)	67																				
2 (S-O)	52																				
3 (S-E)	53																				
Complex	Level of threats*																				
1 (N-E)	44																				
2 (S-O)	29																				
3 (S-E)	32																				
	2.10. Rating of management effectiveness of target PAs (including infrastructure and enforcement improvements) measured using the GEF Management Effectiveness Monitoring Tool (METT)	<table><tr><th>Complex</th><th>Management effectiveness rating</th></tr><tr><td>1 (N-E)</td><td>10</td></tr><tr><td>2 (S-O)</td><td>5</td></tr><tr><td>3 (S-E)</td><td>5</td></tr></table>	Complex	Management effectiveness rating	1 (N-E)	10	2 (S-O)	5	3 (S-E)	5	<table><tr><th>Complex</th><th>Management effectiveness rating*</th></tr><tr><td>1 (N-E)</td><td>49</td></tr><tr><td>2 (S-O)</td><td>48</td></tr><tr><td>3 (S-E)</td><td>48</td></tr></table> <p>*See Pro Doc Annex for details of targets by METT variable</p>	Complex	Management effectiveness rating*	1 (N-E)	49	2 (S-O)	48	3 (S-E)	48	METT Workshops with AP managers	Insufficient government commitment in terms of regulation and commitment of resources Insufficient adoption by local communities
Complex	Management effectiveness rating																				
1 (N-E)	10																				
2 (S-O)	5																				
3 (S-E)	5																				
Complex	Management effectiveness rating*																				
1 (N-E)	49																				
2 (S-O)	48																				
3 (S-E)	48																				

Annex H: Progress towards project objectives and expected outcomes

[Project progress against the overall objective and expected outcomes.docx](#)

Other Annexes –

❖ TE Mission itinerary including summary of field visits

The itinerary followed for the ABE Project evaluation field visits departs from Port-au-Prince to the Baradères - Cayemites Complex, passing through the Marigot - Belle Anse - Anse-à-Pitres Complex and then the PN3B Complex to loop back to Port-au-Prince, as detailed in the table below.

Time	Meeting / Institution	Address
Monday 21 September 2020		
9h - 10h	United Nations Development Programme (UNDP) Briefing meeting <ul style="list-style-type: none"> - Fernando Hiraldo, RR - Stephanie Ziebell, DRR - Dorine Jn Paul, Head of Resilience Unit - Leopold Fenelon, MSU 	<i>14, Rue Reimbold, Bourdon, Port-au-Prince, Haiti</i> <i>Or</i> <i>By videoconference</i>
11 a.m. - 1 p.m.	Meeting with the project team <ul style="list-style-type: none"> - Gerald Neuvième - Corvil Guerry - Ardrouin Alexis - Patrick Altéus - Johanne Romilus 	<i>Local SONAPI, Boulevard des Industries, Port-au-Prince, Haiti</i>
2 pm - 4 pm	Meeting with the members of the steering committee	<i>To be determined</i>
Tuesday 22nd September 2020		
10 a.m. - 1 p.m.	Ministry of the Environment (MDE) <ul style="list-style-type: none"> - Director General of the MDE - Director of Climate Change - Director of Forestry and Renewable Energy - Director of Education, Inspection and Environmental Monitoring - Director of the National Environmental Assessment Office (BNEE) - GEF Focal Point 	<i>Local SONAPI, Boulevard des Industries, Port-au-Prince, Haiti</i>
2 pm - 4 pm	National Agency for Protected Areas (ANAP) <ul style="list-style-type: none"> - Managing Director - Technical Director 	<i>13, Tabarre 25, Port-au-Prince, Haiti</i>
Wednesday 23rd September 2020		
All day long	Journey to the Baradères - Cayemites complex	
Thursday 24 September 2020		
All day long	<ul style="list-style-type: none"> ▪ Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries 	Baradères

	<ul style="list-style-type: none"> Visit of the realisations 	
Friday 25 September 2020		
All day long	<ul style="list-style-type: none"> Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries Visit of the realisations 	Pestel/ Coral
Sunday 27 September 2020		
All day long	Trip to Thiotte (Complexe Marigot - Belle Anse - Anse-à-Pitres)	
Monday 28 September 2020		
All day long	<ul style="list-style-type: none"> Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries Visit of the realisations 	Complex Marigot - Belle Anse - Anse-à-Pitres
Tuesday 29 September 2020		
All day long	<ul style="list-style-type: none"> Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries Visit of the realisations 	Complex Marigot - Belle Anse - Anse-à-Pitres
Wednesday 30th September 2020		
All day long	Journey to the PN3B Complex	
Thursday 01 October 2020		
All day long	<ul style="list-style-type: none"> Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries Visit of the realisations 	Complex PN3B
Friday 02 October 2020		
All day long	<ul style="list-style-type: none"> Meeting with community-based organisations, local authorities, project staff in the area, and some beneficiaries Visit of the realisations 	Complex PN3B
Saturday 03 October 2020		
7 a.m. - 1 p.m.	Back to Port-au-Prince	
Monday 05 October 2020		
08h - 16h	Meeting with other actors / project partners	<i>Local SONAPI, Boulevard des Industries, Port-au-Prince, Haiti</i>
Tuesday 06 October 2020		
10 a.m. - 1 p.m.	Workshop for the restitution of the results of the mission	<i>14, Rue Reimbold, Bourdon, Port-au-Prince, Haiti</i>
2pm-3pm	Debriefing meeting with UNDP Senior Management	<i>14, Rue Reimbold, Bourdon, Port-au-Prince, Haiti</i>

❖ **Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) (section 5.2.2)**

Briefly, the main stakeholders consulted in the framework of the evaluation include the financial partner "GEF/GEF" via its Haitian focal point, the two implementing partners (UNDP including the central project team and the regional staff, MOU including ANAP/Climate Change Risk Management Units and the departmental directorates) supported by other technical partners such as MARNDR, UEH and various organizations providing technical expertise services with a local/national (FOPROBIM, ACDIB, CROSE, ADFE and APRAPANE, GEO SOCIETY, ACDED, GEOPLAN, CIDES, VP, MBCOS, CROSE, AGRO-PEST, UCHADER) and international (OIKON BLUE) coverage, GEXAMINN, REEF CHECK, TNC) as well as local actors (Mayors, CLA, CASEC, Community Based Organizations and direct beneficiaries) involved in the strategic and operational implementation phases of the EBA Project during its life cycle. The respective level of commitment to each category of key actors for the successful implementation of the EBA Project is explicit in sub-point (6.2.2.) of the EBA Project evaluation report.

❖ **Questionnaire used and summary of results (sourced from the initial report)**

A questionnaire was developed to guide the interviews. Briefly, the questionnaire focuses on project strategy, effective and efficient management including management and coordination, financial management, institutional adjustment, monitoring mechanism, adaptation efforts and stakeholders, progress towards results and impact, sustainability and appropriate recommendations. The questions will not necessarily be relevant to all respondents, and sub-questions and other specific questions are therefore used according to each stakeholder considered. Below is the content of the questionnaire.

I. Project Strategy
<i>Does the overall strategy and "theory of change" advance project objectives?</i>
<i>Are the indicators used to "measure success" good? Could they be improved?</i>
<i>Does the logical framework make sense?</i>
II. Effective and efficient management
2.1 Management and Coordination
<i>Did the project team apply management and coordination tasks?</i>
<i>Have the management and coordination at the activity level been effective?</i>
<i>How could the management have been better done?</i>
2.2. Financial Management
<i>Did financial controls (including reporting and planning) allow project management to make budget decisions?</i>
<i>Were funds disbursed correctly and on time for payment for project activities?</i>
<i>Have there been any changes in the approved budget and the final budget?</i>
<i>What are the co-financing realized?</i>
2.3. Institutional arrangements
<i>What are the institutional factors that contribute to achieving or compromising the objectives of the project? How can we improve them?</i>
2.4. Control

<i>Was monitoring and evaluation adequate? Have steering committee meetings taken place? Was the budget allocated to monitoring sufficient?</i>
2.5. Adaptability
<i>Did the project implementation demonstrate adaptive management in terms of changing circumstances?</i>
2.6. Stakeholders
<i>Did the project meet its objectives in terms of stakeholder participation and engagement with all relevant partners and projects?</i>
<i>Have the collaboration / interactions between the various project partners and institutions during project implementation been effective?</i>
III. Progrès vers les résultats et l'impact
<i>Were all expected results and activities of the project (in which you participated) delivered as planned to date, on time and on budget? If not, why?</i>
<i>Have watershed management practices contributing to climate change resilience reached target levels?</i>
<i>Have coastal areas, reefs, mangroves and seagrass beds been properly conserved?</i>
<i>Have fish populations on coral reefs, including herbivorous fish, increased?</i>
<i>How have EBA and CC been integrated into planning and administration?</i>
<i>Have the income from fishing been maintained for families?</i>
<i>Has the level of threats to coastal areas decreased and how?</i>
IV. Durability
<i>Are there any risks (financial, social-political, institutional, technical or environmental) that compromise the achievement of the project objectives?</i>
V. Recommendations
<i>Do you have any recommendations for other similar projects?</i>

A series (almost thirty) of semi-structured interviews and focus groups were conducted with all the key players such as : Financial Partners (GEF/GEF), the two Implementing Partners (UNDP through its team, MOU including ANAP & risk management/climate change units and the departmental directorates), key stakeholders (MARNDR and the Steering Committee), local actors and service providers in the three (3) geographical complexes (Baradères - Cayemites Islands in Nippes - Grand'Anse, Marigot - Massif de la Selle - Anse à Pitre in the South-East and Three Bays located in the North and North-East. The total number of participants in the interviews was around one hundred and forty people interviewed for all the key players involved in the evaluation. The results of the interviews are detailed in the various evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact that are documented in the ABE Project evaluation report.